

A Proven Path to Organizational Execution & Accountability

*How a Comprehensive Meeting Methodology
Can Create Accountability and Improve Execution*

Position Paper presented by

founX[®]
a solutions provider

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INTRODUCTION

Executives and managers commonly cite the inability to execute as a top organizational challenge. This is surprising considering the number of books and classes that espouse to teach how to execute, as well as the number of software solutions that promise better execution upon implementation. These tools might provide good advice and/or incremental improvements, but alone they cannot change an organization's culture, and this has to happen to successfully execute strategy.

Consider the main reason organizations give for inability to execute: **too much to do with too little time and too few people**. This dilemma, though, is an *outcome* of the inability to execute, not the cause. Put into product or service terms, it would be like saying, "We have poor quality because we don't have enough time or resources to have good quality." Obviously, such an organization would not be in business very long.

Just as the solution to poor-quality products or service is improving the processes that lead up to delivering them to customers, the solution to closing the Execution Gap (See Figure 1), is changing how people work, i.e., processes and thinking.

What causes the Execution Gap?

- No organizational method for executing strategies, usually multiple methods left up to the individual.
- No planning and/or checking the capacity for execution.
- Constant changing of the execution pace, inevitably widening the gap.
- Constant adding of new actions, even when existing actions are not complete.

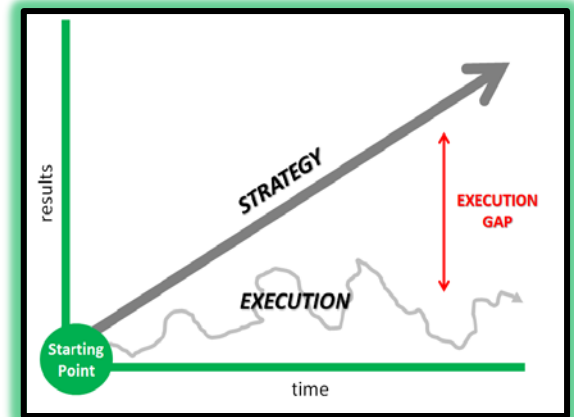


Figure 1: The Execution Gap

This position paper examines how using a comprehensive methodology to manage meetings and post-meeting responsibilities can provide the processes an organization needs to change behavior — and thus culture — in order to improve execution.

There is an expanding need for such a methodology as pressure to hold down costs to remain competitive continues; technological advancements speed up business cycles and produce deluges of unfiltered data and information.

Workplaces continue to evolve into more physically and geographically dispersed operations that rely heavily on collaborative teams to implement strategy. These factors are the major drivers behind "too much to do with too little time and too few people," and, unfortunately, they are not going away. Therefore, any successful solution to closing or narrowing the Execution Gap should ultimately result in more time *for everyone to execute strategy* (i.e., create value for customers) with the same resources.

THE MEETINGS/EXECUTION CONNECTION

founX® uses an execution methodology that targets the processes around meetings and meeting outcomes for improvement. *Why meetings?* Three reasons:

1. For execution to improve, *everyone* must be involved for the culture change, and meetings are a common participation platform in nearly every department in every organization.
2. Meetings tend to reflect an organization's culture as indicated in Corporate Cultures, written by Terrance Deal and Allen Kennedy. With the founX® methodology, meetings become conduits for changing culture by implementing structured and repeatable processes with clearly defined roles and responsibilities.
3. Meetings are rife with waste and pull people away from creating value. Reducing the number of meetings and the amount of time spent in meetings makes room for more execution of an organization's defined strategy.

WHY MEETING TEMPLATES ALONE FAIL

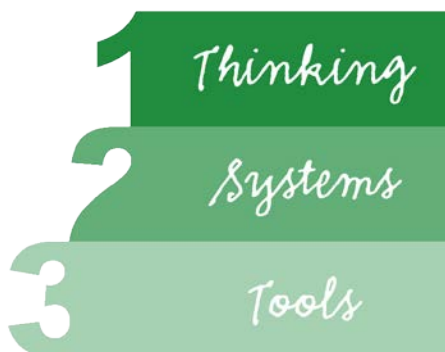


Figure 2: The Elements of a Methodology

It is important to understand that having a meeting methodology is different from having a standard template used to run meetings. The template is a tool, which is just one part of a complete methodology. A methodology is a combination of **thinking, systems, and tools**. If we have a tool without the thinking, we limit the effectiveness of the tool. If we have a tool, but no system to connect the thinking to the use of the tool and with others, then the tool again does not generate the full value. (See Figure 2)

The aspect of founX® that brings thinking, systems and tools together is **P-PDCA (Purpose-Plan-Do-Check-Adjust)**. Applying the simple P-PDCA methodology to any need, a manager or team member will be able to see the next step necessary to continue moving in the right direction. (See Figure 3)



Figure 3: Purpose-Plan-Do-Check-Adjust

The **founX**® system incorporates critical execution principles bringing them together under the Four **founX**® Pillars (See Figure 4):

1. **Portal:** Provides visibility to the status of the current health of groups, areas and activities. A single collection point of information.
2. **Execution Journal™:** A one-stop repository for all action items, decisions, and parking lot items captured **in** and **out** of meetings. The current status of each task is shown.
3. **Plan a Meeting:** Provides a simple six-step wizard to plan an effective and efficient meeting fast, a user can plan a meeting in less than ten minutes.
4. **Conduct a Meeting:** Provides a simple, common process to capture all meeting notes, action items, decisions and parking lot items.

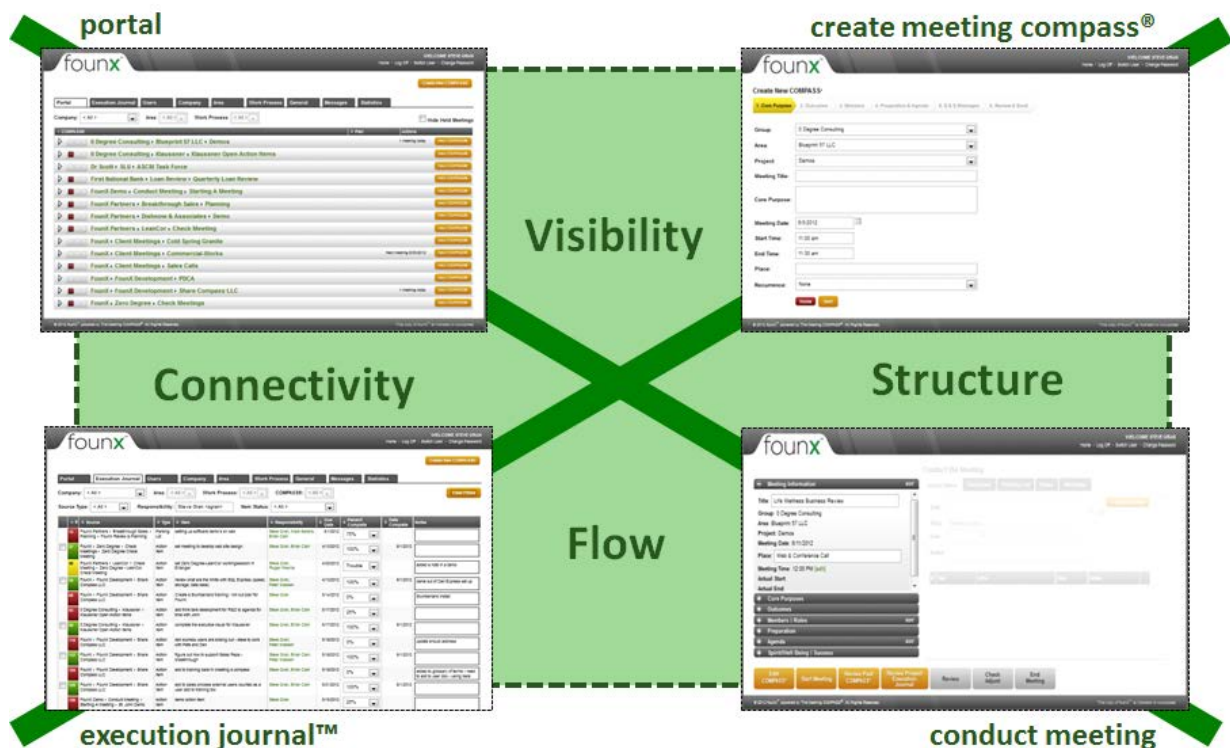
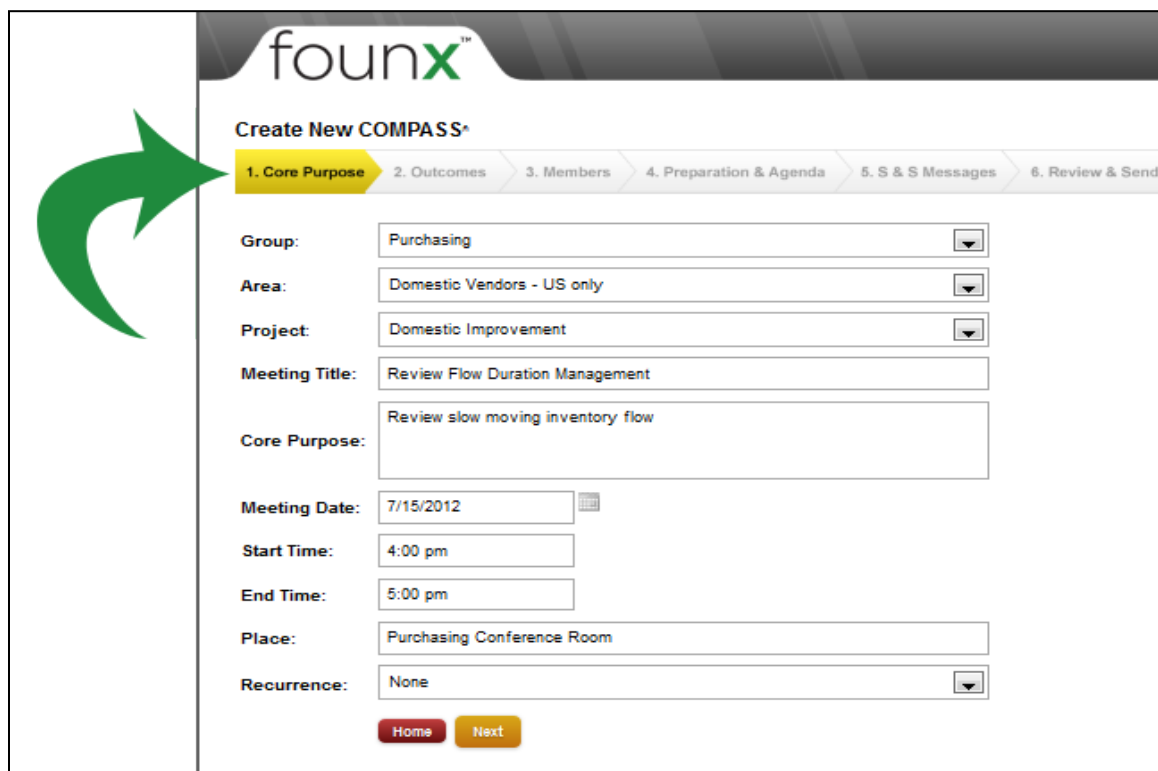


Figure 4: Four founX® Pillars

One of the core **founX**[®] tools is **The Meeting COMPASS**[®], (See Figure 5) which becomes the standard structure for planning and conducting meetings. COMPASS[®] is an acronym that stands for:

- **C**ore purpose: All effective meetings need to start with a clear simple purpose.
- **O**utcomes: With your outcomes clearly defined in the plan — the participants can focus on content — not process.
- **M**embers: With the participants roles clearly defined in the plan — each participant can focus on one role and play an important part in the meeting.
- **P**reparation: All efficient meetings have clearly defined prep work identified prior to the meeting.
- **A**genda: All meetings need an agenda to keep the group on task and on time.
- **S**afety/Wellness or **S**pirit/Well-Being: A simple way to show genuine concern for the participants and set the tone for the meeting.
- **S**uccess: A great way to start every meeting: Recognize one or more of the participants for a job well done.

The **founX**[®] methodology differs from other “meeting management” or “execution improvement” solutions by providing complete and clear visibility into the status of every meeting-generated action item across the organization; and a process for codifying the accountability of the action items. Instead of executives and managers having to adjust to multiple execution methods (as many as there are people) and wasting precious time; they can use a common structured methodology to focus their energies on executing the strategy.



The screenshot shows the 'founX' logo at the top left. Below it is the title 'Create New COMPASS' and a progress bar with six steps: 1. Core Purpose (highlighted in yellow), 2. Outcomes, 3. Members, 4. Preparation & Agenda, 5. S & S Messages, and 6. Review & Send. The form fields are as follows:

Group:	Purchasing
Area:	Domestic Vendors - US only
Project:	Domestic Improvement
Meeting Title:	Review Flow Duration Management
Core Purpose:	Review slow moving inventory flow
Meeting Date:	7/15/2012
Start Time:	4:00 pm
End Time:	5:00 pm
Place:	Purchasing Conference Room
Recurrence:	None

At the bottom of the form are two buttons: 'Home' (red) and 'Next' (orange).

Figure 5: The Meeting COMPASS[®]

Through the **Execution Journal™** (See Figure 6), a user can immediately see which action items have been accomplished, which are in process, and which are falling behind — both on an individual and group level. When a manager or leader can so easily obtain this deep and wide knowledge of what work is getting done, he or she can:

- Save time by eliminating the need to hold additional meetings, send emails, or make phone calls to check on current status.
- Immediately see where help is needed and quickly deliver the help.
- Identify the strengths and weaknesses of team members and manage accordingly.
- Measure the capacity to take on additional projects based on work in process.
- Better manage team-member workload and understand how to match resources to current needs.
- Accelerate the execution process by prioritizing actions and resources to support strategy goals.

#	Source	Type	Item	Responsibility	Due Date	Percent Complete	Date Complete	Notes
34	Information Technology > Infrastructure > Staff Meetings > Weekly Staff Meeting	Action Item	collect data from Track-It and understand if support call volume is trending up	Michael Peyton	8/10/2012	25%		working on this item
35	Information Technology > Infrastructure > Staff Meetings > Weekly Staff Meeting	Action Item	review countermeasures for project 3445	Aidan O'Brien	8/17/2012	0%		
37	Human Resources > Safety > Team Meetings > August Safety Meeting	Action Item	review visual calendar and update changes to training schedule	Jonathan Griffin	8/29/2012	On Hold		
43	Human Resources > Safety > Team Meetings > August Safety Meeting	Action Item	set meeting for insurance vendor review for september	Sharon McCourt	8/24/2012	50%		
44	Human Resources > Safety > Team Meetings > August Safety Meeting	Action Item	confirm managers participation in next month's meeting	Jule Thomas	8/17/2012	0%		date pushed out due to waiting on supplier new date is 1/13/13
48	Sales > Sales Administration > Staff Meetings > August Safety Meeting	Action Item	get updated logo from marketing to put on devletter	Tom O'Hara	8/21/2012	100%	7/10/2012	
56	New Product Development > Product Line Gold Development > Project G-3352 > Component 5557 Partner Design Review	Action Item	need to review dimensions on front edge	Todd Bomar	8/24/2012	50%		not necessary due to some reason
57	New Product Development > Product Line Gold Development > Project G-3352 > Component 5557 Partner Design Review	Action Item	review specification 22 for suggested changes	Todd Bomar	8/30/2012	0%		
58	New Product Development > Product Line Gold Development > Project G-3352 > Component 5557 Partner Design Review	Action Item	get new price on weld change	Howard Rolle	8/31/2012	0%		
60	New Product Development > Product Line Gold Development > Project G-3352 > Component 5557 Partner Design Review	Parking Lot	potential issues with notch on front cover being to large	Alan Johnson	9/28/2012	0%		

Figure 6: Execution Journal™

founX® has thousands of users, in multiple industries in both profit and non-profit environments. Their feedback is that **founX®** is intuitive, simple, effective and that by implementing the methodology their Execution Gap is closing.

A current user of **founX®**, Geoff Beaston, Senior VP at Klausner Home Furnishings Inc., says, “I have 36 years of experience, including serving in positions of CEO, Executive VP, and VP of Sales and Marketing, with companies ranging from a start-up to Fortune 200 companies. **founX®** is an easy-to-manage system that provides all the tools needed for a team or an organization to have a complete view of the process. The information flow and accountability to make decisions and follow through is the best I’ve ever seen.”

founX® MEANS FOUNDATIONAL EXECUTION

founX® has its roots in common process-improvement methodologies and tools, such as lean management and operational excellence. It was born from a proven process tested, developed and implemented over the last twelve years. The bottom line is the **founX®** methodology addresses the *organizational execution challenge*.

When will your organization have the time to improve execution?

For more information, call us (844) 637-8907 or email us info@founx.com or Tweet comments [@founxsoftware](https://twitter.com/founxsoftware)