

Systemic Execution – Scoring Template

Execution Components	Self-rating: On a scale from 1-7, to what degree is this in place districtwide?						
	1	2	3	4	5	6	7
<p>Clear focus and priorities (“Place your bets”). The organization’s mission and vision are clear for all stakeholders. In addition, the key players in implementing the improvement strategies know the focus of the organization and understand the underlying theory of action behind the improvement strategies.</p>							
<p>Addressing the system (“It’s the system stupid”). The organization’s improvement priorities target the systemic nature of the underlying performance problems. The organization looks beyond mere symptoms, analyzing and directly addressing the forces that give rise to those symptoms.</p> <p>In addition, the assumptions undergirding the improvement strategies are consistently surfaced and challenged. The organization is not satisfied at simply implementing with fidelity, it is in a constant state of improving its approach to improvement.</p>							
<p>Backwards Design of the Strategy (“Begin with the end in mind”).—Leaders across the system take the time to backwards map the improvement strategies (informed by the theory of action) from the desired outcomes. This action is more than simply completing an action plan; it is an opportunity for leaders to think through and attend to the various details that need to be addressed in making the chosen strategies successful.</p> <p>This is done with an explicit eye for how well material, human, financial and intellectual capital are aligned to the strategy. Resource alignment is key.</p>							

<p>Identify Leading and Lagging Indicators of Implementation and Impact. The organization identifies a small number of indicators that indicate whether the strategies are being implemented and whether the desired results are being produced. Indicators help drive continuous improvement of strategies.</p> <p>As opposed to being simply overwhelmed by volumes of data, these organizations are clear about how they measure success.</p>							
<p>Routines for Monitoring, Accountability, and Continuous Improvement (“Habit-ualize the behaviors you want”). The organization creates and implements specific routines designed to force dialogue, interrogate the improvement logic, and monitor ongoing progress of improvement strategies. The leading and lagging indicators are scrutinized within these routines. Moreover, these improvement routines help to model and shape the culture of how business is conducted.</p>							
<p>Clear structures and power relationships informed by theory of action (“Clarify the rules of the game”). The organization clarifies the rules of engagement around implementation of the strategies. Who has the power and authority to make what decisions is clear and transparent. Clear lines of authority and accountability are outlined and acted upon.</p>							
<p>Align the Culture (“Focus on how we do work here”). Effective organizations have cultures defined by a focus on performance and continuous improvement. Relational trust is fostered, as it is necessary to support honest dialogue about the impact of the improvement efforts. Individuals have confidence in (and are celebrated for) taking calculated risks aligned to the district improvement focus. People are encouraged to name and help fix improvement breakdowns.</p> <p>The new culture is modeled, and “talking the walk” is done to make sure people understand what is being modeled. In addition, leaders focus on key behavioral changes that can help lead to the desired cultural shifts.</p>							