

IABH 2017 Annual Conference




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September 2017



**THE 4 DISCIPLINES OF EXECUTION APPROACH  
TO WORKING WITH MANAGED CARE  
ORGANIZATIONS**

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IT'S ONE THING TO COME UP WITH  
**GREAT STRATEGY AND GOALS,**  
BUT IT'S QUITE ANOTHER  
TO ACTUALLY GET THEM DONE

THIS IS CALLED THE EXECUTION GAP  STEVEN COVEY

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**WHAT** KEEPS YOU FROM  
EXECUTING YOUR **GOALS?**

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## Agenda

- Introduction: Problem & Solution
- Discipline 1: Focus on the Wildly Important
- Discipline 2: Act on the Lead Measures
- Discipline 3: Keep a Compelling Scoreboard
- Discipline 4: Create a Cadence of Accountability
- Closing Summary
- Questions & Answers

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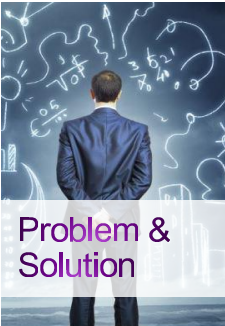
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## Problem & Solution

- ▶ Why is it hard to execute?
- ▶ Execution is not taught in the traditional schools.
- ▶ We are not narrowing our focus.
- ▶ We are not applying more energy against fewer goals. 80/20 Rule.
- ▶ We are not keeping score and accountability.

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## 4 Disciplines of Execution

The 4 Disciplines of Execution are all about producing great results. The disciplines hold themselves consistently accountable for performance on lead measures, which in turn drives achievement of wildly important goals (WIGs).

- **Discipline 1: Focus on Wildly Important Goal**
  - A. Select 1 or 2 most extremely important goals.
    - i. Don't try more than two (2)
- **Discipline 2: Act on Lead Measures**
  - A. Lag measures --track measures (History) (Outcome)
  - B. Lead Measures - track measures to get to Lag measures.
    - i. Predictive
    - ii. Influence
      - Acting on Lead Measures will get you to Lag Measures

- **Discipline 3: Keep A Compelling Score**
  - A. Discipline of engagement
  - B. The team/players must design scoreboard
    - i. Must be simple
- **Discipline 4: Create Cadence of Accountability**
  - A. Where execution really happens.
    - i. Weekly meeting (20 to 30 minutes)
  - B. Team members must be able to hold each other accountable
  - C. Team members create own commitment
    - Outside of whitewind
  - D. Just in-Time commitment

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NASC 8

### Discipline 1: Focus on the Wildly Important

Urgent

Whirlwind  
(The Day Job)

vs

Important

Goals  
(New Activities)

- Focus** your finest effort on the one or two goals that will make all the difference, instead of giving mediocre effort to dozens of goals.
- Execution** starts with focus. Without it, the other three disciplines won't be able to help you.

Practicing Discipline 1 means narrowing your focus to a few highly important goals so you can manageably achieve them in the midst of the whirlwind of the day job.

Wildly Important Goal (WIG)
Lead Measures
Compelling Scoreboard
Cadence Accountability

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NASC 9

### Discipline 1: Focus on the Wildly Important

- Your chances of achieving 2 or 3 goals with excellence are high, but the more goals you try to juggle at once, the less likely you will be able to reach them.

Number of Goals (In addition to the Whirlwind)	2-3	4-10	11-20
	↓	↓	↓
Goals Achieved With Excellence	2-3	1-2	0

Wildly Important Goal (WIG)
Lead Measures
Compelling Scoreboard
Cadence Accountability

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13

**Discipline 1:  
Focus on the Wildly Important**

**Rules:**

- Following rules related to WIGs **must** be respected:
  - Rule #1:** MCO Team should have no more than 1-2 goals at any given time.
  - Rule #2:** Sub-WIGs can be different but they must ensure success of the parent WIG. **The battle must win the war.** In other words, if a battle is not helping you to win the war then see if you can avoid that battle.

WIG WAR  
 |  
WIG WIG WIG BATTLES

Widly Important Goal (WIG) → 
 Lead Measures → 
 Compelling Scoreboard → 
 Cadence Accountability

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14

**Discipline 1:  
Focus on the Wildly Important**

**NEW AGE SERVICES CORPORATION WIGs**

WIG WAR  
 |  
WIG Increase MCO Collection Rate From X to 75% by 12/31 WIG BATTLES

Widly Important Goal (WIG) → 
 Lead Measures → 
 Compelling Scoreboard → 
 Cadence Accountability

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15

**Discipline 1:  
Focus on the Wildly Important**

Idea for the WIGs	Current Results (From X)	Desired Results (to Y)	Deadline by When	Rank
Aetna		75%	12/31/17	6
<b>BC/BS</b>	<b>50%</b>	<b>75%</b>	<b>12/31/17</b>	<b>1</b>
Cigna		75%	12/31/17	8
CCA		75%	12/31/17	2
County Care		75%	12/31/17	7
Harmony		75%	12/31/17	3
Humana		75%	12/31/17	5
Illinicare		75%	12/31/17	9
Meridian		75%	12/31/17	4
Molina		75%	12/31/17	11
Next Level		75%	12/31/17	10

Widly Important Goal (WIG) → 
 Lead Measures → 
 Compelling Scoreboard → 
 Cadence Accountability

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NASC 16

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### Discipline 1: Focus on the Wildly Important

Rules:

- Following rules related to WIGs **must** be respected:
  - Rule #3:** Senior leaders can veto (on the WIGs determined by MCO team ) but they cannot dictate.
  - Rule #4:** Each WIG must have a finish line – From X to Y by WHEN.

Wildly Important Goal (WIG)

Lead Measures

Compelling Scoreboard

Cadence Accountability

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**THE DISCIPLINE OF LEVERAGE**

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ACT ON THE LEAD MEASURES

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NASC 18

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### Discipline 2: Act on the Lead Measures

- Lag Measures** tell you if you have achieved the goal.
  - [out of your control]
- Lead Measures** tells you if you are likely to achieve the goal.
  - [within your control]

Wildly Important Goal (WIG)

Lead Measures

Compelling Scoreboard

Cadence Accountability

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19

**Discipline 2:  
Act on the Lead Measures**

**Conventional Thinking**

- Keep your eye on the lag measures: the quarterly results, the sales numbers, pounds lost. Stress out. Bite your nails while you wait.

**4DX Principle**

- Focus on moving the lead measures. These are the high leverage actions you take to get the lag measures to move.

Widely Important Goal (WIG)

Lead Measures

Compelling Scoreboard

Cadence Accountability

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**Discipline 2:  
Act on the Lead Measures**

**LAG MEASURE**

- The measurement of a result you are trying to achieve. Measures the goal.
- Before you get the data, the result has already happened. (Logging)
- The formula from the X to Y by when in a WIG gives us a lag measure.
- The whirlwind is full of lag measures.

vs

**LEAD MEASURE**

- Foretell the result.
- Predictive**, if lead measure change, you can predict that the lag measure will change.
- Influenceable**, it can be directly influenced by the team.

Widely Important Goal (WIG)

Lead Measures

Compelling Scoreboard

Cadence Accountability

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21

**Discipline 2:  
Act on the Lead Measures**

Identify possible lead measures by asking questions like below ( with respect to WIGs )

- What could we do that we have never done before?
- What strength of this team can we use as leverage on the WIGs?
- What do our best performers do differently?
- What weakness might keep us from achieving the WIG?
- What could we do more consistently ?

Rank the lead measures by its impact on the WIG

Widely Important Goal (WIG)

Lead Measures

Compelling Scoreboard

Cadence Accountability

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**Discipline 2:  
Act on the Lead Measures**

Define the lead measures in the final form by considering following questions

- Are we tracking team performance or individual performance?
- Are we tracking the lead measures on daily basis or weekly basis?
- What is the quantitative standard?
- What is the qualitative standard?

Widely Important Goal (WIG)
Lead Measures
Compelling Scoreboard
Cadence Accountability

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23

**Discipline 2:  
Act on the Lead Measures**

Look at two types of lead measures

1. **Small Outcomes** – lead measures that focus MCO Team achieving the weekly committed results using the committed method(s)
2. **Leveraged Behaviors** – lead measures that track the specific behaviors we want the MCO Team to perform throughout the week

Widely Important Goal (WIG)
Lead Measures
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Cadence Accountability

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24

**Discipline 2:  
Act on the Lead Measures**

Choose top 2-3 WIGs on which the MCO Team shall be focusing

Finalize Lag Measures		
Ideas for the lead measures	How to measure?	Rank
Calls made to MCO's	% of calls made per team member.	3
EOPs reviewed	% of EOPs reviewed	2
MCO Face to Face Visits	% of MCO Visits	1

The lead measures are ranked by the impact it has on the WIG

Widely Important Goal (WIG)
Lead Measures
Compelling Scoreboard
Cadence Accountability

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25

**Discipline 2:  
Act on the Lead Measures**

**NEW AGE SERVICES CORPORATION LAG MEASURE**

**NEW AGE SERVICES CORPORATION LEAD MEASURES**

- Increase the number of MCO site visits per month.
- Increase the number of EOP reviews per week.
- Increase the number of engagement calls with MCOs per month.

Widely Important Goal (WIG) → Lead Measures → Compelling Scoreboard → Cadence Accountability

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**THE DISCIPLINE OF ENGAGEMENT**

**3**

KEEP A COMPELLING SCOREBOARD

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27

**Discipline 3:  
Keep a Compelling Scoreboard**

Make sure everyone knows the score at all times.

Widely Important Goal (WIG) → Lead Measures → Compelling Scoreboard → Cadence Accountability

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28

**Discipline 3:**  
**Keep a Compelling Scoreboard**

**A scoreboard compels action.**

**Conventional Thinking**

- Scoreboards are for leaders. They are coach's scoreboards that consist of complex spreadsheets with thousands of numbers.

**4DX Principle**

- The scoreboard is for the whole team. To drive execution you need a players' scoreboard that has a few simple graphs on it indicating: Here's where we need to be and here's where we are right now. In a few seconds, anyone can tell if we are winning or losing.

Widely Important Goal (WIG)

Lead Measures

Compelling Scoreboard

Cadence Accountability

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29

**Discipline 3:**  
**Keep a Compelling Scoreboard**

**A scoreboard compels action.**

Widely Important Goal (WIG)

Lead Measures

Compelling Scoreboard

Cadence Accountability

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30

**Discipline 3:**  
**Keep a Compelling Scoreboard**

**Characteristics of a compelling players scoreboard.**

- Is it Simple? It has to be **simple**.
- Can I see it easily? It has to be **visible** to the team.
- Does it show lead and lag measures? It should show both the lead and lag measures.
- Can I tell at a glance if I am winning? It should tell you in 5 seconds if you are winning or losing.

Widely Important Goal (WIG)

Lead Measures

Compelling Scoreboard

Cadence Accountability

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31

**Discipline 3:**  
**Keep a Compelling Scoreboard**

To increase collection rate from X% to 75% by 12/31/16.

Widely Important Goal (WIG) → Lead Measures → Compelling Scoreboard → Cadence Accountability

1. Atria  
2. ECR  
3. Cigna  
4. CCA  
5. Country  
6. Care  
7. Humana  
8. Humana  
9. Medicare  
10. Molina  
11. Nextlevel

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**THE DISCIPLINE OF ACCOUNTABILITY**

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CREATE A CADENCE OF ACCOUNTABILITY

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**Discipline 4:**  
**Create A Cadence of Accountability,**

Where execution actually happens.

<p><b>Conventional Thinking</b></p> <ul style="list-style-type: none"> <li>Accountability on our team is always top down. We meet with the boss periodically and he lets us know how we're doing and what we should focus on next.</li> </ul>	<p><b>4DX Principle</b></p> <ul style="list-style-type: none"> <li>Accountability on our team is shared. We make commitments and then we're accountable to our boss, but more important, to each other, for following through.</li> </ul>
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Widely Important Goal (WIG) → Lead Measures → Compelling Scoreboard → Cadence Accountability

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34

**Discipline 4:**  
**Create A Cadence Accountability**

- Create a frequently recurring cycle (Thursday) of **accountability to each individual member** through commitment to the MCO Team on the ideas (lead measure) brought forward by the individual to move/change the lag measure.
- The Manager of the MCO Team will judge the idea and seek a better idea, if needed. However, the idea does come from the individual who are going to execute the lead measure.




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**Discipline 4:**  
**Create A Cadence Accountability**

- The idea is owned by the individual.
- In the MCO weekly WIG session the individual will commit this to the group and hold each other accountable for taking actions that will move the lead measures resulting in the achievement of the WIG despite all the whitwind around the individual / team.
- The score will be maintained at team level and thus the team assist in choosing the effective lead measure and clears path if any blockage is being foreseen. In nutshell, each individual on the MCO Team will understand that they succeed as a team or fail as a team.




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36

**Discipline 4:**  
**Create A Cadence Accountability**

**4DX Thursday Session**

- Account:** The MCO Team will report on last week's commitment.
- Review Scoreboard:** The MCO Team will learn from successes and failures.
- Plan:** The MCO Team will clear the path and make commitments.





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37

**Discipline 4:**  
**Create A Cadence Accountability**



**4DX Thursday Session Rules**

- It will be held on same day and same time without fail, otherwise the momentum will be lost and WIG will fail.
- The whirlwind shall never be allowed in this session.
- It will not last more than 20-30 minutes (i.e. we run this in fast and forward mode).
- Scoreboard must be updated before the WIG session.
- It will be very focused on the WIG.

Widely Important Goal (WIG)
Lead Measures
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Cadence Accountability

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**Discipline 4:**  
**Create A Cadence Accountability**

**WIG Session**

Where: \_\_\_\_\_ When: \_\_\_\_\_  
WIG(s) BC/BS \_\_\_\_\_

Individual Reports	Team Members	Commitment	Status
	Blair	Review EOP	✓ Complete
	Lafiana	Review EOP	✓ Complete
	Michelle	Review EOP	✓ Complete
	Anthony	Visit CCA Office	✓ Complete
	Belinda	Visit CCA Office	✓ Complete
Scoreboard Update			

Widely Important Goal (WIG)
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**Discipline 4:**  
**Create A Cadence Accountability**

**Lead Measures**

**Calls made to MCO**



**EOPs reviewed**



**Site Visits**



Actual:	5	60	1
Target:	2	60	1

Widely Important Goal (WIG)
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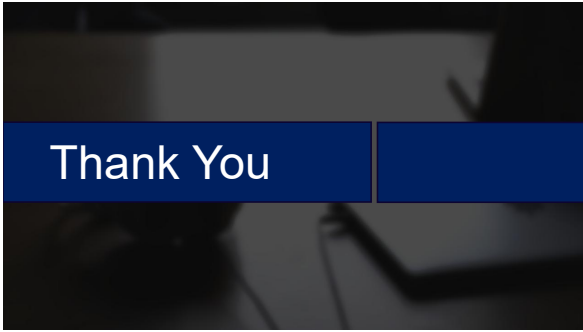
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