



StrategyDriven

StrategyDriven Podcast Host Discusses Organizational Alignment

What is organizational alignment?

- Organizational alignment exists when the decisions and actions of all organization members, from the C-Suite to the shop floor, optimally support achievement of the organization's established goals on a day-to-day, week-to-week, and year-to-year basis. Such a focus eliminates the wasted time and energy spent on non-value adding activities; activities that do not directly serve the achievement of the organization's purpose for being.

What are the benefits and bottom line value of having a well aligned organization?

- On a qualitative basis:
 - Greater engagement of the workforce in the organization's work and higher levels of ownership in the organization's success
 - Increased number of quality recommendations from all levels of the workforce on things that might benefit the organization or help it more rapidly achieve its goals
 - Individual employee marketing of the organization to friends, family, and their community which in turn yields an improved reputation, greater sales, and higher quality applicants
- On a quantitative basis:
 - Higher productivity and a greater amount of discretionary effort given to the organization ultimately reduces costs and provides for an opportunity to realize greater profits
 - Lower attrition rates dramatically reduce the often unrecognized costs of turnover which can be in the millions of dollars a year for even a modestly sized organization and goes directly to the bottom line



If one visited a well aligned organization, what observable organizational and behavioral characteristics would readily be observable and why are these important?

- One to three clear, quantifiable organization goals that every member of the organization can articulate
- Every member of the organization can easily articulate how their work directly supports achievement of the one to three organizational goals
- Every member of the organization knows where he or she and the organization stand relative to achievement of the goals and can cite positive examples of such work and knows about future plans to move forward
- Individual contributors have a high degree of interaction with the organization's leaders, particularly their direct supervisor and often senior leaders, and these interactions are frequently characterized by discussions of performance relative to achieving the organization's goals

What programs and processes must an organization have in place and running well if it is to be aligned?

- Well defined and clearly articulated organizational vision and mission including quantifiable mission long and short-term goals
- A planning process that translates the strategic mission goals of the organization to the annual, quarterly, weekly, and daily goals and activities of all organization leaders and contributors
- A robust evaluation and control system comprised of a performance monitoring system, self-assessment program, benchmarking program, management observation program, and personnel performance evaluation program that routinely assesses the organization's and individual's performance in support of achieving established goals

What actions to the leaders need to take in order to establish and maintain the workforce's focus on achievement of the organization's goals?

- Act to define and update, as necessary, the long and short-term mission goals
- Understand the mission goals and translate them into the annually, quarterly, weekly, and daily goals, decisions, and actions for themselves and their organization
- Involve members of their team in the development of the long and short-term goals and ensure these individuals understand what is to be accomplished and their role and expected decision and action frameworks to achieve these goals

StrategyDriven asserts that it is both organizational alignment and accountability that enables achievement of superior results. What is organizational accountability and what is its role in achieving organizational alignment?

- Organizational accountability exists when all members of the workforce individually and collectively act to consequentially promote the timely accomplishment of the organization's mission.
- By definition then, individuals at all levels of the organization are rewarded for decisions and actions directed toward organizational goal achievement and proportionally corrected with their behaviors don't serve the purpose of the organization.

What in your experience is one programmatic and one behavioral challenge that keeps organizations from achieving true alignment?

- Translation of the organization's mission into quantifiable goals that are then further translated into the day-to-day activities of each member of the organization
- Maintaining true organizational accountability at every level of the organization

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