

## **From Decision to Execution**

The art of the business decision is mastered only by leaders who have learned not only how to analyze the options and select the right choice, but by those who also know how to structure execution. Decisions made but not executed are, as the respected business thinker Peter Drucker once commented, “only hopes”. Only by assigning responsibility for execution, and attaching to it a process of milestones, reviews and a timetable, are you able to ensure that the decision made will yield the intended results.

As Drucker views it, the people making the decision are very rarely the same people who need to execute it. From Tudog’s perspective, this explains an awful lot of the lack of follow through we see in the business arena. The idea that the “boss” handed down instructions and they, being that they come from the boss, should be followed is often offset by the fact that the instructions handed down were impractical, and sometimes, impossible to execute.

Which really brings up the “ivory tower” syndrome, where CEOs are making decisions that have a huge disconnect with the capabilities of his/her staff, the time available, and the resources allocated. The issuing of instructions under these circumstances only serves to foster discontent among employees, as it emphasizes how the people in charge have no idea what is going on in the trenches.

The analysis and selection of the right choice, and the assignment of responsibility measured by milestones and a timeline, is only effective if the additional step of feasibility is taken, whereby the decision maker investigates the possibility that the assigned project can actually be executed within the required timeframe and by the preferred employees. Without the proper personnel, commitment, time, and resources the decision not only remains a hope, but the chances of actually getting it done remains hopeless.