

## ***The Power of Alignment – George Labovitz / Victor Rosansky***

Tie-in to the CNO's 5 priorities

- 1) Manpower
- 2) Current Readiness
- 3) Future Readiness
- 4) Quality of Service
- 5) ***ALIGNMENT***

Alignment – organizational power and focus

Key points:

- brings together unconnected parts of your organization into an interrelated, comprehensible model
- creates an environment of shared purpose
- by integrating core factors, direction, leadership and culture, alignment gives the organization the power to achieve consistent, defined levels of growth and peak performance

### 1. Getting to The Main Thing

- The main thing is to keep ***The Main Thing***, the main thing.

Alignment

- every member of the organization from top to bottom, shares an understanding of the organization, its goals and purpose
- everyone understands their contribution
- everyone can state the customer's needs and how the team satisfies them

What alignment does:

- it connects Sailor's behavior to the command's mission, turning intentions into actions
- it links teams & processes to the changing needs of customers
- it shapes strategy with feedback from customers
- it creates a culture where these elements work together seamlessly

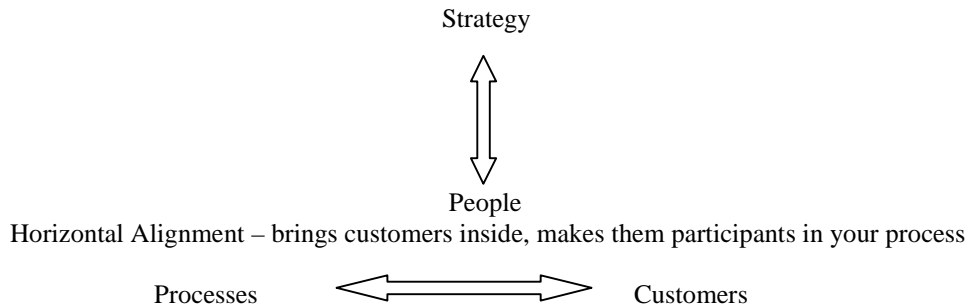
Align your organization

- determine The Main Thing
- define a few strategic goals & explain them throughout the organization
- tie performance measures & metrics to those goals
- link performance measures to a systems of rewards & recognition
- review performance to ensure goals are met

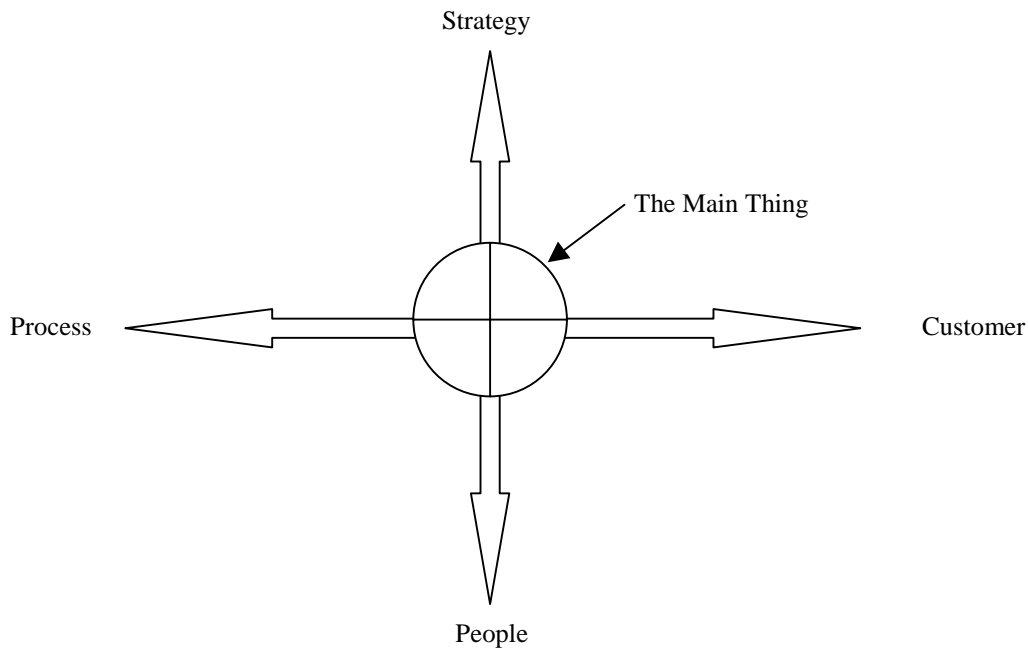
Alignment links strategy & people and integrates them with customers and process improvement.

## 2. Staying Centered: What Alignment is All About

Vertical Alignment - employees understand organization-wide goals and their role in achieving them.



Aligning Both Dimensions



### The Main Thing

The single most powerful expression of what the organization hopes to accomplish.

- must be a common and unifying concept to which every element of the organization can contribute
- each dept and team must be able to see a direct relationship between what it does and this overarching goal
- must be clear, easy to understand, consistent with the strategy of the organization and actionable by every group and individual

## 3. Organizational pathologies

- Pathology 1: The Tyranny of One
  - each department focuses on itself
- Pathology 2: Strategy Interruptus
  - strategy never goes anywhere
- Pathology 3: The Phantom Limb Syndrome
  - customer's requirements & expectations change and the organization continues to respond to the old ones
- Pathology 4: The Forked Tongue Syndrome
  - organization says one thing and does another
- Pathology 5: Market Myopia
  - failing to keep up with changes in technology or customer's needs
- Pathology 6: Dead Man Walking
  - lost sight of the operating environment & concerns of their customers

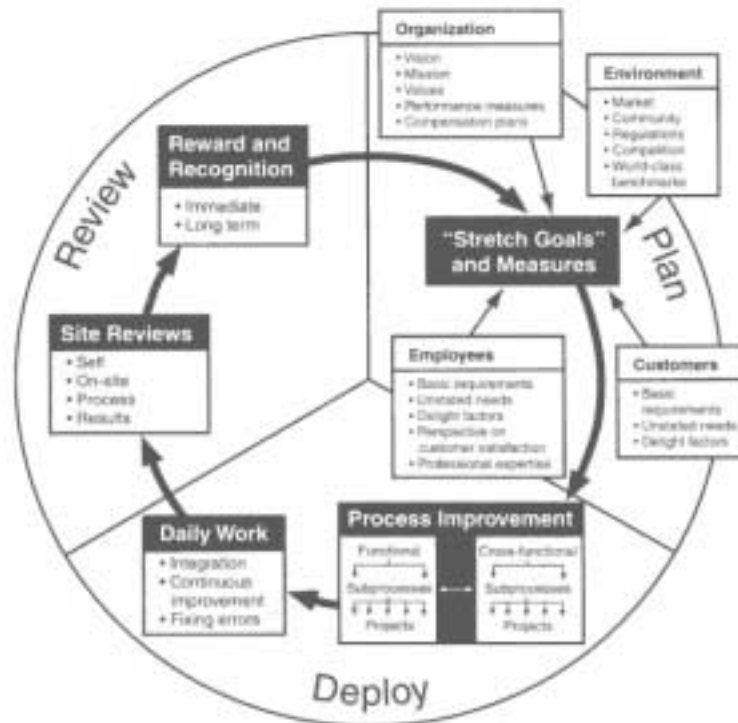
4. Aligning Activities with Intentions: Vertical Alignment

Strategy must be understood from top to bottom and must reflect the contributions of the workforce.

Measurement is the key to achieving vertical alignment.

Measures must be tied to The Main Thing in order to align how you work with the purpose of the organization.

PDR – Planning, Deployment, Review



PDR cycle is 60-90 days

Organization should be able to crystallize strategy and get it running in 60-90 days.

Steps to Identify The Main Thing

- 1) Get everyone in the organization together
- 2) Discuss what's important to everyone
- 3) Simplify the choices
- 4) Select the choice that is consistent with the strategy

## The Main Thing

### Critical Success Indicators

Stretch goals – highly ambitious targeted for breakthrough improvements in performance.

## 5. Ships Passing in the Night: Getting to Horizontal Alignment

Horizontal alignment infuses the concerns of the customer into everything the organization does.

Be customer focused or die. Some challenges:

- 1) customer requirements change
- 2) customer voice may be difficult to interpret
- 3) customer speaks in present tense, we must anticipate the future
- 4) few in the organization have direct contact with the customer
- 5) understanding the customer is not seen as a collective responsibility

### 5 questions about customers

- 1) What do our customers care about most?
- 2) What opportunities do we have to delight them?
- 3) How well are we satisfying our customers right now in terms of what they care about?
- 4) What are the “best of the best” doing to delight their customers?
- 5) How does the way we operate now make us “difficult to do business with?”

### 6 Steps to get a customer's root needs

- 1) Ask customers what they care about most in terms of your products and services and the way you provide them.
- 2) Ask customers to prioritize those “care abouts”
- 3) Ask customer to define those “care abouts” as specifically as possible
- 4) Continue these questions until the root needs are reached
- 5) Ask customers to rank each root need
- 6) Identify opportunities for improvement

	Before	During	After
Products and Services	<ul style="list-style-type: none"> <li>• Learn about the customer's situation</li> <li>• Verify the customer's needs</li> <li>• Align your capabilities to deliver</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver expected outcomes plus extras</li> <li>• Verify satisfaction</li> <li>• Make adjustments to changing needs</li> </ul>	<ul style="list-style-type: none"> <li>• Seek immediate feedback</li> <li>• Verify performance</li> <li>• Recover instantly from problems</li> </ul>
Trust	<ul style="list-style-type: none"> <li>• Demonstrate experience</li> <li>• Agree on a working relationship</li> <li>• Show you care</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate skills</li> <li>• Keep the customer informed</li> <li>• Treat the customer as special</li> </ul>	<ul style="list-style-type: none"> <li>• React positively to feedback</li> <li>• Apologize for any problems</li> <li>• Make a personal commitment to the customer</li> </ul>

Chart depicts actions to get at customer's root needs.

### 3 Essentials for Achieving Horizontal Alignment

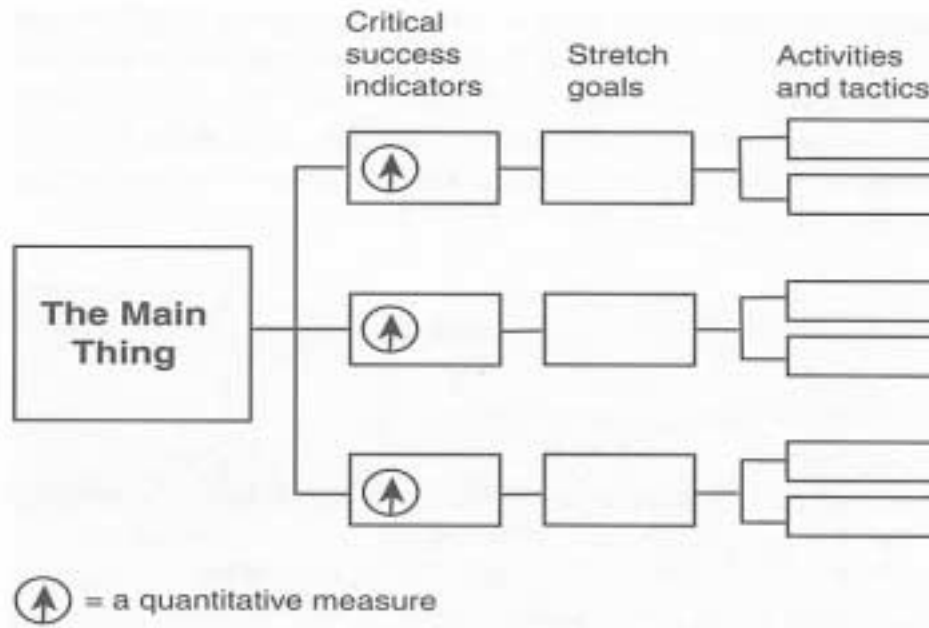
- 1) Determine customer care abouts & identify new opportunities to satisfy them
- 2) Create a shared reality within the organization
- 3) Understand the needs of your customer's customer

### 6. The Self-Aligning Organization

- Consistent real-time feedback
- Measurement is a must
  - What to measure?
    - Measures must be keyed to The Main Thing

#### Measurement

- has to be broad enough so everyone in the organization can understand their individual contribution
- must unify the organization, its culture, systems, processes and output
- must be future oriented



#### Steps to Alignment

- 1) Start with The Main Thing
- 2) Create set of indicators (measures)
- 3) Make sure everyone understands your measures and how they tie into The Main Thing
  - give every person working for you a one page graphic that shows how his/her work relates to The Main Thing
- 4) Link measures & activities with rewards & recognition
- 5) Give people the training they need to do the job right
- 6) Create goals for everyone
- 7) Review performance on a regular basis

#### 7. Distributed Leadership is:

- the presence of capable leadership in different units and at different levels of an organization.

Alignment starts at the top of the organization.

#### Leadership behaviors Essential to Alignment

Create shared purpose

- help others understand what must be accomplished, why their work is important and how they can accomplish their goals

Get commitment

- increase people's sense of personal ownership for the work they do
- drive out fear to improve performance
- visualize high performance

#### Integrate the Organization

- make information available to everyone
- design networks of relationships to promote flexibility & high performance
- help groups integrate conflicting views to achieve technically superior and fully supported outcomes

# 1

## *Alignment Diagnostic Profile— Short Version*

### **SELF-DIAGNOSIS**

Chapter 3 includes the short version of our alignment diagnostic profile and the alignment snapshot for mapping its evaluation. Here we repeat blank versions of both figures so that you can diagnose the alignment of your own organization.

Perceptions of current organizational alignment vary from person to person. Everyone sees the organization through a slightly different lens. So you might want to have other colleagues—preferably in different departments or business units—participate independently in the diagnosis. If you do, average their scores for each alignment dimension. Doing so will give you a composite diagnosis.

## Instructions

Respond to each statement by circling the number (from 0 to 10) that best represents your opinion. If a statement does not apply to you, or you have no opinion, write in N/A (not applicable).

Once you have completed and scored the questionnaire, total the scores for each of the four sections. Then map your scores on the alignment diagnosis snapshot that follows (Figure A-1). For example, if you scored "20" on the strategy dimension, put a dot midway between 40 and 0 on the strategy segment (remember that higher scores are closer to the center). Then connect the dots to create a visual diagnosis of your organization's alignment.

How well-aligned is it? Is it strong in some dimensions and weak in others?

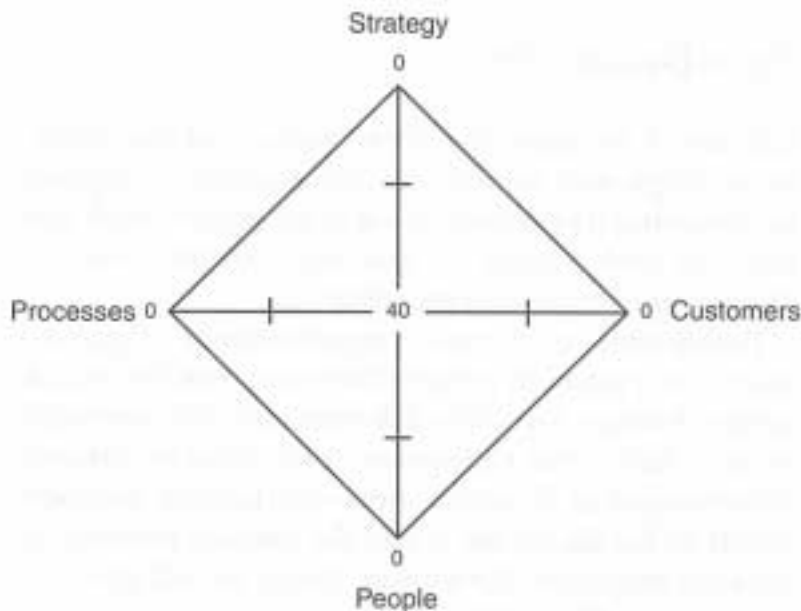


Figure A1-1. Alignment diagnostic snapshot.

**Table A1-1.** Alignment Diagnostic Profile (short version).

Strategy	Strongly disagree	Strongly agree
Organizational strategies are clearly communicated to me.	0 1 2 3 4 5 6 7 8 9 10	
Organizational strategies guide the identification of skills and knowledge I need to have.	0 1 2 3 4 5 6 7 8 9 10	
People here are willing to change when new organizational strategies require it.	0 1 2 3 4 5 6 7 8 9 10	
Our senior managers agree on the organizational strategy.	0 1 2 3 4 5 6 7 8 9 10	
Total	<input type="text"/>	
<b>Customers</b>		
For each service our organization provides, there is an agreed-upon, prioritized list of what customers care about.	0 1 2 3 4 5 6 7 8 9 10	
People in this organization are provided with useful information about customer complaints.	0 1 2 3 4 5 6 7 8 9 10	
Strategies are periodically reviewed to ensure the satisfaction of critical customer needs.	0 1 2 3 4 5 6 7 8 9 10	
Processes are reviewed regularly to ensure that they contribute to the attainment of customer satisfaction.	0 1 2 3 4 5 6 7 8 9 10	
Total	<input type="text"/>	
<b>People</b>		
Our organization collects information from employees about how well things work.	0 1 2 3 4 5 6 7 8 9 10	
My work unit or team is rewarded for our performance as a team.	0 1 2 3 4 5 6 7 8 9 10	

(Continued)

**Table A1-1.** Alignment Diagnostic Profile (short version)  
(Continued)

<b>People (cont'd.)</b>	<b>Strongly disagree</b>	<b>Strongly agree</b>
Groups within the organization cooperate to achieve customer satisfaction.	0 1 2 3 4 5 6 7 8 9 10	
When processes are changed, the impact on employee satisfaction is measured.	0 1 2 3 4 5 6 7 8 9 10	
	Total <input style="width: 30px; height: 20px;" type="text"/>	
<b>Processes</b>		
Our managers care about <i>how</i> work gets done as well as about the results.	0 1 2 3 4 5 6 7 8 9 10	
We review our work processes regularly to see how well they are functioning.	0 1 2 3 4 5 6 7 8 9 10	
When something goes wrong, we correct the underlying reasons so that the problem will not happen again.	0 1 2 3 4 5 6 7 8 9 10	
Processes are reviewed to ensure they contribute to the achievement of strategic goals.	0 1 2 3 4 5 6 7 8 9 10	
	Total <input style="width: 30px; height: 20px;" type="text"/>	

