The 4 Disciplines of Execution

Russell Henk attended a leadership training course entitled “The 4 Disciplines of Execution” at the Franklin-Covey Center in Dallas. The following disciplines, supporting principles, paradigm shifts in thinking, and suggested actions were the basis of the course:

Discipline 1: Focus on the Wildly Important

Principle: Human beings are wired to do only one thing at a time with excellence.

Old Thinking: We can effectively accomplish 10 important goals at once.

New Thinking: The more we narrow our focus, the greater our chance of achieving excellence.

Suggested Action: Clarify your team’s important goals and align them to the organization.

Discipline 2: Create a Compelling Scoreboard

Principle: People play differently when they are keeping score.

Old Thinking: Once we have communicated the goal, people will know we’re serious about it.

New Thinking: We’re really not serious about the goal until we’re keeping score.

Suggested Action: Identify key measures for your team’s goals and transform them into a visible, dynamic scoreboard.

Discipline 3: Translate Goals Into Specific Actions

Principle: To achieve goals you’ve never achieved before, you need to start doing things you’ve never done before.

By Russell Henk

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Ed’s Notes

Here’s three changes you’ll be seeing in the months ahead.

- New TTI brochure (send me any ideas or topics you’d like to see incorporated).
- Revised TTI awards program modifying the submission process and establishing parity between the Trinity and non-Trinity awards (more details to follow in the near future).
- First TTI charitable golf event benefiting TTI’s Research Champions Program (scheduled for the Sunday before the TxDOT Short Course).

These changes are all opportunities for TTI and TOG teams to become actively engaged with each other and in our future.

And as you’re reflecting on all the good work you’ve done this year, start identifying those exceptional candidates who deserve the recognition that the TTI awards program offers. It will soon be time to submit those names!

Ed Seymour
Kudos and Congratulations

Kudos to Jerry Ullman on reaching 20 years of service with TTI.

Congratulation to Stacey Wayland (now Alejandro) on her marriage to Oscar Alejandro on Saturday, July 24, 2004. The beautiful wedding was an evening event in College Station and they were surrounded by family and friends.

On the Road Again

Gary Thomas was in Ft. Worth on July 7-8 to teach Beginning CORSIM (along with Scott Cooner) at the TxDOT district office. He also traveled to Chicago on July 19 to teach an ITS Standards Overview course.

Leonard Ruback traveled to Troy, Michigan to attend a TRB workshop on identifying research needs for the Vehicle – Infrastructure Integration (VII) Initiative.

On July 19-22, Jerry Ullman was in Alexandria, VA participating on a NIOSH review panel of proposals to create a National Construction Safety Research Center.

Debbie Jasek has finished up another successful Summer Transportation Institute, traveling to Houston, Dallas, San Antonio, Prairie View A&M, Kingsville and Weslaco. Thanks to all the TTI offices that helped!

TOG was well represented at the 2004 Annual ITE Meeting and Exhibition in Lake Buena Vista, Florida—August 1-4. Traveling were; Ed Seymour, Beverly Kuhn, Gary Thomas, Marsha Anderson Bomar, Brooke Ullman, Kay Fitzpatrick, Montasir Abbas, Marcus Brewer, Tony Voigt, Jody Carson and Srinivasa Sunkari. Jim Carvell represented District 9 attended the International ITE Board Meeting.

Professional Development-RID Workshop

The Real Intersection Design (RID) workshop is a focused training workshop which pragmatically addresses the complex issues that urban street designers face in providing for the needs of various street users. Kay Fitzpatrick attended the workshop on August 1, 2004 in Orlando, Florida. The overall goal of the RID workshop is to get past the abstract and begin a progressive, practical dialogue. Typical design guidance is often contradictory, depending on the point of view of the user group. For example a cycling advocate wants cycle lanes, which inherently means wider streets. Pedestrian safety experts often call for the narrowest street possible to limit exposure risk. Wheelchair users need perpendicular ramps while those with limited vision need to know where the sidewalk ends and street begins. Drivers want fewer “flow interrupters” and bus riders want priority at traffic signals. While these may be fine principles, the business of intersection design is about compromise.

The RID workshop consisted of four parts: classroom session, field visit, team exercise, and composite design. Because it was August, this workshop began with the field visit to the International Drive/Sand Lake intersection. International Drive is known as “hotel row” in Orlando because of the number

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## Schedule of Events

- **ITE 2004 Annual Meeting and Exhibit; August 1-4, 2004; Lake Buena Vista, FL**
- **2004 Texas Transportation Summit; August 11-13; Irving, TX**

## Future TRB Dates

- 2005: Jan 9-13
- 2006: Jan 22-26
- 2007: Jan 21-25
- 2008: Jan 13-17

## Calendar Highlight

- **TTI Urban Office Meeting; August 18, 2004; Austin TX—Dallas, Arlington, Houston, Austin, San Antonio offices will meet.**

## Save the Date

- **TxDOT 78th Annual Short Course; October 12-13; College Station, TX**
- **Thanksgiving, November 25-26**
- **Winter Break; December 24, 2004—December 31, 2004**
- **Annual TRB Meeting; January 9-13, 2005; Washington DC**
- **ITS America Annual Meeting and Exhibition; May 2-4, 2005; Phoenix, AZ**

### RID Workshop—continued

of hotels and tourist attractions located in the corridor. Even at 9:30 am on a Sunday morning the number of pedestrians at the intersection was impressive.

The workshop leaders included a bicyclist who rode through the intersection for about one hour to vividly demonstrate how a bicyclist would manage the intersection. The bicyclist had to demonstrate his evasive maneuver capability due to a left-turning driver almost hitting him. The driver was forcing his way through the queue of through vehicles during a permissive left-turn phase. The incident really gave a visual example of the safety value of eliminating permissive left turns; however, the long line of vehicles waiting to turn left clearly showed the need for lengthening the left-turn phase.

The leaders also included a representative of the U.S. Access Board who was also in a wheelchair. He clearly showed the challenges of moving around the intersection in his wheelchair and inability to reach several of the pedestrian push buttons. The time spent at the intersection with each of the leaders was the most instructive portion of the workshop.
Birthdays

Aug 08  Charles Shultz
Aug 11  Alicia Licon Lozano
Aug 12  Jason West
Aug 13  Dennis Smalley
Aug 24  Dan Middleton
Aug 24  Zong Tian
Aug 25  Maria Medrano
Aug 26  Cesar Quiroga
Sep 01  Juliana Araujo
Sep 04  Penelope Weinberger
Sep 05  Youn Su Jung
Sep 06  Justice Appiah
Sep 07  Eros Bertoni
Sep 07  Patricia Johnson
Sep 13  Daniel Krier
Sep 17  Allison Hardy
Sep 19  Robert Benz
Sep 19  Jayne Ellen Johnson
Sep 20  Pammy Katsabas
Sep 20  Stacey Wayland
Sep 22  Amit Bhati
Sep 22  Diane Fischer
Sep 22  Conrad Dudek
Sep 30  Merrell Goolsby
Sep 30  Leonard Ruback
Sep 30  Chi-Leung Chu
Sep 30  Merrell Goolsby
Sep 30  Leonard Ruback

4 Disciplines of Old Thinking/ New Thinking—Continued

(Continued from page 1)

Old Thinking: If people know the goal, they’ll know what to do about it.

New Thinking: Goals will never be achieved until everyone on the team knows exactly what they’re supposed to do about them.

Suggested Action: Identify the new and better behaviors needed to achieve your goals, then translate those behaviors into weekly and daily tasks.

Discipline 4: Hold Each Other Accountable All of the Time

Principle: Knowing others are counting on you raises your level of commitment.

Old Thinking: As long as the goal is clear and compelling, people will remain focused and committed to it.

New Thinking: Maintaining commitment to the key goals requires frequent team engagement and accountability.

Suggested Action: Learn and apply an ongoing team accountability process to engage the team in accomplishing the important goals.

Successfully implementing these four disciplines is based upon the following:

Principle: No involvement = no commitment

Old Thinking: The best ideas come from the leaders.

New Thinking: The best ideas come from the interaction between leaders and the “front line” members of the team.

Suggested Action: Design and commit to a specific plan of action to implement the 4 disciplines within your team or organization that is based upon reality and collective input.

The following additional actions are recommended for organizations with multiple teams:

Cascade the work sessions. Plan a cascading series of goal-clarifying work sessions from the top of your organization to the bottom.

Follow them to the front line. Follow at least one series of sessions all the way to the front line team members.

Be open to revision. Expect that insights gained as work sessions cascade may influence or even change goals or measures.

The best ideas win. Create an environment where the best ideas can rise to the surface. The best ideas come from vigorous interaction among leaders and team members.

Good-bye and Welcome

Khaled Hamad joined TTI as an Assistant Research Scientist on June 28, 2004. He works at the San Antonio TransGuide office. Khaled comes from the Univ. of Delaware, where he finished a Ph.D. in Civil and Environmental Engineering.

Bruce Hoover, will be leaving us on August 12, 2004. He will be taking a job out of town.