

TABLE 5-1

**What do you *really* want your workforce to understand?**

Business strategy	Strategic focus	Performance focus	Performance management	Performance consequences	Employee outcomes
<ul style="list-style-type: none"> <li>• How will we grow our business?</li> <li>• How will we win a disproportionate share of customers in the markets where we compete?</li> <li>• What is our competitive advantage?</li> <li>• What strategic capabilities enable our competitive advantage to become a reality?</li> <li>• What strategic capabilities will be necessary to win our future?</li> </ul>	<ul style="list-style-type: none"> <li>• What customer and wealth-creating capabilities are essential?</li> <li>• What are the obstacles to our growth and what should we do about them?</li> <li>• How do we accelerate our growth?</li> <li>• What are the metrics indicative of our growth/strategic success?</li> </ul>	<ul style="list-style-type: none"> <li>• What is expected of me?</li> <li>• How well am I to perform?</li> <li>• Do I have the competencies I need?</li> <li>• Do I need new/different competencies?</li> <li>• What work impacts our success with customers?</li> <li>• What work impacts our ability to change our desired price?</li> <li>• What work reduces production costs?</li> <li>• What do I do that creates wealth for the firm?</li> <li>• What are my work priorities?</li> <li>• What should I spend very little time doing?</li> <li>• What should I stop doing?</li> </ul>	<ul style="list-style-type: none"> <li>• Who has an impact on my work?</li> <li>• How well am I doing?</li> <li>• How do I get specific, timely feedback on my work?</li> <li>• Who do I go to to remove obstacles to my efforts that impact our competitive advantage and create wealth for the firm?</li> </ul>	<ul style="list-style-type: none"> <li>• What happens to me if I do a great job?</li> <li>• What will happen if I do not perform at the expected level?</li> <li>• Is extraordinary performance expected / highly rewarded in roles that impact our competitive advantage and/or create wealth for the firm?</li> </ul>	<p>Employees:</p> <ul style="list-style-type: none"> <li>• Understand strategy</li> <li>• Are able to deliver strategy</li> <li>• Engage in strategic behavior</li> <li>• Create wealth</li> </ul>