



Break down the **strategic vision** into **individual objectives**

The challenge

Many strategies fail because employees are not sufficiently engaged in implementation. Indeed, people need more than clear explanations to embrace and execute strategic goals. Strategic objectives are often considered to be too general and disconnected from day-to-day realities. It is consequently essential to break the strategic vision down into operational objectives to make it meaningful and foster the engagement of everyone in the organization.

Four key engagement drivers

People are much more motivated to realize objectives that have meaning for them. The following key drivers can be used to make strategic objectives more meaningful:

1

Explain the strategic vision in a way that will stimulate everyone

People too often perceive the company strategy as being a "nice story" which concerns them only remotely. However, the strategic vision can be communicated in a way that motivates people to move into action, and managers must consequently learn how to do this effectively.

- Make an effort to **understand what motivates each member of your team**: different people may be motivated by different aspects of the same project.
- Analyze the corporate strategy to identify the **dimensions best suited to engage each employee**.
- Present the strategy from **different angles** likely to speak to the different members of your team. E.g.: Improving the quality of service not only facilitates sales, but can also be a source of satisfaction in a job well done. So, depending on what is most important to the concerned employee, focus could be placed on one or the other.

2

Show how individuals contribute to the company's overall performance

Team and individual objectives are not arbitrary, but have an impact on overall performance. Explaining this clearly to people makes their objectives more meaningful to them.

- Identify and clearly communicate the **key drivers of strategic success**. E.g.: Customer service quality, responsiveness.
- Explain the **cause-and-effect relationship** between individual efforts and the attainment of strategic objectives, e.g. Reducing document processing time increases customer satisfaction, which helps retain customers and thus boosts revenues and profits.

3

Use a participative approach in defining objectives

Managers who define objectives jointly with their team members not only capitalize on knowledge of the latter, but also get them more engaged. That being said, managers are ultimately responsible for setting objectives. These two imperatives must consequently be reconciled.

- **Clarify the stakes** and explain their importance, then organize a **brainstorming session** with your team to determine how the team can contribute to the Group's strategic goals.
- **Set the goal** and let your team members decide **how** to achieve it.

4

Set objectives that make it easier for people to move into action

Once the team knows how it is supposed to help achieve strategic goals, translate this intention into clear objectives, so that individual team members know where they should focus their efforts.

- Focus on **measurable** objectives, or if that is not possible, define **deliverables**. Set **lead times and deadlines** for these targets and assign **roles and responsibilities**.
- **Combine short- and long-term objectives**. Short-term objectives can spur people into action, but won't necessarily keep them motivated over time.
- **Define a small number of objectives**. Too many objectives may cause people to lose sight of their priorities.