

From WIG to TWIGs – Rolling Out 4DX to Your Team

*“The 2023 Right Management Florida/Caribbean WIG is to **meet our revenue goal of 8M.**”*

Next Step: Team leads meet with team members to identify TWIG(s).

TWIGs are created by the team’s members and approved as a group. The organization has set one WIG, and each team will similarly focus on just one or two Wildly Important Goals per team. If you need more information on this process, check out chapter 12.

While brainstorming potential TWIGs with your team, keep these points in mind:

1. TWIGs support the organization’s WIG
2. TWIGs are separate from the Whirlwind/Day Job
3. TWIGs cannot be achieved by a leadership “Stroke of the Pen”
4. TWIGs leverage the team’s strengths and are within the team members’ control
5. TWIGs are measurable by Lead and Lag indicators
6. TWIGs build engagement and ownership at the team level

In an example from the book (pages 198-200), Jim, a supermarket manager, set his WIG as increasing YOY store revenue. He asked each department manager to set a TWIG, They are:

- *Bakery: Hot, fresh bread on the racks every two hours.*
- *Produce: Shelves fully stocked daily by 5am.*
- *Meat: Fresh cuts in a crystal-clear display.*
- *All: Scoring their success daily on a 1-10 scale.*

In the first week, the bakery manager stopped working on her TWIG because she was understaffed and had a large catering order. The meat manager stopped work on his TWIG and said he was too busy preparing for that week’s advertised special. Their Whirlwind/Day Job was getting in the way. The team had not held accountability huddles, either. Jim established the huddles and the team recommitted to their TWIGS. With the addition of peer accountability, the team experienced incremental successes and with measurements in place, they could visually see their impact on the store’s revenue WIG.

The above example may be useful to share with the team, if you sense that they are having some trouble separating the Whirlwind activities from WIG activities.

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Accountability Huddles: Once your team members have determined your team’s TWIG(s), document them, create a scoreboard, and set up weekly 20-minute huddles. In these huddles, each of your team members will answer this question: “What are the 1 or 3 most important things I can do this week that will have the biggest impact on the scoreboard?”

Next, each team member reports on their 3 commitments:

- Did I meet last week’s commitments?
- Did they move the scoreboard?
- What will I commit to this week?

Note: What if last week’s commitment was not met? Encourage the team member to complete last week’s commitment + this week’s commitment this week.

Commitments: See page 269 for a chart containing examples of Low-Impact and High-Impact Commitments. See excerpt below and use these as helpful guides for your team members’ accountability statements.

| LOW IMPACT | HIGH IMPACT |
|--|--|
| I will focus on training this week. | I will work with Kim and Karen for 20 minutes each on improving their upselling scripts for our bar package, as well as practicing their delivery. |
| I will attend the Chamber of Commerce meeting. | I will attend the Chamber meeting and capture at least three new corporate contacts not currently holding events at our hotel. |
| I will reach out to new clients this week. | I will complete face-to-face meetings with two companies that just opened offices downtown. |
| I will call on old clients. | I will send a “memories” packet to 10 of my clients who held events with us last year, along with a handwritten note. |

Measurement/Scoreboard: Keep your team’s scoreboard in a place that can be easily accessed. Examples of scorecards can be found within the book in chapter 14 (Page 243).

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Team Stages: The book outlines the **five stages of change** starting on page 201. Expect that your team will follow a similar trajectory. Be prepared to share your team’s progress at your leadership huddles.

1. Stage One: Getting Clear on TWIGs and measurements.
2. Stage Two: Launch with huddle and scoreboard (see Scoreboard examples in chapter 14).
3. Stage Three: Adoption by the team is demonstrated by accountability and new behaviors.
4. Stage Four: Optimization is the stage in which the team members become more engaged in their work and are enjoying “winning.”
5. Stage Five: Habits are created, new TWIGs may be established once others are successfully completed. The team’s performance has shifted.

Weekly Team Huddle: The team huddle should last about 20-minutes. Here’s a sample agenda:

Twig Session Agenda

Date:

Zoom or Teams Link (Videos on):

Team WIG is Restated:

Ask the following centering question as you move into Individual Reporting: “What are the 1 or 3 most important things I can do this week that will have the biggest impact on the scoreboard?”

In the Individual Reporting portion of your call, you will first ask the individual to report the status of last week’s commitment. Then they will provide their commitment for this week. *Remember, if the team member did not complete last week’s commitment, this week they have 2 commitments (last week and this week). Use your discretion for extenuating circumstances 😊*

Individual Reporting:

| <u>Team Member’s Name</u> | <u>Commitment</u> | <u>Status</u> |
|---------------------------|-------------------|---------------|
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Scoreboard is updated (see chapter 14 on page 243 to design your team’s scoreboard)