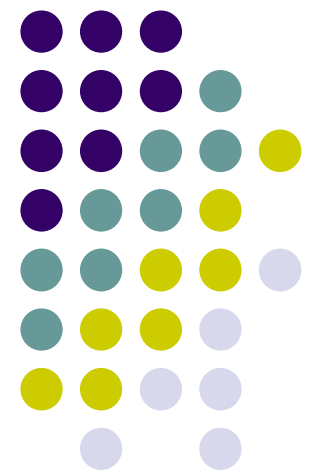
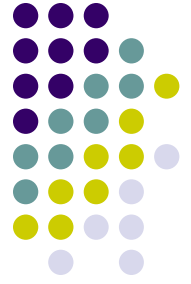


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# Employee Motivation & Corporate Growth Objectives





# Outline

- Business success & Employee motivation
- People in strategy
- The leadership link
  - The Nature – Nurture factor
  - From understanding to commitment
- The ultimate transition
  - From commitment to engagement



# Success factors

- Entrepreneurship
  - Courage to do the right thing
- Leadership
  - Create compelling vision, create meaning
  - Climate of trust based on competence, congruity, & constancy
- Partnership
  - Deep commitment to long term shared values
  - Anchor for acceptable behaviour

# Employee Motivation



- Ground rules
  - Skill & talent management
  - Processes to attract, develop, retain, retire
  - Feedback and Performance Management
  - Good pay and terms – housing, work-life balance
- People, process, performance
  - Manpower planning & forecasting
  - Creating a learning organization
  - Reward
  - Career management
- Clarity
  - What, why, how, when, by whom



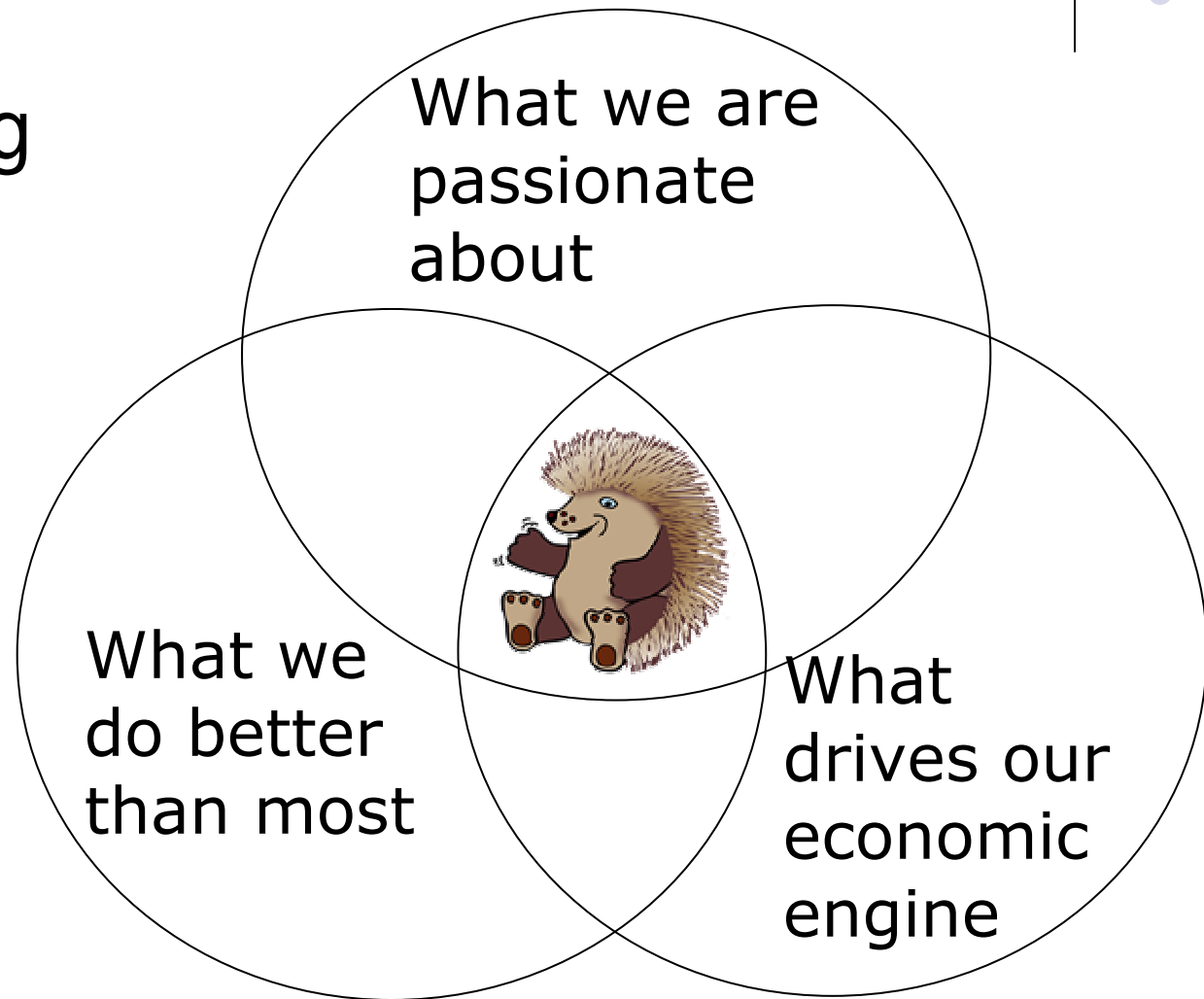
# People in strategy

- “People are our most important assets”
  - Do people really come first?
- Business strategy vs. people strategy
- HR as Business partner
  - “**AT** the table, not **ON** the table”
- Decision making process
- Employee communication

# It's really about people



## The Hedgehog principle





# People in strategy

- Principles and Values
- Behaviour, Attitudes, & Discipline
  - People listen (and learn) with their eyes
  - Mercenary behaviour
    - “How can I live off the company”
    - Usually what they see from the top
- Nurturing an energizing work environment
- The business imperatives determine the details of people strategy



# Motivation killers

- Lack of clarity on business goals & objectives
- Proposals go up, don't come down
- “Not invented here” syndrome
- Decision process not participative
- BOHICA symptoms
  - Initiative follow-through
- Etc

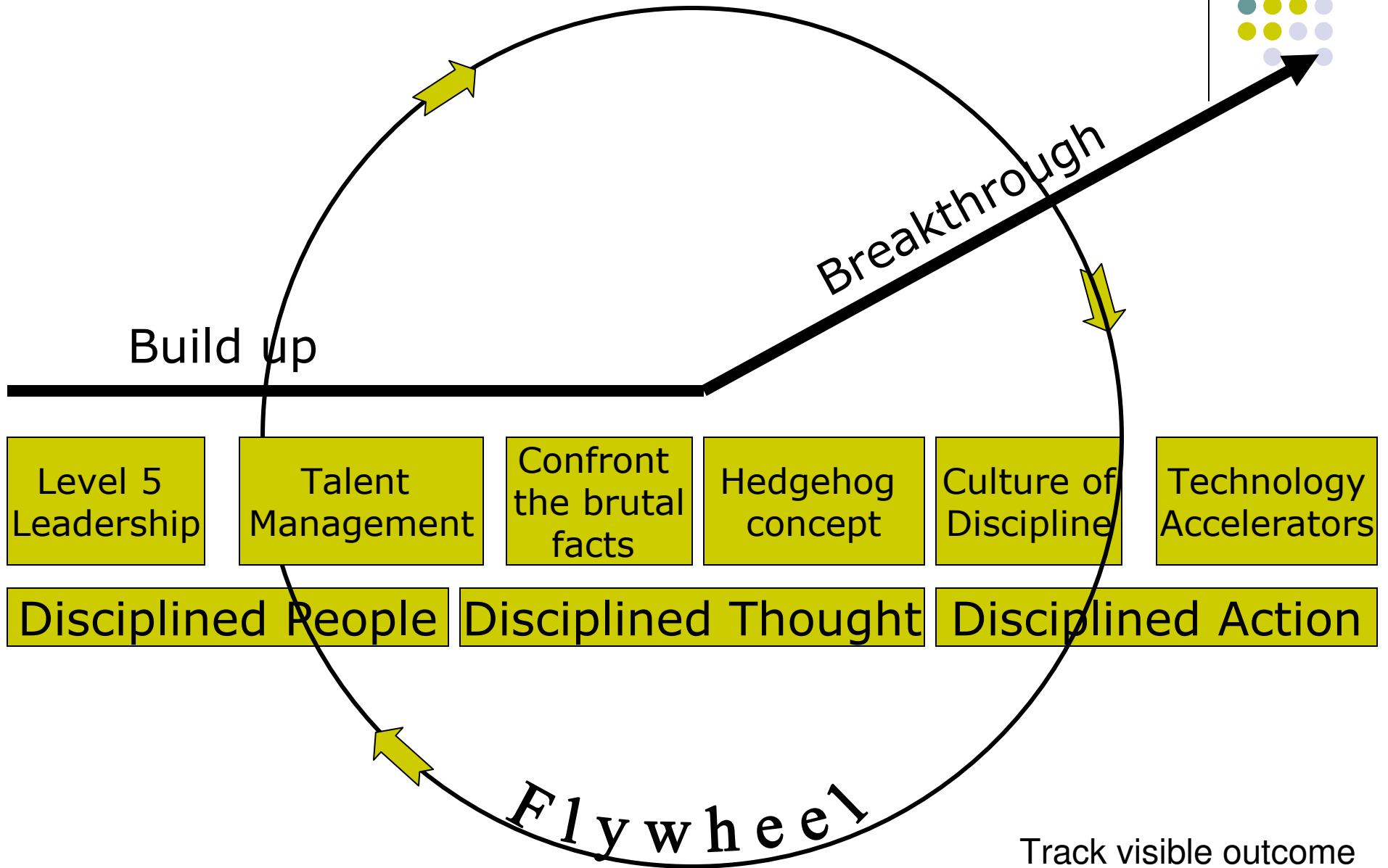
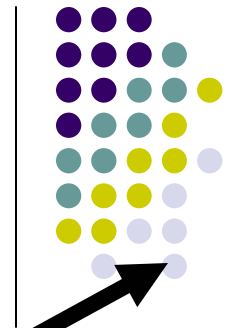


# The Leadership link



- Motivation is a change management issue
  - Employee profile changes
    - Lifestyle, work-life balance, etc
  - Leadership is therefore important
- Leaders need a passion for people
- Five common patterns of behaviour or skill
  - Envisioning: working with others to create a vision of the future
  - Engaging: ensuring common understanding
  - Enabling: creating conditions for personal contributions
  - Inquiring: open to input and ideas from others
  - Developing: investing time and effort
- Nature or nurture?

# The leader flywheel



# Culture of discipline



- Motivation is not about creating a fun bubble
- Orderliness of thought and action
- Start a 'stop doing' list
- The learning company
  - Database generation
  - Knowledge management

Breakthrough

Build up

Disciplined  
People

Disciplined  
Thought

Disciplined  
Action

# The ultimate transition – from commitment to engagement



- My manager discusses my career aspirations with me and genuinely helps me work towards it
- I know the core purpose and business principles
- I understand the business priorities
- I can count on being supported by team members
- I receive recognition and praise for good work
- I feel new ideas are often considered

# From commitment to engagement



- I have the opportunity to support community activities as part of my development
- I know what is expected of me
- I feel committed to the success of the team
- My manager deals with poor performance
- I am proud to tell people I work for this company