***Dave Myers CEO of Apex Leaders***

*We began our implementation of Metronomics after I read 3HAG Way. I felt it was the connection between strategy and the daily execution of strategy that we were missing.*

*The Kick Off shifted our mindset to embrace the concept of “good enough for now,” which would become instrumental in our ability to forecast financial numbers and set our widgets. Adopting this mindset meant abandoning the feeling that everything had to be perfect from the outset when setting our financial goals and instead realizing that we would constantly revisit and make tweaks to these items as we progressed and improved.*

*This was not easy for us at first—we had long, hard discussions during our Kick Off and our following quarterly meeting about our numbers and gaining clarity about our numbers and gaining clarity about how our widgets lined up with our financial.*

*Today, however, those widgets have proven to be the most meaningful aspect of the system for us. We use our widgets as a conduit to the financials of the business. They crystallize for us the main activities we need to focus on to meet our goals, and they help us keep score every step of the way.*

*It’s extremely liberating to know we have the critical number defined for each stage of our value creation mousetrap and the scoreboard is indeed accurate. This wasn’t always the case. When we looked back on how many new trials we kicked off or how many new clients we signed in a given period, there was always some uncertainty. “Well, we have a signed agreement, but they haven’t kicked off.” Does that mean we have a new client or not? With each widget well defined, we no longer waste time debating the facts and instead can focus on either identifying the key issue to a problem that we want to solve or identifying new opportunities to provide incremental value to our customers. Now, everyone is playing on the same playing field and playing by the same rules, which brings clarity to our overall operations.*

*The ability to operate on the* [*Open Playing Field*](https://strategicdiscipline.positioningsystems.com/blog-0/topic/open-playing-field) *sets Metronomics apart from any other methodology out there. No other tool provides software support to complement its approach. The interactivity of the Open Playing Field is key. Instead of a static view on a spreadsheet updated once per month, the team across all areas of the business is updating widgets in real time, daily. This gives an accurate count of our operations in the software, and everyone on the team has access to the “scoreboard.”*

*The greatest value of* [*Metronomics Software*](https://www.metronomegrowthsystems.com/)*, from my perspective, is the ability to leverage it at all levels of the business. Metrics that are used in a weekly one-on-one between a manager and a direct report then roll up to a “team view” and are populated in the agenda for that team’s weekly meeting. Team metrics roll up for a “department view” leveraged in the weekly department meeting. And department metrics roll up to a “company view” leveraged in the weekly leadership team meeting.*

*The fact that we must input our numbers makes us much more cognizant of where we are versus where we want to be and enables us to react more quickly when necessary. This is an important distinction from reviewing an autogenerated or canned report on a daily basis. Trust me, when you aren’t hitting one of your personal metrics, you feel the pain of entering an underperforming number in the system. Entering the metric into the software forces you to “live” the metric, whether you like it or not!*

*This clarity has enhanced our team’s effectiveness in several ways.*

***Widget-driven meetings:*** *The software enables our different teams to maintain a metrics-first mentality, particularly in meetings. We now start off each weekly leadership team meeting with a personal icebreaker, quickly followed by a review of looking at the metrics, and this provides us the lens through which we discuss the rest of the agenda items. It is amazing how talented direct reports can be at guiding a conversation away from a metric they are not hitting. And let’s face it: no one wants to talk about underperformance in their role. It’s human nature. I’m guilty of it myself. However, by having the widget count right there in the agenda, color coded in either red, yellow, or green, there is no hiding. This allows us to focus the conversation on the brightest “reds” and ask ourselves, “What do we need to do differently to get this widget back to green?” The integration of widget counts gives me confidence that we are having the right conversations in these meetings.*

***Enhanced leadership team collaboration:*** *My two-hour weekly meeting with our leadership team is the most important two hours of my week in the business. These meetings start on time, and everyone comes prepared, having updated their widget counts and other department metrics in advance. Additionally, my colleagues usually have pre-populated the agenda items they would like to during the meeting. And after reviewing the metrics and widget counts, we prioritize the agenda in real time to make sure we are addressing the highest-priority issues. There is a saying that routine sets you free. Our leadership team meetings are very routine. We cover all the different facets of the weekly agenda in a consistent, coherent manner. Everyone knows what to expect. The only parts of the meeting with potential excitement are when colleagues passionately disagree with one another, in a loving manner. And if we are going to have excitement and surprises in our meetings, this is how we want it: in the form of healthy conflict. Indeed, the routine of our meetings in the software has set us free.*

*Recently, it’s become increasingly important to discuss in our meetings what we are hearing in the market. The data our team members bring to the meeting each week related to this is surprising and eye-opening. We never did that before! We get more out of those two hours now than we ever did in the past.*

***More employee recognition:*** *We now have the ability to enhance our internal praise of colleagues because we can directly tie performance and progress to the widgets and the score. So often in weekly leadership meetings you are in problem-solving mode. It’s important to talk about and recognize the exceptional contributions that occurred the previous week by various individuals on our team.*

*Overall, I can attest that the rhythm of Metronomics sets you free. It creates real consistency in our organization in terms of expectations and how we prioritize the conversations we have and ultimately leads to a more predictable execution of our business.*

*It gives me immense confidence to be able to see what’s going on in all the different parts of the* [*Key Function Flow Map (KFFM*](https://strategicdiscipline.positioningsystems.com/blog-0/topic/kffm-key-function-flow-map)*) and to know we have the cadence to ensure all aspects of our business being covered. As a result, my role has turned into less about being an executor-CEO and more a visionary integrator-CEO. I can more easily step away or focus on other aspects of our company and hand off day-to-day management of the leadership team to someone else. Meanwhile, I maintain visibility into every part of our business. The Open Playing Field is always at my fingertips—via my phone, tablet, or desktop—and I love watching the game being played every day.*