

3HAG WAY



The **Strategic Execution System** that ensures
your strategy is not a Wild-Ass-Guess!

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Library of Congress Control Number: 2018938871

Cover Design: Zeljka Kojic Interior

Design: Ghislain Viau

Invitation

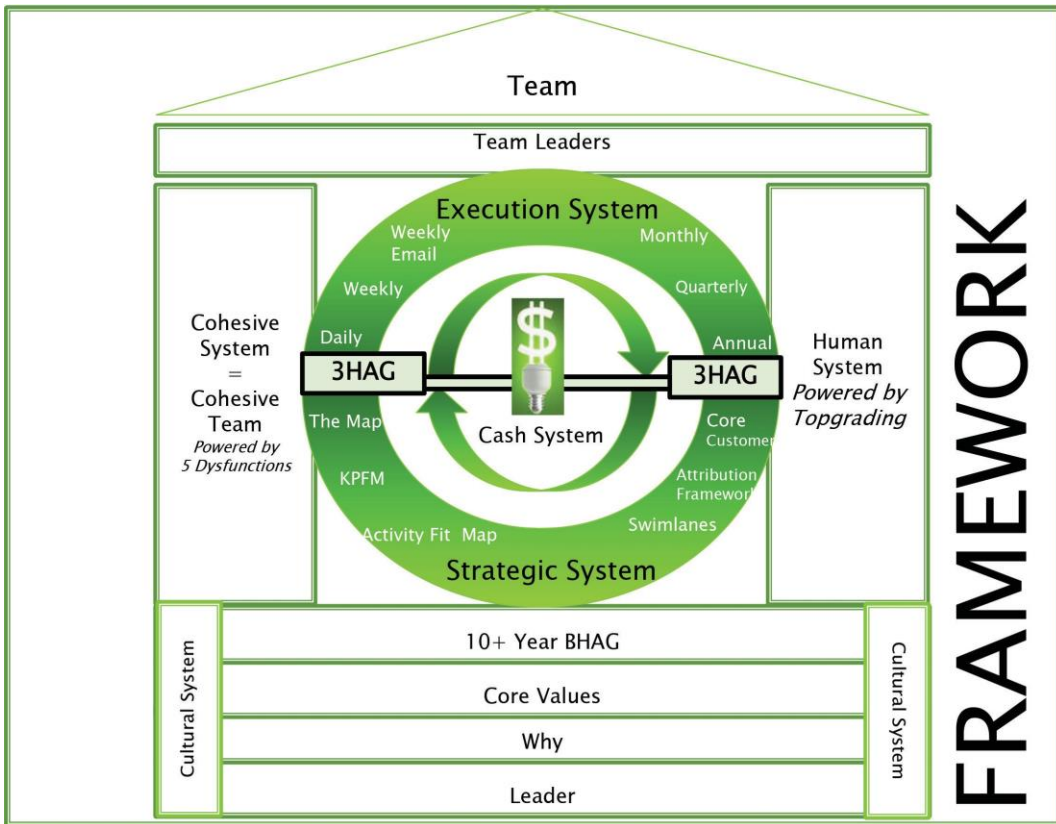
The best way to predict your future is to create it.

—Peter F. Drucker

No one should have to go through what I went through. In the 1990s, I was working a hundred hours a week at the first company I cofounded, Paradata. And despite the fact that I was putting in those inhumanely long hours, things were not going well. Actually, things were going poorly—quite poorly. I’ll explain more about Paradata in the chapters ahead, and how we ultimately thrived despite finding ourselves between a rock and a hard place. For now, though, all you need to know is that this book is *an invitation*. Yes, you read that right: This book is an invitation. It’s an invitation to sidestep the excruciating process that I went through with Paradata and avoid the painful, traditional business-planning process, and to choose, instead, a reliable, repeatable Strategic Execution System that will put your company squarely on track to meet its goal—from day one.

That Strategic Execution System is called the 3HAG: your “3 Year Highly Achievable Goal.” The House Diagram below shows where the 3HAG fits into the six systems that exist in every business: Cultural System, Team Cohesive System, Human System, Execution System, Cash System, and Strategy System. At Paradata we used the term

system because once you start this framework, you and your team will forever evolve it and make it your own.



In the pages ahead, I will reveal all the details of the 3HAG, and I will explain exactly why it’s crucial that your company use a Strategic Execution System that connects its weekly, monthly, quarterly, annual, near-term, and long-term goals. That Strategic Execution System is the 3HAG. Soon, the 3HAG framework will act as your company’s road map for aligning your daily actions and near-term execution with your company’s long-term goal—or, to use the term coined by Jim Collins, your Big Hairy Audacious Goal (BHAG).¹ Indeed, your long-term goal should drive your day-to-day activities.

¹ Jim Collins and Jerry I. Porras, *Built to Last: Successful Habits of Visionary Companies* (New York: Harper Business, 1994).

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While achieving such alignment between your BHAG and day-to-day actions may sound like a pipe dream, you can and will do it by developing your 3HAG. The 3HAG will deliver clarity about exactly what you and your team need to do—month over month, quarter over quarter, and year over year—to meet your goals.

That sounds like a tall order, but I can tell you that I have intensively tested the 3HAG with my own companies. In fact, I ended up betting my position as CEO on this framework, and it paid off in a big way. At Paradata, facing a tough situation, we *created* the 3HAG in order to save our company. We followed a specific set of strategic guidelines—which you’re about to receive in full—and built a Strategic Execution System based on a 3 year time frame aligned to our 10-to-30-year goal. Paradata grew, and so did our confidence.

The 3HAG framework worked so well, in fact, that I used it at my second company, Subserveo, which became one of the fastest-growing companies and top exits in North America for midsize companies in 2011.

At that time I didn’t realize that what we were doing with our 3HAG was so different from what other CEOs were doing to develop and grow *their* companies. In fact, I eventually learned that the 3HAG is the opposite of what many CEOs do. When I ultimately became a coach, after selling Subserveo, I discovered that many companies are far from having a clear strategy and 10-to-30-year goal that the whole team is working toward. And many don’t have a clear strategy at all. In many cases, CEOs are reluctant even to share their strategy with their team members. In other cases, the strategy is so complex that it takes twenty minutes to explain. Unfortunately, those CEOs are likely to have as hard a time as I had during Paradata’s early years.

But that doesn’t have to be you. With your 3HAG in place, your company can accelerate toward growth—be focused, have fun with your team, and realize the freedom you are striving for.

In January 2016, I cofounded my third company, Metronome Growth Systems, a cloud-based platform that supports CEOs and coaches of high-growth companies who are committed to this framework. This book preaches what I practiced as a CEO and what I now communicate as a coach to CEOs and in my workshops around the world. After hosting hundreds of strategy-focused workshops, I figured it was time to write down the 3HAG in its entirety, so everyone could benefit from this predictable growth framework.

I became a coach with the express purpose of helping CEOs reach strategic clarity to execute the growth of their businesses and realize their goals. That's why this book is specifically for CEOs, executives, their coaches, and anyone in a position to grow a business. And while you may be wondering if the strategies outlined in this book will work for *your* company, I can tell you that I've coached CEOs at companies with 10 to 100 to 1,000+ team members. This framework is scalable, and it works.

In the pages ahead you'll find step-by-step instructions on how to create a focused, actionable, Strategic Execution System that will align your priorities to your BHAG (10-to-30-year goal), your 3HAG (3 Year Highly Achievable Goal), your 1HAG (1 Year Highly Achievable Goal—your Annual Plan), and the next ninety days. The Core Purpose of this book is to have a positive impact on CEOs, their leadership teams, their families, their companies, and the communities they live in. This is what I realized with my companies.

Whether you run a team of 10, 100, or 1,000+, the tools and framework in this book will help you articulate your company's core strategy and execute it with confidence. We're going to tackle each step of the Strategic Execution System in bite-size pieces, so that you'll know exactly how and why each step is critical to achieving your goal—your *3HAG*.

Ready? Let's get started.