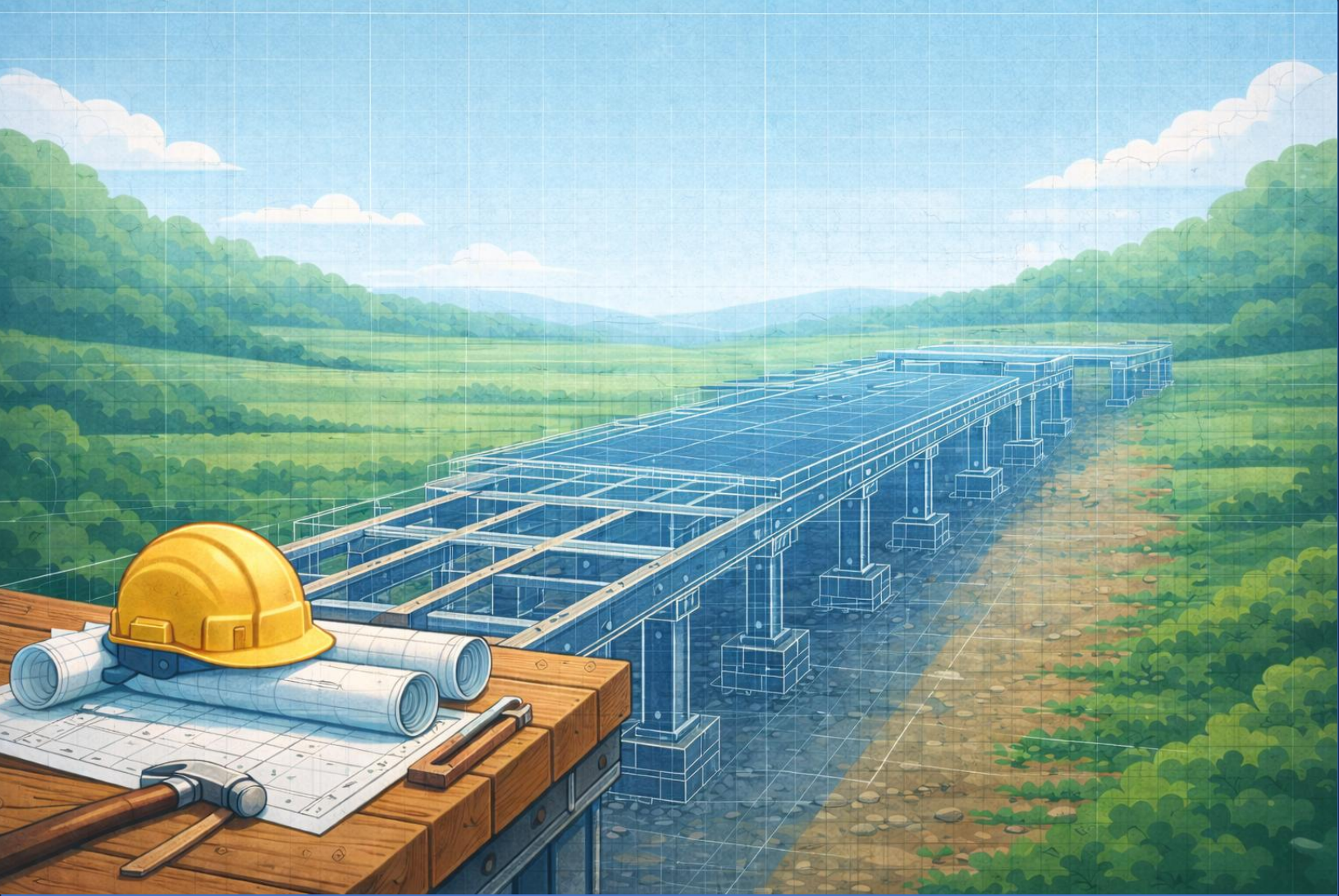




# From Goals to Finish Lines

**An Execution Design Workbook**

**Brought to you by:**



**GRIFFEN**  
EXECUTIVE SOLUTIONS

## UNLEASH THE POWER OF YOUR BUSINESS!

This workbook is designed to help leaders address one of the most common and least discussed challenges in organizations: the gap between well-defined goals and consistent execution.

Many leaders invest significant effort in setting goals that are thoughtful, aligned, and strategically sound. Yet even when intent is clear and commitment is genuine, progress often stalls once those goals collide with the daily realities of running the business. This workbook is not intended to revisit goal-setting frameworks or question whether your goal is “good enough.” Instead, it focuses on what happens *after* the goal is set.

Execution is not primarily a matter of motivation, discipline, or effort. It is a matter of design. Goals move forward when they are translated into concrete work and protected from the operational demands that would otherwise crowd them out. This workbook is meant to help you deliberately design for execution rather than assume it will happen on its own.

### How to use this workbook

- Focus on **one meaningful goal**, not a list of initiatives.
- Work through the pages deliberately; this is not meant to be rushed.
- Be honest about constraints, tradeoffs, and realities.
- This workbook can be used individually or with a leadership team.

The value of this exercise comes not from completing it perfectly, but from making execution decisions explicit.

### **STEP 1: The Goal You Intend to Execute**

The purpose of this page is to establish clarity and focus, not to re-litigate the quality of the goal itself. Assume the goal matters and that it aligns with your broader objectives.

**The goal I intend to move forward now is:**

*(Describe the goal clearly and concisely.)*

---

---

**Why does this goal matter to the organization this year?**

*(Describe the strategic or operational importance in practical terms.)*

---

---

**Why is this the right time to focus on this goal?**

*(Consider timing, readiness, constraints, or opportunity.)*

---

---

This step establishes commitment. Once complete, resist the temptation to refine or optimize the goal further. The remaining pages focus on execution.

## UNLEASH THE POWER OF YOUR BUSINESS!

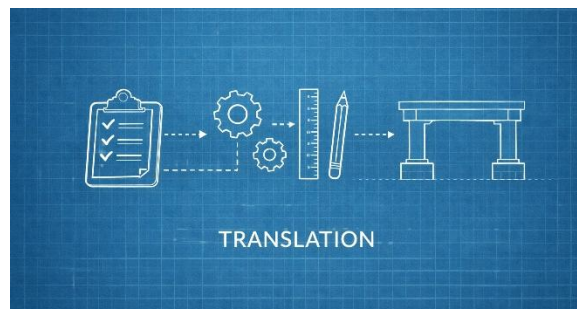
### **STEP 2: Translation: Turning the Goal into Work**

This step addresses the **translation gap**, the point at which goals often remain abstract rather than becoming executable.

A goal moves forward only when it is converted into observable actions with clear ownership.

**What must actually happen for this goal to move forward?**

*(List the major actions or outcomes required.)*



**What is the first meaningful step?**

*(Not “get alignment” or “start work,” but a concrete action.)*

**What comes after that?**

*(Sequence matters; avoid listing everything at once.)*

### **Ownership and completion**

For each sub-step identified above:

- Who is accountable?
- What does “done” look like?
- How will progress be visible before the goal is fully achieved?

Avoid vague language. Execution depends on clarity at this level.

### **STEP 3: Where Execution Is Likely to Break Down**

Execution rarely fails because of bad intent. It fails because reality intervenes.

This step is about surfacing friction and interference without blame.

**What ongoing responsibilities will naturally compete with this work?**

*(Day-to-day operations, customer demands, internal obligations.)*

## UNLEASH THE POWER OF YOUR BUSINESS!

**What interruptions, dependencies, or approvals are likely to slow progress?**

*(Consider decision bottlenecks, handoffs, or external constraints.)*

---

---

**Where have similar efforts stalled in the past?**

*(Look for patterns rather than isolated incidents.)*

---

---

**What assumptions are you making about available time, attention, or capacity?**

*(Make implicit assumptions explicit.)*

---

---

This step establishes realism. Ignoring these factors does not make them disappear; identifying them creates the opportunity to address them.

### **STEP 4: Protection Decisions**

This step addresses the protection gap. Translation creates movement; protection sustains it.

Execution-focused work does not survive on importance alone. It survives when leaders make explicit decisions about what will be protected.

**What must be protected for this work to move forward?**

*(Time, decision access, attention, resources, or focus.)*

---

---



**What will not be allowed to override this work?**

*(Be specific. This is a leadership decision.)*

---

---

## UNLEASH THE POWER OF YOUR BUSINESS!

**What tradeoffs are you consciously accepting?**

*(What will receive less attention as a result?)*

---

---

**What signals will tell you that protection is failing?**

*(Missed reviews, repeated delays, constant rescheduling, etc.)*

---

---

Protection is not a matter of willpower. It is a matter of design and follow-through.

### **STEP 5: Execution Window and Review Cadence**

Without a defined window and review point, execution becomes “eventual,” which often means “never.”

This page anchors the work in near-term reality.

**Over the next 30 days, what progress must be visible?**

*(Focus on movement, not full completion.)*

---

---

**When will this goal be reviewed?**

*(Date, forum, and duration.)*

---

---

**Who will be involved in that review?**

*(Decision-makers, contributors, or observers.)*

---

---

**What question will you ask to assess real progress?**

*(For example: “What moved that would not have moved otherwise?”)*

---

---

Cadence does not need to be heavy. It does need to be intentional.

## **STEP 6: Reflection and Learning**

Execution improves over time when leaders treat it as a learning process rather than a one-time effort.

This page is best completed after one or more execution cycles.

**What surprised you about how execution unfolded?**

---

---

**Where did the system help?**

---

---

**Where did the system fail or create friction?**

---

---

**What friction should be removed before the next goal?**

---

---

**What would you do differently next time?**

---

---

Reflection is not about assigning blame. It is about improving the system so that future execution requires less effort and produces more reliable results.

## **Closing Note**

Most goals that fail to materialize do so not because they were poorly chosen, but because the systems required to translate and protect execution were never put in place.

When leaders treat execution as something to be designed rather than assumed, progress becomes more consistent, more visible, and far more likely to endure.

