



**Forget about motivation**

-

**Focus on volition**



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# Motivation just isn't enough...





# ...we need volition in order to achieve our goals



- Deciding to act
- ↑
- Making plans
- ↑
- Analyzing history and current state
- ↑
- Setting the goal





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# Volition = Focus x Drive

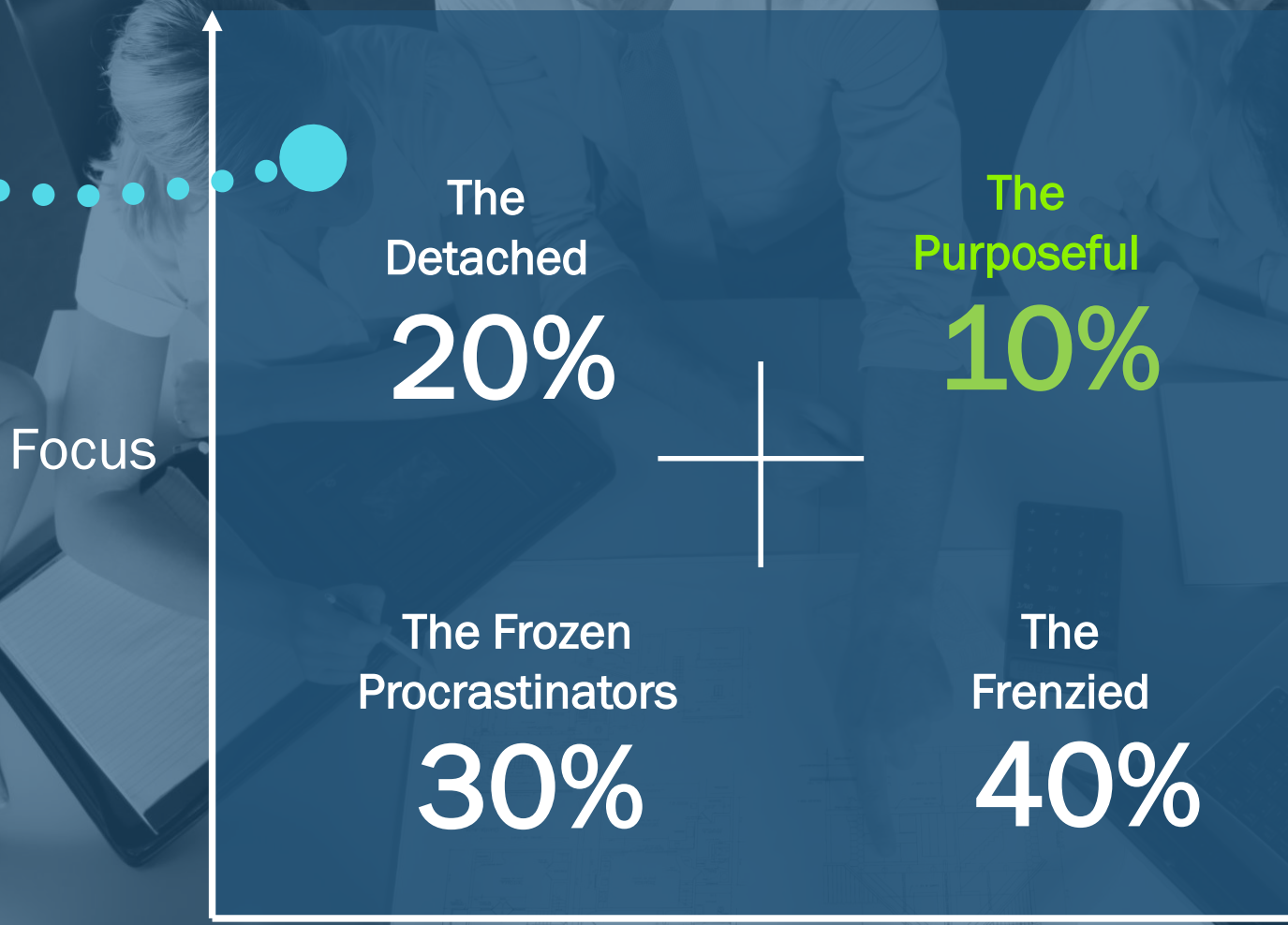
Focus

Execution Efficiency

Drive



# Research: volition of leaders





# Efficient execution

Achieving the goal



## Goal Management

## Self-Confidence

## Volition/Execution ability



Content of the Goal

Personal Significance of the Goal

Confidence in own ability to achieve the goal

Confidence in own ability to affect one's performance

**DRIVE**  
-Social support  
-Dealing with negative emotions  
-Work control

**FOCUS**  
- Planning  
- Prioritizing  
- Concentration



# Internalized goal is a prerequisite for focusing

Achieving the Goal



Goal management

Self-Confidence

Volition/Execution Ability



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Confidence in own ability to affect one's performance

DRIVE  
-Social support  
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FOCUS  
- Planning  
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# Personal significance and self-confidence are prerequisites for drive

Achieving the Goal



## Goal Management

## Self-Confidence

## Volition/Execution Ability



Content of the Goal

Personal Significance of the Goal

Confidence in own ability to achieve the goal

Confidence in own ability to influence one's performance

**DRIVE**  
-Social support  
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**FOCUS**  
- Planning  
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- Concentration



# Coaching style discussion as a tool

Achieving the goal



Goal Management

Self-Confidence

Volition/Execution ability



## Coaching style discussion

Content of the Goal

Personal Significance of the Goal

Confidence in own ability to achieve the goal

Confidence in own ability to influence one's performance

**DRIVE**  
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-Dealing with negative emotions  
-Work control

**FOCUS**  
- Planning  
- Prioritizing  
- Concentration



# Execution is developed in everyday discussions



Leader-  
employee  
discussion

Informal peer  
coaching

Everyday  
interaction



# Organizational execution capability



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### Efficient Execution

Achieving the goal

Goal Management		Self-Confidence		Volition/Execution ability	
Content of the goal	Personal significance of the goal	Confidence in own ability to achieve the goal	Confidence in own ability to influence own performance	ADP-DRIVE: Social support	FOCUS: Planning, prioritizing, time management



Today's biggest problem is not how to motivate or inspire our employees.

The key thing is **volition, individual execution ability**: how we succeed to maintain drive and focus it properly in order to achieve our goals.

**Organizational execution capability** is the strategic choice YOU will have to make.



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# Thank You!

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