



Strategy and execution are strongly linked. However, for the expert in strategic execution, **Chris McChesney**, while strategy occurs more naturally in people, leaders must work harder to develop the execution capabilities.

1 Could you define "execution"?

Strategy and execution are not separate, although we usually think of them in this way: the idea against real work. In the path of all strategy, however, there is a series of "bets" or hypotheses that have to be executed to know if something works or not. At the same time, in every execution there are strategic decisions, such as deciding between the sub-objectives to follow in order to reach the greater goal, or choosing the work teams or their leaders. All of this, in general, is often mistakenly considered as an exclusive part of the execution.

2 What is the main challenge for an effective execution?

It is a leadership challenge and it is associated with the creation of clear objectives. The ability to identify the target and then break it down into a series of "actionable" subcomponents is something that sounds easy but is actually complicated for many leaders. See and convey with clarity what you want to achieve, and identify what the team has to do to generate the desired impact is key in every execution. That's leadership ... and it's also strategy.

3 What is the secret to forming a great team?

One of the keys is to have a purpose for which that working team exists; the objective defines the working group. The other is to know how to organize it in such a way that this purpose is achievable. In addition, the leader must create a vision aiming at specific objectives in order to get out of the conceptual factor. It is very difficult to execute or win based on a concept.

4 How is the motivation of the work team achieved?

A good execution is not about telling people what to do. It is more about identifying the objectives and allowing creativity at all levels. With creativity I mean to define together - leader and team - the way in which the objectives will be reached. In this sense, to execute does not mean to push people to do something but to boost their creativity.

5 What are the disciplines in every execution?

There are four disciplines and they have to do with focusing on what we normally do not look at. The first is just to focus on the wildly important, moving from a concept to a clearly defined objective. The second discipline is to determine the predictive indicators, since you can only act on what can be measured. The third focuses on viewing the game, in other words, having a scorecard: can I visualize my goal? Can I see my indicators? While the fourth discipline is to renew the commitment of each team member and create a pace for accountability. ▽