

Done Right Value Pyramid

Bring it all together to get work done—and done right

Mastering 21st century work is all about leading people toward a common vision—a grand vision that is hopeful, clearly communicated, attainable and, above all, extraordinary. Each of the exercises you’ve completed in this book, from crafting your commander’s intent to identifying work performance indicators, has provided one small step toward making that happen. Here’s a visual representation of how all the pieces fit together.

DONE RIGHT VALUE PYRAMID

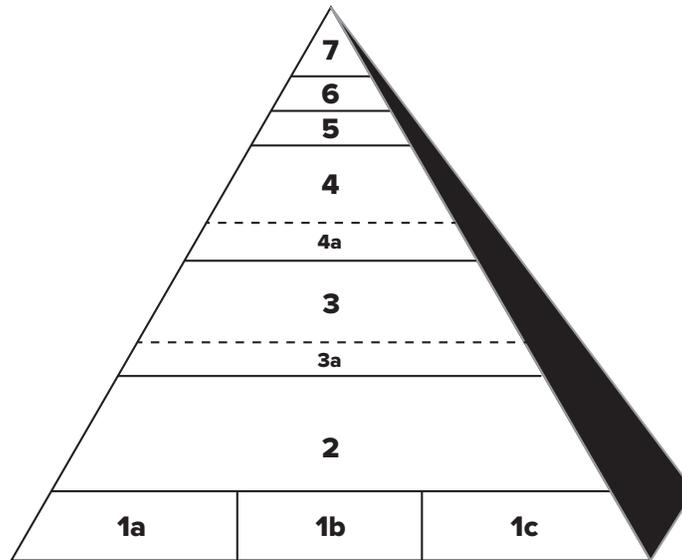


A few points to note:

- Notice how those you serve (shareholders, customers and employees) are the foundation upon which you build every action and decision.
- At the top of the pyramid is your vision. All actions you take should point unflinchingly toward this organizational belief.
- Your vision is supported by your commander's intent and your compass-point question, which keep all eyes trained upward.
- Your key initiatives are defined by extraordinary goals and are built from milestones, which are achieved by the relentless accomplishment of best next actions.
- Along the right side, the work performance indicators (WPIs) help you determine whether your work is moving in the right direction—and how quickly. When all arrows point upward, your efforts are paying off. Downward arrows create drag that will hold you back from making your vision a reality.

YOUR TURN

Distribute copies of the blank pyramid below to the different members of your team, and fill one out yourself. Can each person accurately state the organizational vision? Do they know the key initiatives, extraordinary goals, milestones, and best next actions that they need to accomplish in their own unique and specific roles?



1a. Shareholders

1b. Customers

1c. Employees

2. Best Next Actions

3. Milestones

3a. Go / No-Go Criteria

4. Milestones

4a. (Extraordinary Goals / Measurable Outcomes)

5. Compass-Point Question

6. Commander's Intent

7. Vision

Once everyone you lead is able to understand and accurately complete a value pyramid like this one, you'll have incontrovertible proof that every member of your team both knows their role and believes it's important. You will have made work *matter*, at all levels of the organization, which is how tomorrow's leaders will be able to make sure modern work not only gets done—but that it gets *done right*.