

Execution excellence Self assessment report



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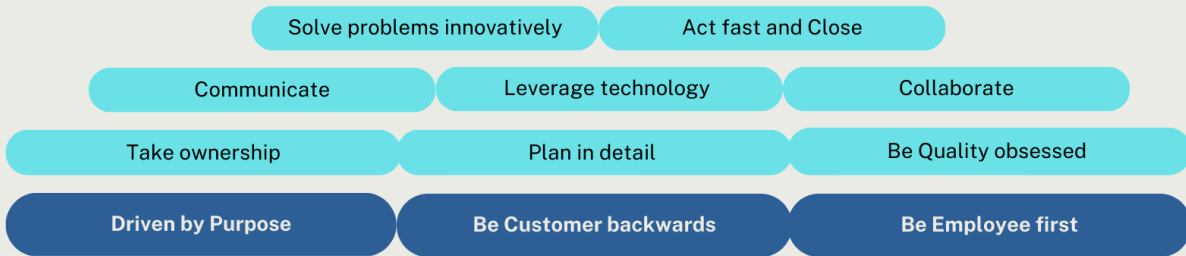
Head, Retail

This report contains

1. Scores on 11 dimensions of Execution, with peer averages and Benchmarks
2. Suggested interventions on 3 bottom scoring dimensions based on best practices
3. Best practices and sub-dimensions across each of 11 dimensions.

Execution is the core skill for business. 11 dimensions define execution excellence which are further divided into 82 sub-dimensions. This report is a high level assessment based on the inputs provided on the self- assessment.

11 dimensions of Execution Excellence



Overall Execution Capability Score

84%

Tanvi, that 84% score is a good one. However, when examining individual dimensions, it becomes clear that this average conceals some significant gaps.

It is important to consider a score of 4/10 for both problem-solving and ownership. Lack of ownership affects an organization's culture and performance, wearing down executives and causing them to fail goals. Instead than striving to accomplish goals, teams may be wasting time blaming one another.

The low problem-solving score reflects this as well. Teams with a high level of ownership would deal with problems as they arise. This is an essential skill in the retail sector, which is large and full of obstacles. High-ownership teams would address issues as they come up. This is a crucial ability in the retail industry, where there are many challenges and a vast scale.

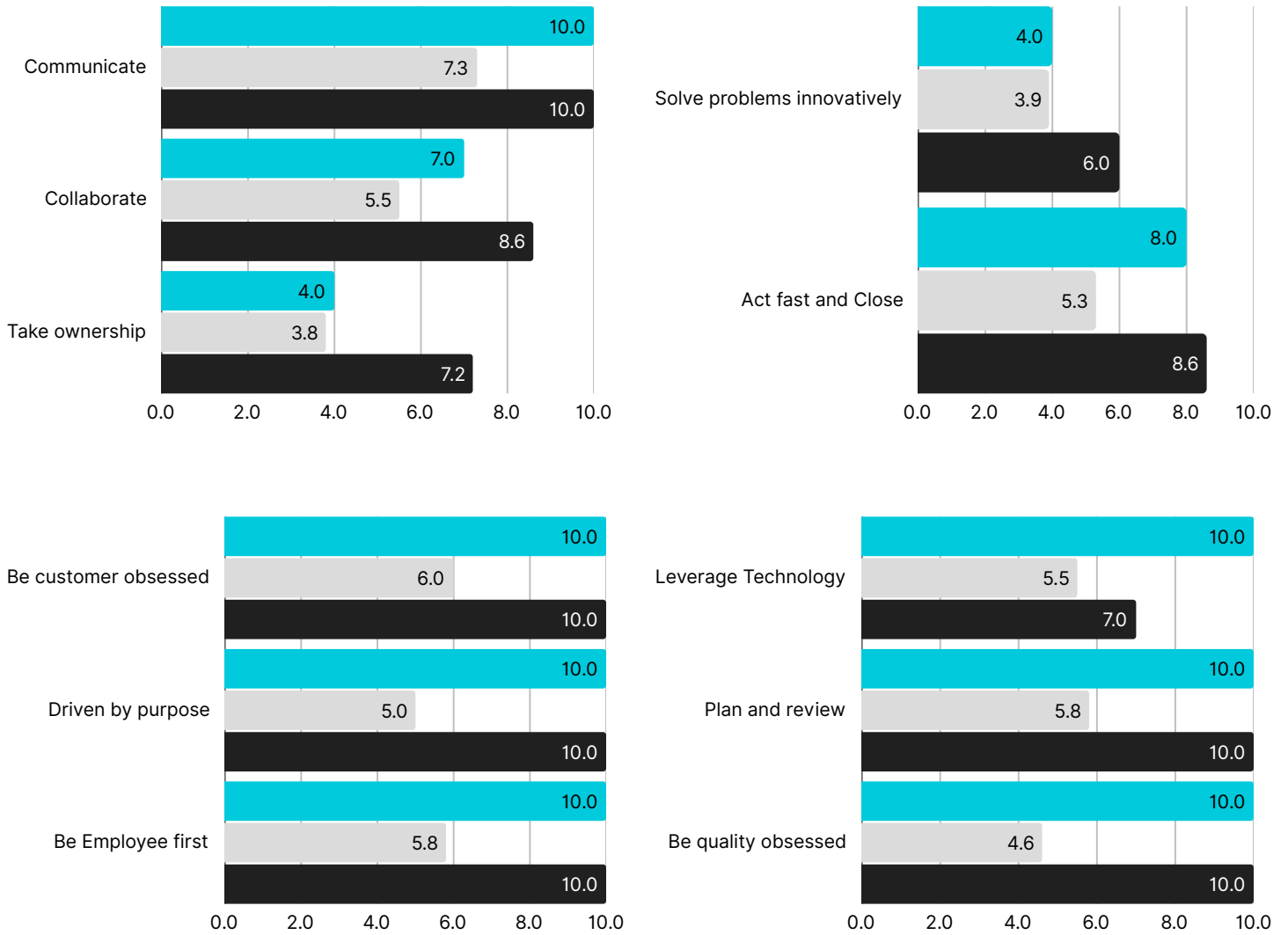
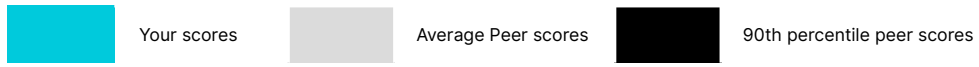
The good news is that your customer obsession ratings are 10/10, despite these two lower-end results. This is uncommon and ought to be maintained; otherwise, a bad customer experience would be bad for business.

Assessment on 11 dimensions of Execution Excellence



Scores are out of 10, as rated in the self assessment. A higher score is closer to best practice

Legend



Best practices and Suggested actions



Dimension of execution	Sub-dimensions	Your Score	Industry Best practice examples
<p>Communicate</p> <p><i>The skill and attitude to communicate is fundamental, failing which inefficiencies creep in heavily. Adequate communication is a responsibility of employees enabled by systems/processes put by management</i></p>	<ol style="list-style-type: none"> 1. Authenticity 2. Listening 3. Communication platform 4. Cascaded communication 5. Recurring people connects 	10	<p>Maruti has an open office concept where people at all levels interact on open floor</p> <p>Salesforce integrated with Slack for seamless communication across internal and external worlds</p>
<p>Collaborate</p> <p><i>It refers to the behaviour of proactively supporting peers in order to achieve the objectives, even for goals which may be shared or not directly yours. No one should feel hesitation in seeking support from each other</i></p>	<ol style="list-style-type: none"> 1. Camaraderie 2. Favoritism 3. Heroism 4. Comparison and competition 5. Diversity and inclusion 6. Cross functional reviews 	7	<p>TCS has an operating system which mandates people to collaborate through a process</p>
<p>Take ownership</p> <p><i>The culture of owning an action or target and running it with to the finish line. Blame game and excuses dilute ownership and a growth and learning attitude is a must</i></p>	<ol style="list-style-type: none"> 1. Consequence management 2. Resource loaded planning 3. Sense of Community/Loyalty 4. Appreciation/ recognition 5. Public naming and shaming 6. Shared KPIs 7. Psychological safety 8. Leading by fear 9. Decision making empowerment/involvement 10. Target setting process 11. Trust 12. Role clarity 	4	<p>During 9/11 attacks, employees at Taj risked their lives for guests. No one trained them for it ever</p>
<p>Solve problems innovatively</p> <p><i>The rigour of root cause analysis is deployed across, going deep to understand using data. Innovation is systematic, helping solve the difficult problems effectively</i></p>	<ol style="list-style-type: none"> 1. Use of data 2. Problem solving skill 3. Psychological safety 4. Root cause problem solving 5. Experimentation 6. Benchmarking 7. Solve with customer viewpoint 	4	<p>RCA rigour - Toyota uses 5 Whys, Ishikawa diagrams for every issue</p> <p>Innovation - 3M built a business category of post-its using a glue that does not stick</p>
<p>Act fast and Close</p> <p><i>The ability to take actions, fast and decisively, even if the data and situation is ambiguous. While thinking is important, getting things done is critical</i></p>	<ol style="list-style-type: none"> 1. Performance reviews 2. Ease of executing actions 3. Driving closure 4. Hustle 5. Discipline 6. Hands on approach 7. Clarity of goals 8. Training and upskilling 	8	<p>Reliance negotiates and closes contracts same day, even if it takes to past midnight</p> <p>Elon Must is chairing an efficiency department in US government</p>
<p>Be customer obsessed</p> <p><i>Keep customer at the front and centre of every decision making with deep understanding of their needs and a</i></p>	<ol style="list-style-type: none"> 1. Driving Customer metrics 2. Customer feedback 3. Customer service 4. Empathy 5. Connect with customers 	10	<p>At Zappos, no one can over rule a decision taken by Customer service teams</p> <p>Lenskart terminated a profitable business as it was breaching privacy of</p>

Driven by purpose

Purpose provides teams to align to something larger than their respective jobs and inspires them. It is clearly defined and lived by leaders to make it real and credible

1. Giving back to society
2. People's connect with purpose
3. Commitment to purpose
4. Visibility of purpose
5. Pride
6. Integrity

10

Tatas built Jamshedpur city with schools, hospitals etc with a purpose of developing society

SpaceX wants to make space travel available to the common man

Be Employee first

People is the key asset which makes all ideas, plans and strategy to fusion and keeping them in the focus is critical. Enabling the people asset should be the key responsibility

1. Fun quotient
2. Compensation and benefits
3. Fairness and transparency
4. Employee listening mechanism
5. Growth and development
6. Respect
7. Work life balance
8. Hiring right talent
9. Employee well being

10

Cisco has a self upgrade program for its employees to allow better opportunities within the company

Hilton has a "Hilton Flex" which aims at flexibility and mental health for their people at no cost

Leverage Technology

Technology should be used as a multiplier to create differentiated customer experience, reduce inefficiencies through automation, improve quality and reduce costs. Latest technology adoptions is kept front and centre

1. Investment in latest technology
2. Automation
3. Prioritisation of effort
4. On time execution
5. Solving through technology
6. Tech talent quality
7. Quality of tech deliverables

10

Tata 1Mg auto-adds monthly meds in cart. One can take online Dr prescription in minutes

DocuSign avoids physical signing of documents while maintaining e-trail

Plan and review

The ability to breakdown a goal into objective and granular actions with clear accountability and timelines. It includes foreseeing risks and putting right mitigants along with a robust review mechanism

1. Patience of planned outcome
2. Use of planning tools
3. Career stability
4. Resource loaded planning
5. Target setting process
6. Planning skill
7. Long term thinking
8. Changing targets
9. Risk mitigation

10

ISRO successfully launched Chandrayan, preempting all risks and potential failures in record time and cost

Be quality obsessed

Adopting a quality and first-time-right mindset and avoid rework. A thorough process for quality assurance with measurable tracking of quality metrics is a must

1. Independent Quality assurance
2. Excellence
3. Quality obsession
4. Priority for quality
5. High quality deliverables

10

Uniqlo has continuously improved quality of fabrics to create a global brand

Apple's obsession with quality made it the most valuable company even with highly priced products

Suggested interventions (on 3 low scoring dimensions)

Low scoring dimensions	Symptoms to look out for	Process based interventions	Psychology based interventions
Solve problems innovatively	<ul style="list-style-type: none"> ● Short term solutions are identified for problems ● Root cause discussions are missing ● People hesitate to share new ideas as solutions 	<ul style="list-style-type: none"> ● Meetings should focus on discussing root causes also apart from jumping to solutions, can introduce a RCA template ● Internal and External benchmarking can be done regularly to get innovative ideas 	<ul style="list-style-type: none"> ● Leaders should speak last in meetings allowing new ideas to come ● People with long term solutions mindset should be appreciated
Ownership	<ul style="list-style-type: none"> ● Finger pointing and excuses for not meeting goals ● People do not participate in meetings and forums 	<ul style="list-style-type: none"> ● Define decision making matrix and authority ● Cross functional KPIs to be defined well ● Ensure fairness in performance assessment 	<ul style="list-style-type: none"> ● Leaders should provide psychological safety and public naming/ shaming should be avoided ● Organisation should demonstrate Trust in employees
Collaborate	<ul style="list-style-type: none"> ● Cross functional thinking and planning is missing ● Camaraderie and relationships are tactical 	<ul style="list-style-type: none"> ● Build joint accountability through shared KPIs ● Demonstrate fairness in performance evaluation - evaluate as a team ● Conduct joint reviews with accountable teams 	<ul style="list-style-type: none"> ● Be careful of identifying toxic heroes who like to take credit ● Avoid giving same job to multiple people and creating competition ● Build forums and ways such as off-sites, for team building

At GreyShoots we believe businesses are run on Execution muscle. Ideas and strategies can come alive only if 11 dimensions of execution are well tuned. The key levers of impact are through capable processes and psychologically aligned people.

To dive deeper into understanding the inner workings of your firm with Greyshoots, contact us for learn more about using the following tools for your business:

- **Execution Gymnasium** - diagnosing and solving overall execution capability
- **Sales Gymnasium** - laser sharp sales analytics, practice deployment and motivation for higher sales
- **Attrition Gymnasium** - deep psychological mapping of reasons for attrition and deploy levers which work everywhere
- **KPI toolbox** - defining the right things to measure, at right level and linked with right actions, else impact cannot be come
- **Ownership toolbox** - improve ownership by working with leaders and their teams, without which business remains under stress
- **Meetings toolbox** - making meetings powerful to enable decision making and business execution
- **Masters of execution** - Making mid-managers into execution leaders

Next Steps

Task	How
Discuss the findings with your team and align actions	<ol style="list-style-type: none">1. A run down of this report will be a good starting point.2. Ask other leaders to take the assessment and compare scores3. To understand root causes, consider going for the paid 82 dimension assessment which shall be administered to the team members, whose feedback would be valuable to improve
Schedule a call to understand how the execution capability can be taken to next level for your organisation	<p>You may revert to this email.</p> <p>Or, leave your details at www.greyshoots.com/contact</p>



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