

Motivation and Strategy Management

Applies to:

SAP Strategy Management

Summary

Most technology tools only provide the means to monitor and measure. Having highly motivated contributors take an organization from good to great.

Author: Bob McGlynn

Company: SAP

Created on: 5 July 2007

Author Bio

Bob McGlynn is a Solution Expert for Strategy Management at SAP.

Table of Contents

Motivation and Strategy Management.....	3
Providing the Information Needed to Make Good Choices.....	3
Providing the Authority to Act.....	3
Providing the Proper Resources and Recognition.....	3
Helping Balance Priorities.....	4
Summary.....	4
Copyright.....	5

Motivation and Strategy Management

On the practical, let's call it the tactical level, the reason you need Strategy Management is because it takes *people* to get things done. Organizations have always benefited from highly motivated people and teams that can help drive success. How does Strategy Management advance the efforts of organizations to motivate, beyond just managing or monitoring employees?

Providing the Information Needed to Make Good Choices

Everywhere, organizations are trimming, folding, merging, or outsourcing. Chances are very good that in any organization there are many new people. By new, it may not necessarily be new hires; it is more likely someone who has been with the organization and now has new responsibilities. These additional duties are in new, unfamiliar areas. Optimizing strategic performance means providing the direction to get more done, not just create more work to do. Articulated goals and targets provide guidance for staff to not only do things right, but also do the right things.

While organizations change, so has the ways of how staff interacts. Team members may be miles or oceans apart from one another. Other changes within organizations mean less distinction between internal departments and outside collaborators. Staff and partners need clear direction to understand how their individual responsibilities affect the abilities of others in reaching targeted goals. By providing the transparency between and within departments, staff has the opportunity to understand the impact they have beyond their particular area of responsibility.

Providing the Authority to Act

People need the authority to act. In today's business climate, things are moving too fast for every decision to be validated and approved. When people have the information they need to make a decision, understand how their decision will align with organizational goals, and have appropriate authority to do so, more of the right things are accomplished more quickly. We all are too aware of how much time is lost while staff waits for decisions, on even small matters, from somebody, anybody. Giving staff the responsibility to make decisions along with the understanding of the preferred outcome can make a huge impact on the flexibility, speed, and accomplishments in an organization. A motivated employee will take responsibility as long as they have some authority to change the situation.

Many companies are unaware of processes that de-motivate workers and create unproductive, busy work. No one wants to compile reports that don't appear to be useful or used. People are much more motivated when they feel they are contributing to the organization and that their work makes a difference. Creating a regular operational review process can help identify policies or procedures that are outdated, obsolete or unnecessary. Eliminating busy work and regularly reviewing progression toward goals is a great incentive to keeping people on track and aligned.

Providing the Proper Resources and Recognition

Motivation of a different sort comes with the allocation of resources and what incentives are provided to employees. The rewards and incentives for staff need to be explicitly tied to organizational objectives. Employees are better motivated to make the right decisions and do the right thing when those decisions and activities are the ones that are rewarded.

In every organization it is the midlevel and operating managers that translate the broad corporate objectives into specific tactical activity. Unintended consequences often result when these managers are rewarded for results that do not tie to strategic goals. Recognition, bonuses, and promotions are very strong motivators. A structure must be in place to directly associate resources and incentives to strategic initiatives. Doing so means recognizing and rewarding those activities that align with intended results.

Allocating resources for projects also must be considered. Having a high-level view of on-going initiatives can prioritize attention and resources on critical projects. Staff has a better chance of achieving recognition and rewards by directing them to complete projects that make the greatest impact.

Helping Balance Priorities

While most organizations don't want to consider it, people *do* have priorities beyond work – relationships, hobbies, families, and avocations. That is why it is so important to communicate clearly the priorities of work and giving the proper incentives that reinforce and validate those priorities. Helping optimize performance at the individual level better positions a worker to effectively navigate the increasing demands of work and personal life.

Summary

Motivation is an important part of an organization's strategy management program. Highly motivated staff and teams drive success. Employees need to know *why* they are valuable to an organization, *how* they can contribute, and feel that they have some control over their job. When implementing Strategy Management, your organization has a way to communicate the goals and direction to staff, manage the proper incentives and administer appropriate authority so workers can make the correct decisions. Giving the information, the incentives, and the authority to workers can be very motivating. A motivated staff goes beyond what is expected and makes positive impact to fuel better results.

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