

# Tools for Knowledge Workers

## Linking Individual Effort with Organizational Results



The diagram above illustrates how management strategy and tactics can tie individual effort to organizational results. Let's start with the theory: Energy is a vector; that is, it has both magnitude and direction. Individual effort is a form of energy. Consequently, the basic management strategy or principle is to concentrate and channel organizational energy along productive lines. Doing so entails the use of various management practices along with their associated disciplines and tools. These tactics serve to align, engage, focus and link energy expenditures in order to produce proximate or near-term results. In turn, proximate results lead to long-term or ultimate results. Tying individual effort to organizational results is the essence of what is typically referred to as "alignment." Achieving alignment promotes engagement. People who can see how what they're doing and producing contributes to organizational results are in fact more motivated and more inclined to expend discretionary effort. The mechanics of effecting alignment boil down to mapping and managing the organization's "performance architecture." For more about performance architecture, click [here](#).

