



BUILDING EXECUTION CULTURE TO ENHANCE PERFORMANCE

The 4 Disciplines of Execution “Operating System” Supporting Transformation of Bank Mandiri

Bank Mandiri is Indonesia’s largest bank with over 2,000 branches nationwide. In 2011 – the bank initiated the 4 Disciplines of Execution (4DX) project to support the bank’s transformation.

Through the implementation of the 4DX – their first batch of participants achieved extraordinary results. 5 Group Heads were awarded Gold Certificates for their achievements:

- **Agro-Based Group:** Volume of credit increased 108 %
- **International Banking & Capital Market Services Group:** All WIGs & Lead Measures achieved over 100 %
- **Credit Recovery Group:** Workout increased 163.5% and Billing “ekstra-akuntabel” loans increased 114.4 %
- **Retail & Consumer Risk Management Group:** Net Profit Lost (NPL) decreased significantly from 2.73% to 2.43 %
- **Jakarta Commercial Sales Group:** Controlling the NPL from 3.54% to 2.5% and the number of partners increased 183 %

Key steps taken by Bank Mandiri in the 4DX process:

1. **Pre-consult:** Identify the organizations three most important goals at the corporate level (WIGs) and run the Execution Quotient (xQ) Survey, which measured the organization’s capability to perform the execution.
2. **Manager Work Sessions:** Alignment of Team Unit WIGs for “ line- of-sight” with corporate WIGs. Identifying Lead Measures – i.e. activities/major drivers to the attainment of the Team Unit WIGs.
3. **Team Work Sessions:** Team leaders act as sponsors of this session to finalize their Team Unit WIGs, Lead Measures and Scoreboard. By having team members involved in the process, the team members became more committed to the goals defined.
4. **Weekly WIG Reviews:** The 4DX implementation process focused on working on the activities of the major drivers. Their status of attainment was reviewed every week at the WIGs Sessions. During this process, the Dunamis Consultant Team conducted regular Coaching for each of the Work Units.

The 4DX is counter intuitive. It helps companies focus on executing strategic initiatives that requires change in human behaviors – against daily routines that keep our businesses running.