

Executionⁱⁿ Production and Operations

How *The 4 Disciplines of Execution*[®] Have Been
Used to Create Dramatic Results in Production
and Operations Environments

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Over the past 15 years, we've helped over 2,500 organizations execute on their critical priorities by applying 4DX®. Although we've seen inspiring results across every type of industry, production, operations, and manufacturing organizations have consistently shown the greatest performance improvement. This has been the case from heavy manufacturing to pharmaceuticals, to software development companies. We have never had a good explanation for this. Were the leaders in these organizations using 4DX in a different way than leaders in other industries? To understand the unique way 4DX impacts production and operations, we addressed the three questions we are most often asked with leaders considering the 4DX process.

1

What outcomes respond best to a 4DX approach?

2

How does 4DX work with Lean Six Sigma?

3

What lasting impact does 4DX have on corporate culture?

In answering these questions, we will share the stories and advice from top leaders who utilized 4DX to achieve truly extraordinary results measured in millions and even billions of dollars. We at FranklinCovey treat the companies we work with and their business processes as extremely confidential. For this reason, the specific names of the companies and their leaders that utilized 4DX are not disclosed.

Note: If you are not familiar with The 4 Disciplines of Execution approach, you can watch a six-minute overview video at <https://www.franklincovey.com/the-4-disciplines.html>.

1

What outcomes respond best to a 4DX approach?

As you would expect in a production environment, the highest-level WIGs® (Wildly Important Goals®) for an organization are almost always aimed at **cost, quality, production** or **safety**. However, it is the underlying team WIGs, the goals of the frontline teams, where 4DX has the greatest impact. Almost all of the team-level WIGs share a common characteristic: They are aimed at a result that requires focused effort outside of the day-to-day urgent activities of maintaining the operation. Note how often the word “focus” is used below by business leaders who successfully implemented 4DX in their respective organizations:

- George, a production manager at a leading Canadian oil producer, explains the distinction between energy spent maintaining the operation and the energy focused on a critical objective:

“It’s deciding on the 80/20 rule. Eighty percent of your time is spent on the whirlwind (daily, urgent tasks to maintain the organization). But 20 percent of your time has to be focused on the WIG. That’s the big factor in our success this year.”

- Mike, a global director of process improvement at a Fortune 500 supplier of paint products, says:

“People were frustrated that they never had time to focus on fundamentally important

things. They spent all their days just running the operation. Even before we knew about 4DX, we knew there was a need to have some way of tackling behavioral change and operational discipline — giving people a mechanism to focus on important objectives. We know as an organization that when we are able to focus on something, we achieve it.”

- When asked what it was about 4DX that led to such impressive results, Daniel, a site director of a multinational pharmaceutical, responded with a single word, “focus.” Daniel elaborates:

“In order to deliver, you must have focus. You can’t deliver on your important goals when you are dealing with so many other competing priorities.”

The primary problem solved by 4DX is the focus challenge articulated above. Without mastering the principle of focus, it is extremely difficult for an organization to do anything beyond reacting to the day-to-day urgent activities of running the business. With that knowledge, let’s return to the question, “What business outcomes respond best to a 4DX approach?” The production and operations leaders that had the most success continually focused 4DX on these three jobs:

1. Produce a result that requires the effort of a large number of people.
2. Produce a result that requires improved process adoption.
3. Produce a result that requires alignment across different functions.

FIRST JOB

Produce a result that requires the effort of a large number of people.

In the immortal words of Peter Drucker, “All grand strategies must eventually degenerate into work.”

Getting a small team to focus and work on a new strategy is difficult.

Moving a large team, a division, or even an entire organization to work on a new strategy can seem impossible. 4DX has



proven very effective at achieving dramatic results that require the efforts of a large number of people within the organization.



When Steve, vice president of manufacturing operations at a leading manufacturer of railroad equipment, improved cycle-count accuracy from 80 to 98 percent, it required the work of hundreds of people across multiple sites — each making and keeping small commitments. These commitments included activities like cycle-counting different items every week, creating new storage areas, and making signage where none had existed. The accumulation of these small activities by hundreds of people had an impact measured in millions of dollars on inventory and cost savings.

The idea of big results from small activities is a recurring theme across almost all of our operations and production clients. Casey, vice president of production at a Canadian oil producer, says:

“In our results, you don’t see big elephant projects to save costs. It’s small things that

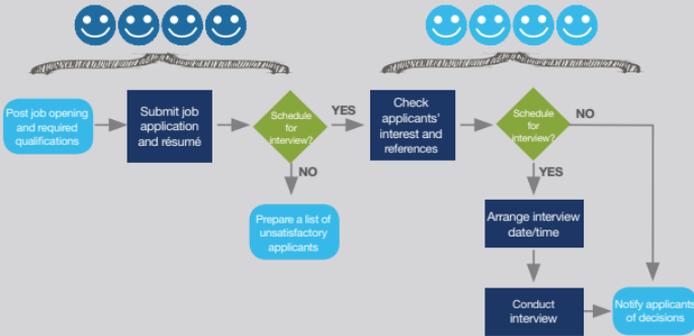
the operators and maintenance teams come up with. That's what's driven our costs down. Everybody on the team found those one or two little things that they could do to reduce costs. Some of the ideas the teams came up with were unreal. The guys down in our prep plant came up with the idea of doing some of their own maintenance, which actually cut out a \$1.2 million contract, because they executed it themselves. It's just that one little thing every week."

Steve, plant manager at a large manufacturing facility, says:

"One of the most powerful things was the \$50,000 to \$100,000 projects that just kept popping out of the woodwork, and the next thing you know — all of these small projects add up to \$2 million, \$5 million, \$10 million. It became more about a bunch of small projects — generating people's ideas — getting their engagement. The amazing part to me was how it captured the organization's interest and the number of \$50,000, \$100,000, \$150,000, and \$200,000 projects. It ended up saving us millions and millions of dollars."

SECOND JOB

Produce a result that requires improved process adoption.



We never suggested that our clients apply 4DX to their critical work processes — but that is what they continue to do, especially in operations and production environments. According to Steve, plant manager:

“Entropy is in every process. Every process you have, if you aren’t paying attention to it, is decaying. If you don’t pay attention to it long enough, it decays to the point where it completely breaks down.”

Not only is decay a challenge to process adoption, but, as Steve explains, so is complexity:

“Our electronic product development process has 14 different swim lanes. It’s very detailed. It’s so detailed that people don’t follow it. It overwhelms people. So, we’ve used 4DX to ask, how do we take this process and narrow it to the critical thing that absolutely has to be done ... so that they are actually following the process — but it looks different to them and breaks down into a manageable workload.”

Mike, a global director of process improvement, pointed out that they had the processes in place, but

as the pressure of daily, urgent activities intensified, process adherence slipped. Mike explains:

“When people are stretched, they tend to take shortcuts, and they don’t follow process. What 4DX gave us was a mechanism to say we’re going to make sure we get these people to find the time to focus on some of the important stuff. It’s not because we’re trying to do something we weren’t trying to do before. It wasn’t lack of know-how. It’s that we weren’t able to allocate a significant amount of resources and time to get it done. That has been the key change.”

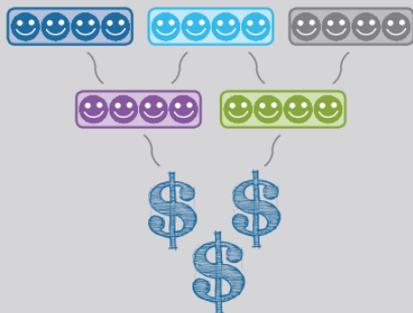
In the case above, Mike and his organization were clear on a strategic path (they had the process). The challenge was executing on the strategic path. The 4DX process gave them the tools to achieve consistent process adherence, which allowed them to accomplish their critical goals.

THIRD JOB

Produce a result that requires alignment across different functions.

Almost all production and operations outcomes require coordinated efforts across different teams.

This is something almost everyone struggles with. It is even more difficult when those outcomes are strategic (outside the normal, day-to-day operation).



Although we at FranklinCovey don't spend a lot of time talking about cross-functional cooperation when implementing 4DX, it is almost always cited as one of the biggest benefits to running the process.

Colin, shift team lead at a Canadian oil producer, says:

"4DX has really aligned our teams. We had trouble at times with just one crew alone getting on the same page. One thing that 4DX has done is actually align four crews together. I think it's the first time we've actually got the four crews to agree on something."

Trevor, a director responsible for production at the same Canadian oil producer, says:

"The biggest effect that 4DX has had on us is that everybody understands the end goal. Everybody is paddling the canoe the same way. Everybody understands what the goal is and what their attachment is to that goal. People today all understand what the goal is — they understand what part they play in that goal — and people understand the language enough to communicate what will move the needle and what won't."

One of the challenges of cross-functional alignment is keeping everyone tethered to the same outcome. The other equally daunting challenge is managing the handoff as work moves from group to group and tends to fall through the cracks. This issue was raised by almost every manufacturing leader we spoke with.

One leader of a large midwestern manufacturing plant discussed the gray (or undefined) area between teams, such as between the manufacturing

teams and the quality engineering teams.

“Everyone has done what they think they should do, but if it doesn’t include the gray area, then you end up with a chasm between manufacturing engineering and quality engineering. If the handoff does not go right, whatever you’ve done falls into the chasm.”

We first observed that “work falling through the cracks” was a significant issue in 2004, working with the top 50 developers of the F-35 joint strike fighter at Lockheed Martin. We taught these rocket scientists the concepts behind 4DX, but we had no idea how to help them apply it. They instinctively began building lead measures around critical handoff points between groups in their processes. They used their scoreboards on a daily basis to track the quality of the handoffs. We were shocked at the improvement in productivity.

2

How does 4DX work with Lean Six Sigma?

The short answer is that our most successful clients have found that 4DX accelerates continuous improvement (CI) methodologies such as Lean Six Sigma (LSS). Graham, a CI expert for a large oil-production company, puts it this way:

“4DX is an enabler for accelerated continuous improvement. You can use 4DX to close out your actions from a Lean Six Sigma project and accelerate them. Having been around Lean Six Sigma for the last 20 years and 4DX for the last

five years — to be able to put the two together — we've been able to take the organization forward by leaps and bounds, and impact the most important thing: cost per barrel. It has been a phenomenal success.”

Graham's boss, Casey, a Six Sigma black belt, echoes a similar sentiment:

“Lean Six Sigma creates a culture of people speaking with facts — speaking with data — understanding problem-solving skills. But they can solve problems that might not be directed to the bottom line. Then, in comes 4DX. That truly gives you that compass — the GPS that says, “Take all of these tools you've learned in Lean Six Sigma; now focus it on driving down costs or getting reliability up.”

Jason, the executive vice president of operations for a giant petroleum and natural gas company, says:

“One of our challenges as a company was that we tried to move a lot of continuous improvement projects along, and we ended up moving them all an inch at a time. Since we started 4DX, we've focused on fewer goals — finished them and then created new goals and built on them.”

Both Jason and Casey described how 4DX and LSS work together in very similar ways. Jason and Casey have led efforts (using 4DX and LSS together) that have returned over a billion dollars to their respective organizations since 2013. They both describe:

- How they utilized the 4DX process to narrow the focus across the organization and aim at a single critical objective like reducing cycle time, increasing production, or reducing costs.

- How Lean Six Sigma was used in conjunction with 4DX, but at a more granular level to determine exactly how they were going to accomplish the WIGs that they had chosen.
- The findings from the Lean Six Sigma teams would directly influence both the lead measures and the weekly commitments in 4DX. This, in turn, led to weekly 4DX commitments getting a larger number of people involved in activities that drove their continuous improvement efforts.

The successful marriage of 4DX and LSS is not limited to heavy manufacturing. Daniel, site director for a multinational pharmaceutical company, explains:

“LSS brings the scientific approach to improve, reduce, and/or increase some parameter. But LSS does not tell you how to deliver. This is where 4DX really makes it happen. 4DX engages all of the employees in continuous improvement.”

A final thought on 4DX and LSS from Mike, another Six Sigma black belt:

“With LSS, there is a barrier for a lot of people participating in root cause analysis, because it automatically requires some expertise in quality process and terminology. It (LSS) requires some technical know-how in order to identify possible causes. In 4DX, if we’ve got a WIG and a sub-WIG that we’re trying to understand, we focus on getting to cause. Getting to cause by a [4DX] lead measure tends to open up the dialogue to a lot more people and gets more people talking about possible causes and root cause analysis.”

In a nutshell, the marriage of 4DX and Lean Six Sigma works for two reasons:

1. 4DX both narrows the focus of your continuous improvement projects and engages more people in the process.
2. The science and problem-solving capacity of Lean Six Sigma ensures that in 4DX you are executing on activities that will move the needle.

3

What lasting impact does 4DX have on corporate culture?

Accountability and engagement are the two aspects of corporate culture most often cited as being influenced by 4DX.

Accountability

There are two critical characteristics of 4DX accountability. First, in a 4DX process, people are accountable to meet *their own* commitments. This is not accountability to something someone else told you to do, nor to a metric you feel you can't influence. A plant manager in Wisconsin explains 4DX accountability this way:

"This was a culture change. One thing we had to teach people was it wasn't being mean to hold people accountable. If I make a commitment to you, you have a right to hold me accountable. That's not being mean. That's not being disrespectful. That's not being anything other than holding them to their word."

Second, accountability in 4DX comes from one's peers more than one's boss. Curtis, a team lead at a Canadian oil producer, explains how 4DX accountability handles the situation where an employee makes a commitment but

fails to execute:

“As a leader with 4DX, a lot of times you don’t have to handle it. The team holds each other accountable. So, when you’re sitting in a room with all of your teammates and you have to say in front of the whole crowd that you didn’t do what you said you were going to do — it takes care of itself.”

Curtis’ boss, Casey adds:

“4DX ensures that the teams are holding each other accountable. It’s one thing for me to sit in a corner office and hold the team accountable — it doesn’t have the power of their peers holding them accountable.”

When we asked these leaders how 4DX impacted results in their respective organizations, the number one response was increased accountability — accountability that comes from every employee making a weekly commitment to their peers. More than the idea of focus and more than the idea of leverage through lead measures, these leaders spoke of the need for accountability like the need for water in the desert.

Engagement

At FranklinCovey, we had always known that 4DX was rooted in accountability, but the impact 4DX has on engagement snuck up on us. In 2003, we were working with Lean Six Sigma teams at a large carpet manufacturer. It was at this time when we first noticed a big jump in engagement. This jump in engagement happened when the teams recognized they were winning.

Two months later, we saw the same jump in engagement at a bottling plant in Michigan, where union employees were skipping their lunch breaks, because they were competing for WIG accomplishment with the other shifts.

We started to see it everywhere, but it is important to note that the jump in engagement didn't happen immediately when we launched the process. This is a big idea: The jump came when the teams began making progress towards the WIG. The research done in the 1960s by Fredrick Herzberg on hygiene theory completely supported what we were seeing. Herzberg showed:

People are most satisfied with their jobs (and therefore motivated) when those jobs give them the opportunity to experience achievement!

If you want to learn more about the power of progress and its relationship to job satisfaction, we recommend the article in the April 2011 *Harvard Business Review* titled "The Power of Small Wins."

Of all of the wonderful insights that came from interviewing manufacturing, production, and operations leaders, this quote from Steve, vice president of manufacturing operations at a leading manufacturer of railroad freight equipment, was our favorite:

"Before 4DX, employees came to work, did their jobs, and then they went home. They could care less about anything else. They were walking by trash on the floor, they were walking by broken machines leaking oil, and they went home. Now, they really care! They are passionate about it — they own it. They took ownership through the 4DX process, and you see it in all of our team members. That's what's been really rewarding. We see that people care about it now."

*by Chris McChesney
and Eric Pennington*

Major North American Oil Producer Increases Plant Availability From 72% to 100% and Cuts Costs by Over 22%

At a major North American oil producer, more than 200,000 barrels of synthetic crude oil are refined every day. By successfully marrying Lean Six Sigma (LSS) to the 4 Disciplines of Execution® (4DX®), this refiner increased plant availability at a new facility from 72% to 100% and cut production costs by over 22% — creating a billion dollars in savings between 2013 and 2017.

Despite billions of dollars of new equipment, the refining operation could not stay in operation. Crews worked around the clock to keep the equipment and complex refining facilities online. The frustrations expressed by Colin, team leader, were shared by many when he said, “I don’t know how many times at the end of the day I sat in my office, my head spinning, and I thought to myself, ‘What did I do today?’ I was working hard ... but it seemed like at the end of the day nothing was accomplished.”

With an existing culture of continuous improvement (CI) at the plant, some wondered what 4DX could add to LSS. Graham, the CI expert, explained that LSS “is not the silver bullet for everything 4DX is more organizational and actually top-to-bottom engages everybody.” It was exactly this top-to-bottom engagement that allowed the organization to close the plant-availability gap and eventually cut production costs by 22%.

To close the plant-availability gap from 72% to 100%, Casey, vice president of production, directed each of the

four production units to focus on the Wildly Important Goals® (WIGs®) to increase plant availability. In one production unit where water and other substances were separated from the oil, the lead measure was to identify and stock every part that represented a potential point of failure. One employee committed to diagram and assign a warehouse number to every part that made up the primary separation vessel called a “Cyclone.” Another employee created a nightly parts checklist to make sure that a minimum number of replacement parts was always available. Similar weekly commitments by hundreds of employees closed the plant-availability gap from 72% to 100% in six short months.

Because of the results achieved utilizing both 4DX and LSS to increase plant availability and decrease production costs, company executives were in a position to purchase a competitor for more than \$10 billion. Following the purchase, 4DX was immediately introduced. Looking back at what has now been four years of success with 4DX, Casey reflected on what had been accomplished: “What am I most proud of? It’s actually this team. In 2012, we couldn’t have achieved it [the WIG] with the behaviors that existed at that time. To see how the superintendents and managers have developed [utilizing 4DX] ... that is what I’m most proud of.”

Multinational Pharmaceutical Company Triples Production of a Pediatric Vaccine While Cutting Costs by 30%

In 2015, a major pharmaceutical plant in Argentina struggled to consistently meet delivery deadlines on a pediatric vaccine. This was a critical issue to both the company and the medical community, as the lab was the only supplier of a specialized antigen, a necessary component in a popular pediatric vaccine used all over the world.

Daniel, the site director, recalled standing before the approximately 100 highly trained employees and announcing the Wildly Important Goal® (WIG®) of 100% on-time delivery, while doubling production without increasing costs over the next year. “They were concerned and skeptical,” said Daniel, “but over the course of two years, the lab not only doubled, but tripled production, met delivery obligations, and actually reduced costs by 30%.”

When asked what it was about the 4 Disciplines of Execution® (4DX®) that led to such impressive results, Daniel responded with a single word, “focus.” “Everyone knew what the expectations were for the team, what needed to be delivered by when It became crystal clear to me,” said Daniel, “that in order to deliver, you must have focus. You can’t deliver on your important goals when you are dealing with so many other competing priorities.”

Daniel also discussed the successful marriage of 4DX with Lean Six Sigma (LSS) at the lab: “LSS brings the scientific approach to improve, reduce, and/or increase

some parameter — but LSS does not tell you how to deliver. This is where 4DX really makes it happen.” It was 4DX that engaged all of the employees in a continuous improvement journey.

The success of this pharmaceutical was a great example of what we have learned to call the “4DX halo effect.” The halo effect explains those unanticipated positive behaviors and outcomes that occur when there is an intense focus on a WIG and the associated lead behaviors. At this pharmaceutical lab, the primary focus was achieving on-time delivery and cutting costs. Many behaviors had to change. Lead measures focused on inventory management, human error, improved reporting, and employee training.

As a result of this intense focus on the lead measures by 100 employees, not only did delivery delays disappear along with a drop in production costs, but, according to Daniel, “all other key indicators including safety, quality, and project management improved significantly.” When employees actually saw the lead measures begin to drive results, engagement went up and there was a mindset of “buy-in,” which results in a “halo” of other positive behaviors and outcomes. The halo effect varies with every 4DX implementation, but it was a pleasant surprise for this client and many other clients.

In March 2017, the parent company of this plant announced a \$14 million-dollar investment to further expand the production capacity. Daniel reported that their success at cutting costs while tripling production “played a key role in the decision to make that investment in our site in Argentina.”

Leading Manufacturer of Railroad Freight-Car Equipment Overcomes Inventory, Efficiency, and Maintenance Challenges Utilizing 4DX

A leading manufacturer of railroad freight-car equipment in North America and Europe overcame inventory management, plant efficiency, and preventative maintenance challenges utilizing 4DX. The results speak for themselves:

- Inventory cycle-count accuracy jumped from 80% to 99%.
- Plant efficiency increased from 75% to 91%.
- Preventative-maintenance programs reduced plant downtime from 9% to 1.2%, saving millions of dollars.

Achieving these results demanded much more than process improvement or root cause analysis by a few continuous improvement experts — it required engaging the entire plant in a concerted effort to accomplish critical objectives that had previously proven impossible.

Company executives made the strategic bet that overall plant performance would improve by focusing on inventory, plant efficiency, and preventative maintenance. For example, improving inventory accuracy was paramount where a typical plant had an eight-acre storage yard full of railcar parts and equipment. Steve, a vice president of manufacturing operations, recalled, “We had situations where we had 3,000 wheels at \$500 each, and we were

ordering more because we didn't know we had them That does not happen anymore.” Lead measures to set up organized storage areas in the yard and to properly label inventory were instituted. Employees working in the yards would make weekly commitments to organize a part of the yard and to rearrange, label, and count the inventory accordingly. Today, cycle-count accuracy is nearly perfect.

Another focus was to reduce plant downtime from 9% to 3%. Plant stoppages created tremendous costs. The strategic bet was to implement a new preventative-maintenance program that turned what had been a whirlwind of activity reacting to equipment breakdowns into a structured, proactive environment where preventative maintenance stopped the cycle of crisis management. Today, plant downtime has fallen to 1.2% due in large part to executing on hundreds of small maintenance tasks every week.

Not long ago, Steve visited a plant in Kansas City and sat in on a WIG® Session. He marveled at the physical changes at the plant and, more importantly, the changes in the employees. Steve noted that prior to the 4 Disciplines of Execution® (4DX®), employees “came to work, they did their job, and they went home. They could care less about anything else. They were walking by trash on the floor, they were walking by broken machines, leaking oil ... and they went home. Now, they really care! They are passionate about it. They own it They took ownership through the 4DX process, and you see it in all of our team members That's what's been really rewarding. We see that people care about it now.”

Leading Manufacturer of Automotive Paints Improves First-Run Compliance by 75% and Decreases Cycle Times by Over 20%

A world leader in manufacturing automotive paints improved first-run compliance by an astonishing 75% in just six months. The challenge was getting very complex formulas for their automotive base-coat paints correct on the first run in plants operating across the globe. Utilizing the 4 Disciplines of Execution® (4DX®), the results were exceptional despite the very different cultures and countries where the five plants were located. A key learning from this client's experience was that success with 4DX is not tied to countries or cultures.

After its initial success with the five plants, the number of international plants was expanded to 13 and the focus was to decrease cycle times — first by 23% on the quality-control portion of the cycle and then by an additional 20% from the overall cycle time to produce paint. Lead measures included reviewing base-coat formulas and the corresponding quality-control standards of “bad actors,” which were particularly complex base-coat paints that regularly failed at first-run compliance and delayed cycle times. Commitments made against this lead measure included reviewing the list of bad actors from the previous week and identifying a bad actor that could be optimized. The key was to put a disproportionate amount of energy towards these bad actors that impacted both first-run compliance and cycle time.

According to Mike, global director of process improvement, “the key benefit to the 4DX approach, as opposed to some of the other [continuous improvement]

methodologies, is this absolute focus on lead measures.” At this organization, putting a focus on lead measures was considered a critical form of root-cause-analysis. It shined a light not only on the problem or challenge but also on those activities that led to the solution. Mike explained that “getting to the root cause by focusing on lead measures tends to open up the dialogue to a lot more people.” Mike attributes much of their success to engaging the entire organization in root cause analysis and not just a few continuous improvement experts.

Like other manufacturers, the primary challenge was finding the time to really focus on anything other than the whirlwind. Prior to 4DX, Mike reported that “people were frustrated that they never had time to focus on fundamentally important things We knew there was a need to have some way of tackling behavioral change, increasing operational discipline, [and] improving engagement. What 4DX has given us is a proven framework to focus organizational energy on strategic, non-urgent work.”

When asked what has really changed since 4DX, Mike immediately talked about accountability. Prior to 4DX, accountability was important, but too often commitments would get lost in the whirlwind. There were not regularly scheduled meetings to report out on commitments, and when there were meetings, there was always an “escape mechanism” that often came in the form of a carefully crafted PowerPoint® slide that demonstrated how urgent tasks prevented accomplishment of the commitment. Mike explained that with 4DX, “you either have or have not done your commitments — you either are or are not on track. There is no escape mechanism through this process.”

Energy Giant Engages 2,000 Employees to Achieve Objective of Increasing Investable Cash by \$500 Million in Seven Months

Between June 2014 and January 2016, oil prices fell by 74%, creating an industry whirlwind that forced hundreds of energy firms large and small out of business. Utilizing the 4 Disciplines of Execution® (4DX®), a U.S. energy giant acted proactively with a bold goal to raise \$500 million in investable cash in just seven months. Incredibly, the goal was achieved in only four months. Immediately thereafter, the firm doubled down and set a new goal of an additional \$1 billion in investable cash, which was also achieved in record time.

How was it possible, in the midst of an impossibly difficult environment of plummeting prices, to achieve such a lofty goal? According to Jason, executive vice president, the company's strategic bet was to focus on drilling wells more efficiently, cut internal costs, and renegotiate vendor contracts. The power of aligning 2,000 employees against these objectives produced staggering results. Oil-rig workers, mailroom employees, accountants, and lawyers all engaged in making weekly commitments that cumulatively created over \$1.5 billion in investable cash. "The surprise for me," said Jason, "were those groups that never thought they could help with the bottom line. The entire organization was involved."

Some cost-cutting ideas resulted in saving millions of dollars. Other results were more humble. The mailroom figured out that 10 cents per package could be saved by sending packages with a different courier. Another team

convinced the state of Louisiana to let them spray for weeds around hundreds of wells once per year instead of twice per year. The legal team renegotiated contracts with vendors, saving millions of dollars. The regulatory team discovered how to streamline the permitting process to cut costs. It is impossible to overstate the power of aligning the entire organization against a single objective.

Falling oil prices were not the only challenge to executing on the Wildly Important Goals® (WIGs®). As individual teams became more efficient at cutting costs, it became apparent that the handoff between groups needed focused attention. “The drilling guys,” recalled Jason, “would drill the well, and they didn’t care so much about the next guy down the assembly line.” Utilizing 4DX to improve an existing process, the company closed the gap between the teams. “We were able,” said Jason, “to reduce the cycle time by 20% by focusing on the handoff time.”

Jason related how prior to 4DX the organization was “distracted by the whirlwind and our day jobs.” This whirlwind had blinded the organization to over \$1.5 billion in nearly immediate savings. 4DX did not create the savings; rather, it focused a light on what was possible and engaged the entire organization in finding those savings. A regular cadence of weekly WIG Sessions created the accountability necessary for 2,000 employees to “own their part — their commitments” according to Jason and execute on weekly commitments that cumulatively created over \$1 billion in investable cash in less than one year.



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THE ULTIMATE COMPETITIVE ADVANTAGE