



# The Leader's Blueprint for Business Execution Excellence

Discover How Well Your Organization Executes Goals



**FranklinCovey**  
Middle East

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85% of executives don't have or are dissatisfied with the tools around creating visibility and transparency on executing their strategy

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At FranklinCovey, we understand the challenges leaders face in achieving results. That's why, in partnership with Harris Interactive, we've developed the 4DX<sup>®</sup> Assessment —a concise, web-based survey designed to pinpoint your organization's execution gaps.

The 4DX Assessment provides a quick insight into how effectively your organization reaches its goals.

[Start the 4DX Assessment Now](#)

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# Unleash the Power of Execution With Measurable Data

Successful leaders take ownership of the company's highest-priority objectives and ensure their employees understand their precise roles in executing them.

Part of business success depends on the quality of those few clear goals; but as best-selling author Ram Charan puts it, "Goals don't mean much if nobody takes them seriously. The failure to follow through is widespread in business and is a major cause of poor execution."

Many leaders fall victim to the execution gap —"the gap between promises they've made and results delivered." Skilled leaders close the execution gap by unleashing a disciplined team of individuals focused on a few core objectives and key results (OKRs). Progress is measured collaboratively through visual metric-tracking and regular accountability check-ins. Their team members are engaged in the process and intensely focused on their personal contribution to the company's top priorities.

How does an organization engage employees and foster better execution? Is it just a matter of discipline and management control? No, goals are realized by channeling the combined passion and energy of a workforce toward the few things that make the biggest impact on the organization.

How do leaders obtain valuable insight from managers and work groups to identify priority objectives? And how do they empower individuals to allocate both time and resources to work toward that limited set of goals while triaging a long list of daily tasks competing for their time? The first step to building a team that persistently executes its goals is measuring where you are and gaining an understanding of where you need to go.

**“ Great execution requires clear goals, a plan, and a system of accountability that ensures everyone is doing their part.”**

**— Chris McChesney**

Author of *The 4 Disciplines of Execution*



To help leaders identify areas for improvement related to their organization's execution capabilities, FranklinCovey and Harris Interactive developed the 4DX® Assessment. This short, web-based survey gauges how well organizations execute their goals. When armed with their enterprise's assessment data, leaders across every industry can narrow their focus to eliminate their organization's biggest execution gaps.

The ongoing 4DX Assessment has been administered to more than 800,000 respondents representing executives, managers, and frontline workers in 10 major industries.

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Results from 800,000 respondents show that only 21% agree their organization consistently achieves its most important goals.

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# Quantifying Your Organization's Execution Capabilities

An organization's 4DX Assessment score is a number provided by the assessment that leaders can track to measure their team's execution capabilities. The score is calculated based on answers to a series of questions on four topics that provide critical insight into execution hang-ups.

1. **CLARITY**—Do we know the goals?
2. **ACTION**—Do we know what to do and how progress is measured?
3. **COMMITMENT**—Do we buy in to the goals?
4. **ACCOUNTABILITY**—Do we hold each other accountable?

A cooperative effort to address the causes of underperformance in these four categories will sharpen organizational focus and increase execution.



# Clarity Surrounding Goals

One of the most glaring failures of teams who poorly execute is a communication breakdown between company leadership and the employees they depend on. Pierre Martineau said, “The greatest enemy of communication is the illusion of it.”

Management works tirelessly to develop and prioritize OKRs, and somehow their frontline teams never receive the memo. This critical error leads to failed execution and premature revision of strategic objectives.

What management consultants often refer to as “the flavor of the month” is an ever-changing strategic direction that is revised by executive leadership so frequently that frontline staff can’t keep up. When a new set of OKRs is released before the organization has digested the previous objectives, employees are left with a feeling of futility. Team members feel unmotivated and like they cannot “win” at their job. Morale and engagement start to dwindle, and the likelihood of making progress toward any objectives—past or present—fades farther and farther away.

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“The greatest enemy of communication is the illusion of it.” – Pierre Martineau

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Results of the 4DX Assessment repeatedly confirm that [fewer than 5% of employees can even name their organization's top three priorities](#), and more than 85% of respondents state that their organization has not clearly communicated to them its most important goals.

Of the many important goals in any organization, agreement on a few “wildly important” goals has powerful benefits. Organizing activities around a critical few wildly important goals infuses purpose into the monotony of the daily workload, and teams become energized because they are positioned to succeed.





# Competing Priorities

Even when employees have a clear picture of the organization's strategic agenda, the demands of their day-to-day workload are all-consuming. In today's technology-driven society, the competition for our attention is constant. Employees sign-out of one meeting only to rush into another while simultaneously checking email, messages, and jotting down to-do's to revisit the next time they are able to come up for air. Our teams are busy. They face a constant barrage of interruptions, and they need leaders to help them prioritize their focus rather than contribute to the chaos. The problem is not executing a goal, it's executing a goal in a 10,000 mile an hour whirlwind.

According to a 2021 Work Trend Index Special Report by Microsoft, 48% of employees and 53% of managers report that they're burned out at work, and another study reveals that 28% of direct supervisors believe that their team's activities were linked to the organization's highest priorities.

The 4DX Assessment results confirm that most employees do not take time each work week to identify and schedule activities around their team or company's most important goals.

If leaders spend the entirety of their day managing the whirlwind or the normal flow of work, Peter Drucker says, "They will fritter themselves away operating." What differentiates great leaders from average leaders is that they focus on the results and contributions that are not found in the normal flow of work. These are the goals that move the organization forward and make it better.



# Employee Engagement

According to Gallup, the percentage of actively disengaged workers has ranged from a high of 20% in 2007 and 2008, to a current low of 13%. On average, 17% of U.S. workers have been actively disengaged over Gallup's 18 years of tracking annual workplace trends.

Consistent with Gallup's findings, the 4DX Assessment results note that only one-third of participants agree with the statement: "I am energized and committed to taking action on the overall goals and direction of my company."

FranklinCovey's Chris McChesney points out that strategies that require a lasting change in the behavior of other people are one of the greatest leadership challenges out there.

People perform best when they are passionate about the task in front of them. Confidence in their leader's perception of them is key to ensuring that day-to-day tasks don't overtake the wildly important. Moreover, employees who feel ownership over OKRs are more willing to share creative ideas and volunteer time to achieve them.

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What differentiates great leaders from average leaders is that *they focus on the results and contributions* that are not found in the normal flow of work.

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Bill Marriott, CEO of Marriott Corporation, tells a story that illustrates this point. His son, John, was walking through a Marriott property kitchen. He asked a cook to sit down and share ideas concerning an important initiative. Encouraged by John to speak openly, the cook offered exceptional ideas about how to improve efficiency. When John sincerely congratulated the cook for his ideas, they broke down in tears.

Quite surprised, John Marriott asked, “What’s wrong?”

The cook responded, “I’ve worked here for 20 years, and this is the first time anyone’s ever asked my opinion.”

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The 4DX Assessment *provides a vital measurement* of your organization’s *capability to execute* its highest priorities.

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Engagement begins with executives, managers, and supervisors who who take interest in employees’ ideas and strengths. By modeling the enthusiasm and commitment they seek, the best leaders inspire participation and cultivate a culture of free expression, where employees feel safe and motivated to share ideas related to organizational goals.



# Accountable Teams

Ongoing leadership support and communication is vital to continued employee engagement. Progress should be uniformly tracked and measured by every member of the team using a system that provides visual feedback on progress toward objectives. Accountability practices are not a common characteristic of teams with low execution capabilities.

## According to the 4DX Assessment results:

- Only 12% of respondents say their manager reviews their individual tasks and performance with them at least monthly.
- Fewer than half (46%) agree that in their organization, “We hold each other accountable for doing what we committed to do.”
- Only one in five respondents (22%) agreed, “There are clear consequences or rewards applied in our organization.”

Employees who are dedicated to OKRs don't just rely on managers to follow up. They are accountable to one another and understand how everyone around them generates forward progress toward goals. Like those who lead them, they are often able to take the initiative to clear the path for fellow employees who find roadblocks ahead that could prevent them from doing their part.



# Closing The Execution Gap

Execution presents an ongoing challenge and opportunity to business leaders around the globe. The 4DX Assessment provides a vital measurement of your organization's capability to execute its highest priorities. Its findings clearly indicate that teams typically lack alignment and discipline to execute on companywide OKRs.

If you're an average organization in our Execution Assessment database, here is the hard reality:

## Clarity

**16%** of your people don't know the goals.

## Action

**42%** of your people don't know what to do to achieve their goals.

## Commitment

**32%** of your people are not engaged around the goals.

## Accountability

**12%** of your people don't feel they are accountable to their boss for achieving the goals.





A report by McKinsey & Company estimates that companies around the world spend approximately \$366 billion on leadership development a year. Given the level of spending, could there be anything more important than having leaders focus on clarity, action, commitment, and accountability? What kind of a return on investment are we getting in leadership if these four focus factors are missing?

At FranklinCovey, we have developed a database of organizations that are in the top 10% in these four categories. The question is how do you rank against those top 10%? If 80% of companies fail to achieve their most important priorities, what are your chances if you're not in the top 10%?

Case studies of organizations who have utilized the assessment suggest by improving upon four focus areas—clarity, action, commitment, and accountability—an execution gap can be closed.

After a year of implementing [The 4 Disciplines of Execution®](#) and using the 4DX Assessment score, the General Manager of the NY Marriott Marquis reported that the hotel [saw the highest profit dollars in the building's history](#), the highest ratings they'd ever seen on employee and guest satisfaction surveys, and their best sales year of all time.

The results of consistently achieving your OKRs extend well beyond the satisfaction of completing goals—it improves employee morale, customer satisfaction, sales and profitability.



# Discover How Well Your Organization Executes Goals in Just 6 Minutes

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– It's Free!

Join over 800,000 leaders from various industries who have already benefited from the insights provided by the 4DX Assessment. In just 6 minutes, you can gain critical insights that might redefine how your organization achieves its most crucial goals.

[Start the 4DX Assessment Now](#)

FranklinCovey is the most trusted leadership company in the world, with operations in over 160 countries. We transform organizations by building exceptional leaders, teams, and cultures that get breakthrough results. Available through the [FranklinCovey Impact Platform](#), our best-in-class content, experts, technology, and metrics seamlessly integrate to ensure lasting behavior change at scale. Our approach to leadership has been tested and refined by working with tens of thousands of teams and organizations over the past 30 years.

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To learn more, email  
[info@franklincoveyme.com](mailto:info@franklincoveyme.com) or call us at  
+971 4 332 2244



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