

# xQ™ Tells You



## Why Do xQ?

Only 19 percent of employees know their individual goals as they relate to their organization. So what are the other 81 percent working on? xQ tells you.



### FRANKLINCOVEY SOLUTION PROCESS

**xQ™** Survey  
 • Setup  
 • Survey  
 • Debrief

▶ 4 Disciplines of Execution™ ▶

**FOCUS :**  
 Achieving Your Highest  
 Priorities Workshops ▶

**Reinforcement**  
 • Re-administrations of xQ Survey  
 • Rapid Performance Modules  
 • Coaching

## Overview

What separates companies that succeed from those that don't? At the end of the day—week, month, year—it all comes down to one thing. Successful organizations execute on their objectives—each employee, each team, and the company itself accomplishes the things they set out to do.

Inability to execute is a universal, intractable problem that has been defined as one of the greatest challenges for business today. Research has shown that execution fails when:

- Workers don't know or understand their organization's top goals and priorities
- Workers aren't engaged with or committed to the goals
- Workers don't know how to translate goals into action
- Organizational systems and processes aren't aligned to support the goals
- Departments and teams don't work together toward a common vision
- People aren't held accountable for the commitments they make

The xQ™ (Execution Quotient) service from FranklinCovey gauges how well your organization focuses on key priorities, providing direction for improvement. xQ provides overall and unit reports that enable you to pinpoint areas of concern within your organization. With these tools, you will be able to more effectively implement solutions and overcome specific execution challenges.

## Features

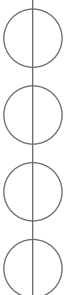
- xQ reports on the leading indicators of success by gathering employee feedback on how sharply they focus on and execute the organization's top priorities.
- Questions focus on individual, team, and organizational execution issues, such as:
  - > Organizational Direction—Is your overall strategy precisely understood by everyone in the organization?
  - > Team Measures—Do your teams have clear measures for tracking progress against objectives?
  - > Individual Goals—Does each employee know what to do to achieve organizational objectives?
- Identify and address your most pressing execution issues within each unit, department and the entire organization.
- Create an action plan for improvement through a debrief session that includes downloadable reports for participants.
- Completely anonymous reporting increases candid responses and overall participation.

### FranklinCovey xQ Principles

CLARITY
COMMITMENT
TRANSLATION INTO ACTION
ENABLING
SYNERGY
ACCOUNTABILITY

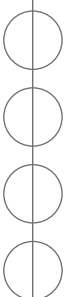
## Components

- Web-delivered questionnaire with 27 questions about specific execution issues
- Questions grouped by key execution principles at the individual, team, and organizational level
- 4-hour xQ debrief session with a FranklinCovey consultant to help you understand the findings—and what to do about them
- You or someone in your company can be certified in the xQ service to ensure that your entire organization benefits from the findings and creates action plans for improvement
- The xQ report includes a summary of your key execution issues at the unit and organizational levels, detailed findings, and comparative scores benchmarked against the norms and the top 10% of the U.S. workforce



## Execution Issues

xQ will assess performance in the following areas:	
<b>CLARITY</b>	<p>INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals</p> <p>ORGANIZATIONAL DIRECTION: Organizational strategy and goals precisely understood</p> <p>TEAM FOCUS: Diligent work-team focus on top goals</p>
<b>COMMITMENT</b>	<p>TEAM GOALS —QUALITY: Clear, measurable team goals</p> <p>INDIVIDUAL ENGAGEMENT: Individuals motivated and valued</p> <p>INDIVIDUAL COMMITMENT: People committed to organizational direction</p>
<b>TRANSLATION INTO ACTION</b>	<p>ORGANIZATIONAL LINE OF SIGHT: All workers focused on organizational goals</p> <p>TEAM PLANNING: Clear, correlated assignments and follow through</p> <p>INDIVIDUAL PLANNING: Systematic approach to scheduling priorities</p> <p>INDIVIDUAL TIME ALLOCATION: Time spent executing top goals</p>
<b>ENABLING</b>	<p>TEAM EMPOWERMENT: Adequate resources and freedom to do the job</p> <p>ORGANIZATIONAL PERFORMANCE IMPROVEMENT: Consistent, systematic approach to improving performance</p> <p>ORGANIZATIONAL SUPPORT: Active support for work-team goals</p>
<b>SYNERGY</b>	<p>TEAM COMMUNICATION: Mutual understanding and creative dialogue</p> <p>TEAM TRUST: A safe "win-win" work environment</p> <p>ORGANIZATIONAL COLLABORATION: Smooth cross-functional work and communication among teams</p> <p>ORGANIZATIONAL TRUSTWORTHINESS: Organizational values and commitments honored</p>
<b>ACCOUNTABILITY</b>	<p>TEAM ACCOUNTABILITY: Commitments honored among team members</p> <p>TEAM MEASURES — QUALITY: Success measures tracked accurately and openly</p> <p>INDIVIDUAL PROACTIVITY: Individual initiative and responsibility for results</p>



## Focus on Top Priorities

Are your people focused on top priorities? Do workers have a clear understanding of what your organization is trying to achieve? Do they have “line of sight” alignment between their own day-to-day tasks and your company’s wildly important objectives?

The largest investment any organization makes is in its people. Until now there hasn’t been a comprehensive metric for determining whether workers are focused on and executing the organization’s highest priorities. **xQ™** from FranklinCovey is that metric.

**xQ**, an abbreviation for **ExecutionQuotient™**, is a management tool composed of assessment and reporting instruments (**xQ** Survey, Report, and Leadership Debrief) that enable you to:

- > Identify gaps in your organization’s ability to focus and execute on top priorities
- > Build a road map to navigate around the obstacles to performance
- > Compare your organization to the industry average and to best-in-class companies
- > Move toward greater fulfillment of key goals and mission

## FIVE KEY “BREAKDOWNS IN EXECUTION”

As Identified by Harris Interactive

1. Employees with a clear understanding of the organization’s highest priorities  
44%
2. Employees with clearly defined work goals  
19%
3. Strong commitment to the organization’s top priorities  
19%
4. Time spent on activities linked to key priorities  
49%
5. Employees who feel free to express themselves at work  
31%

Source: FranklinCovey xQ Survey of the US Workforce, 2002.

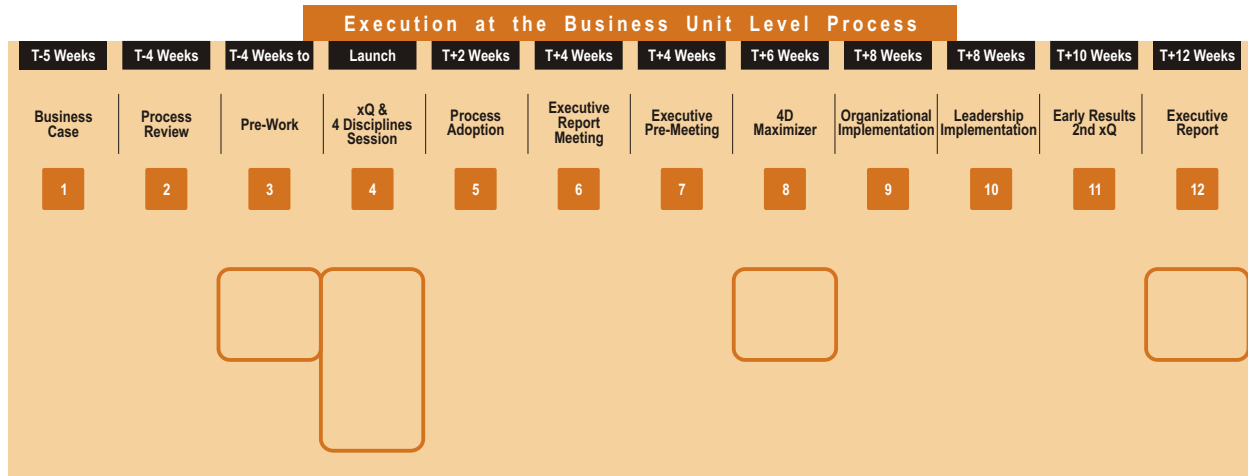
## Determine Gaps in Focus and Execution with xQ

Like the pilots of ships or airplanes, leaders rely on certain data to ensure they are on course to achieve their goals. The **xQ** metric is crucial because leaders must know if people are actually focused on and executing key priorities.

Features of **xQ** include :

- > The **xQ** Survey, the measurement instrument consisting of 27 assessment items, including five open-ended questions administered via the Internet
- > The **xQ** Report to business line leaders, which contains aggregate survey findings and unit findings, and industry comparisons to national norms
- > The **xQ** Leadership Debrief, a work session for you and your senior leaders conducted by a FranklinCovey consultant on how to interpret **xQ** results and implement action planning to improve organizational focus and execution

## xQ Process Overview



## Close the Gaps with FranklinCovey Solutions

xQ is the first step in helping you improve your organization's ability to focus on and execute the few wildly important goals and objectives. It's also the spearhead of our Focus and Synergy Solution sets. Through this process you can measure your **Execution Quotient** and "raise the bar" using a combination of assessment, learning, and application tools.

### FOCUS SOLUTION

#### Assessment

xQ Survey and xQ Leadership Debrief

#### Learning (managers/leaders)

4 Disciplines of Execution™

#### Learning (all employees)

FOCUS: Achieving Your Highest Priorities

#### Application Tool

FranklinCovey Planning System

### SYNERGY SOLUTION

#### Assessment

xQ Survey and xQ Leadership Debrief

#### Learning (managers/leaders)

The 4 Roles of Leadership

#### Learning (all employees)

The 7 Habits of Highly Effective People

#### Application Tool

FranklinCovey Planning System



## Results You Can Expect

The true distinction of an effective organization in the 21st century is the ability to execute—to make a few key promises and actually follow through on them. Indeed, execution is how the market, the customer, the worker, and the community ultimately value the organization. **xQ** enables you to:

- > **Examine** how well everyone understands the organization's critical goals
- > **Extract**, from an employee perspective, how sharply workers focus and execute on your "wildly important" objectives
- > **Extrapolate** findings and recommendations through an **xQ** Report and **xQ** Leadership Debrief
- > **Explain** where your organization stands in relation to other companies, and identify areas of concern within certain divisions or departments

Once the **xQ** management process reveals the current state of affairs, you can then implement the Focus and Synergy Solutions to:

- > **Excite** your workforce to voluntarily and passionately focus on top priorities and pull together at the highest levels of effectiveness and teamwork
- > **Execute** your wildly important business objectives successfully day-to-day and week-to-week
- > **Exert** focused leadership and influence throughout all corners of your enterprise
- > **Export** your success to other divisions and departments



## Can You Afford Not To Do xQ?

Don't pass up the opportunity to identify gaps in focus and execution and unleash the power of your workforce to achieve top business objectives. The **xQ** process is only available through FranklinCovey.