

Making Engagement and Execution Happen

Dr. Manuel Angel Coco Morales

An effective execution management system should get everybody within the organization moving in fair concert toward the same strategic objectives. By clearly communicating the expected behaviors and/or the performance requirements that drive teamwork as part of its cultural strategy, an organization underscores the importance of collaboration while coping with internal competition-conflict and turf issues. It is possible to get all people in an organization to realize that they all work to have a significant impact on customers. CUSTOMERS PAY OUR SALARY!

An effective execution management system is one that is clear in pointing the specific accountabilities of behaviors aligned with collaboration, teamwork, internal and external partnerships that can transform the culture in which people work.

People entering the workforce in the last decade are expecting a quality work environment.

A CULTURE THAT TRULY REINFORCES COLLABORATION AND COOPERATION INCREASES THE LIKELIHOOD THAT THE PEOPLE STAY THERE LONGER AND FEELING HAPPIER AND NOT ADVENTURING SOMEWHERE ELSE WHERE SUCH VALUES ARE NOT IMPORTANT. Other key elements are autonomy or discretion, learning opportunities and integration with the level of cooperation and trust among people are determinant for achieving a high execution organization. Much has been said about trust within organizations but suffice to state that it starts with clear communication and involves

being assertive, caring about people's jobs and careers, and providing the resources, support, mentorship and coaching to achieve objectives.

Management is a means of maintaining and improving competent work behaviors, assuring that people do their jobs well while cultivating healthy relationships. Daily, year-round continuous appraisals, coaching, feedback, feedforward that involves helping people to learn and understand the nature and quality of their performance are also crucial parts of a performance management system at the individual level. Thus, it is very important to identify what people need to improve and engage them to do it.

The engagement wave employs strategies designed to foster individual and team responsibility, self-discipline, and intelligent decision-making rather than traditional punishment. The aim is to preserve dignity and respect and encourage trust, loyalty and commitment. Some technologies to achieve such conditions are management by objectives, and participative performance appraisals.

Executives build trust as they teach others and interact with them frequently to discuss performance for their current roles and fair development possibilities for the future. **NOTHING BUILDS MORE TRUST AS KNOWING THAT YOUR EXECUTIVE REALLY CARES THAT YOU ARE SUCCESSFUL NOW AND IN THE WAY TO THE FUTURE.** There is no substitute for face-to-face interaction.

Nothing kills trust and jeopardizes communication more than lack of clearness regarding the compensation package that people will receive if they are giving their extra-mile. Things that are compensated well are done well. The right hand of the organization should know what the left hand is doing, and vice-versa.

Of course, we have always argue with research and empirical foundation that the compensation strategy cannot drive the contribution to the organization, and that the business and cultural strategy should do that. The empirical point here is that these two factors should be directly linked to the performance behavior requirements. IF PEOPLE FEEL THAT THEY ARE BEING COMPENSATED UNFAIRLY THEY WILL LOOSE THE SPARK AND THE FUEL REQUIRED FOR SUSTAINED HIGH EXECUTION.

In order for people to give and present their best version they need to concretely understand the opportunities for growth and advancement. The development and growth opportunities should focus on competences, knowledge, or the experiences needed for people to achieve the level of contribution that it is required. WORKING WITH STRENGTHS AND DEVELOPMENT AREAS IN COMPETENCIES IS A NECESSARY REGULAR ASPECT OF THE MANAGEMENT AND SUPERVISION ROLES.

Work objectives and priorities are crucial for a robust execution system. The purpose of these two management elements is to develop and agree to a set of objectives and coming to terms with criteria of focus and attention. Thus, every executive has to work hard to assure a fully engaged workforce. THE VALUE OF HAVING HUMAN CAPITAL EXCITED ABOUT THEIR ROLE AND VESTED IN THE ORGANIZATION'S EXCECUTING ITS STRATEGIC GOALS IS BEYOND MEASURE. To achieve this condition organizational designers have to:

1. Make sure people know how their job is linked to the business objectives.
2. Have a culture that really honors values. People need an organizational culture they can be proud of.
3. Give people the opportunity to own the process they touch every day. Let them be part of setting their goals, make them partners in their plans, give them the

education and skills they need to succeed, and show them the possibilities for their future by supporting them with development plans.

4. Make it clear that people matter to the organization.

Organizations achieve results not by managing only numbers, but managing the people who do the things that make the numbers. The core of the executive function is to translate numbers and business goals into desired behaviors.