

2021

Strategic Alignment

Positioning organizations to outperform



Work Insights

Strategic Alignment Leader

Prepared For :



Leaders seek the competitive edge, that strategic choice that will set their organization apart in their space and bring passion and perseverance together to achieve scalable excellence.

Despite the energy and effort invested by leaders, only 20% of organizations will outperform, even in the best of times. When we experience times of turbulence and uncertainty, that number drops to just 12%.

While the average organization struggles to achieve 42% of their financial and operational performance potential, the outliers realize three times the profitability. Outperforming brings a significant advantage.

The variance between those organizations that outperform, and those that lag, stall, or fall behind, can be explained by strategic alignment. Sixty percent of the difference is results from how leaders align people around revenue generation, innovation, and productivity.

Alignment does not have to be so elusive ... it starts with clarity for the leader, and what is seen as important.

Align your people for success

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Overall Alignment

There is a sense of energy from knowing clearly what matters to you and where you feel attention should be focused to capture the greatest opportunity, build on the key competitive strength, and enable people with the leadership needed to support them to work well together to achieve shared success.

Knowing your own mind is the first step.

In a world facing unending uncertainty and ambiguity, people feel distracted and distressed. Clarity is the greatest resource a leader needs to bring people from places of fear and confusion to a sense of possibility and understanding.

Leaders themselves are caught in a swirl of noise, hearing the same voices, leaning into the same biases, and facing the same roadblocks. Wicked problems more the business from moving. At a time when bold moves bring incredible returns, entrepreneurs have so many decisions weighing on them they are challenged to know their own minds.

To achieve the purpose of the company, leaders shaped businesses to outperform in good times and those of crisis with a focus on four elements that

drive the ability to respond to change with agility, remaining competitively positioned for success.

- Revenue generation – what will accelerate top-line growth?
- Innovation – what new approach will renew the business and create new value?
- Productivity – what will support people to bring their best contribution to work?
- Resilience – what is needed from leaders to support and sustain commitment and energy?

For each business, the greatest opportunity centered on one of these elements in a strategic approach that set the company apart and ahead.

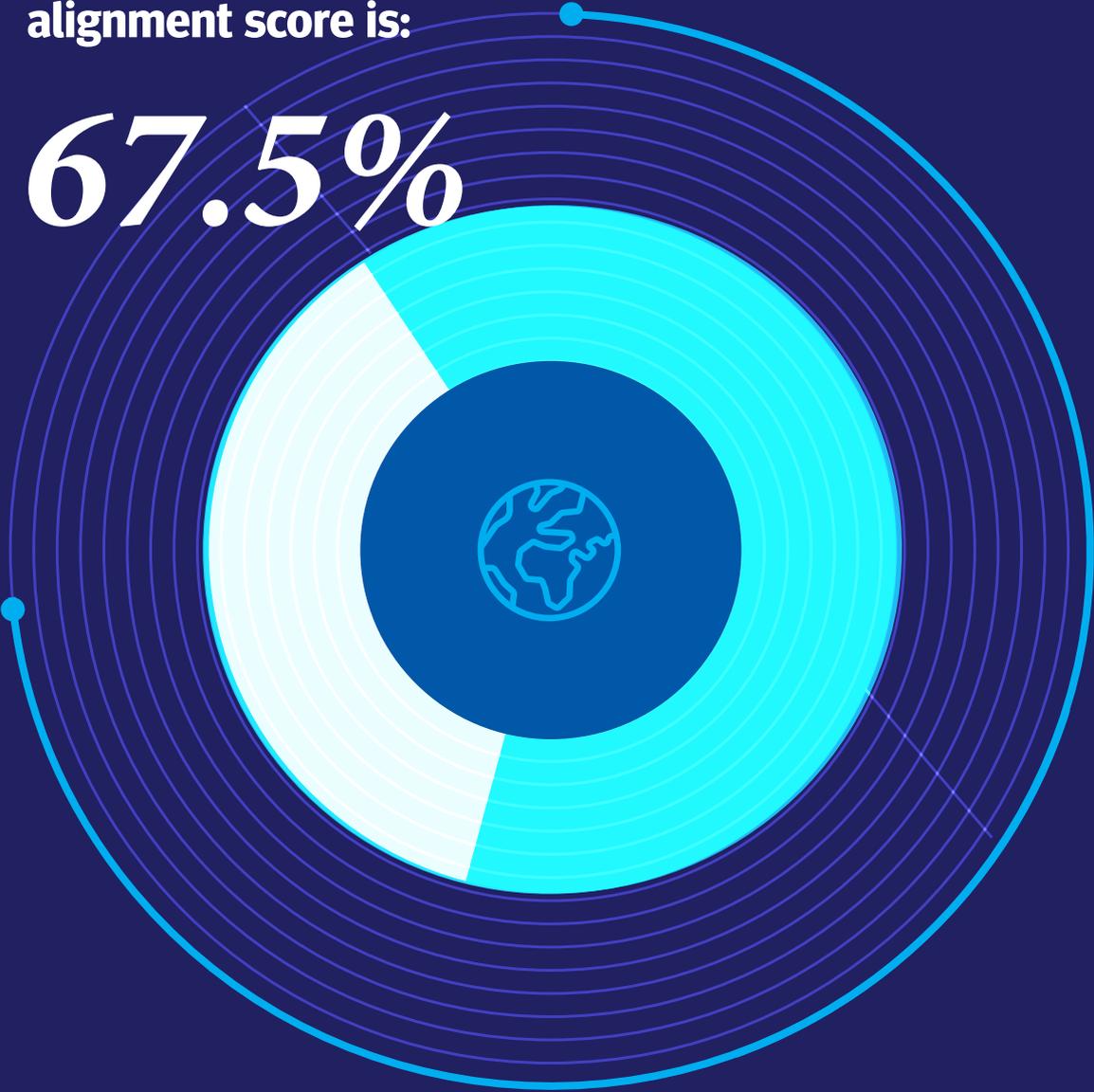
That is the first step to outperforming as a business – to know what is most important to you to lead with clarity.

What is essential to position your business to outperform?



Your overall alignment score is:

67.5%



Alignment is critical to achieving business success - it explains 60% of why companies outperform, and others do not.

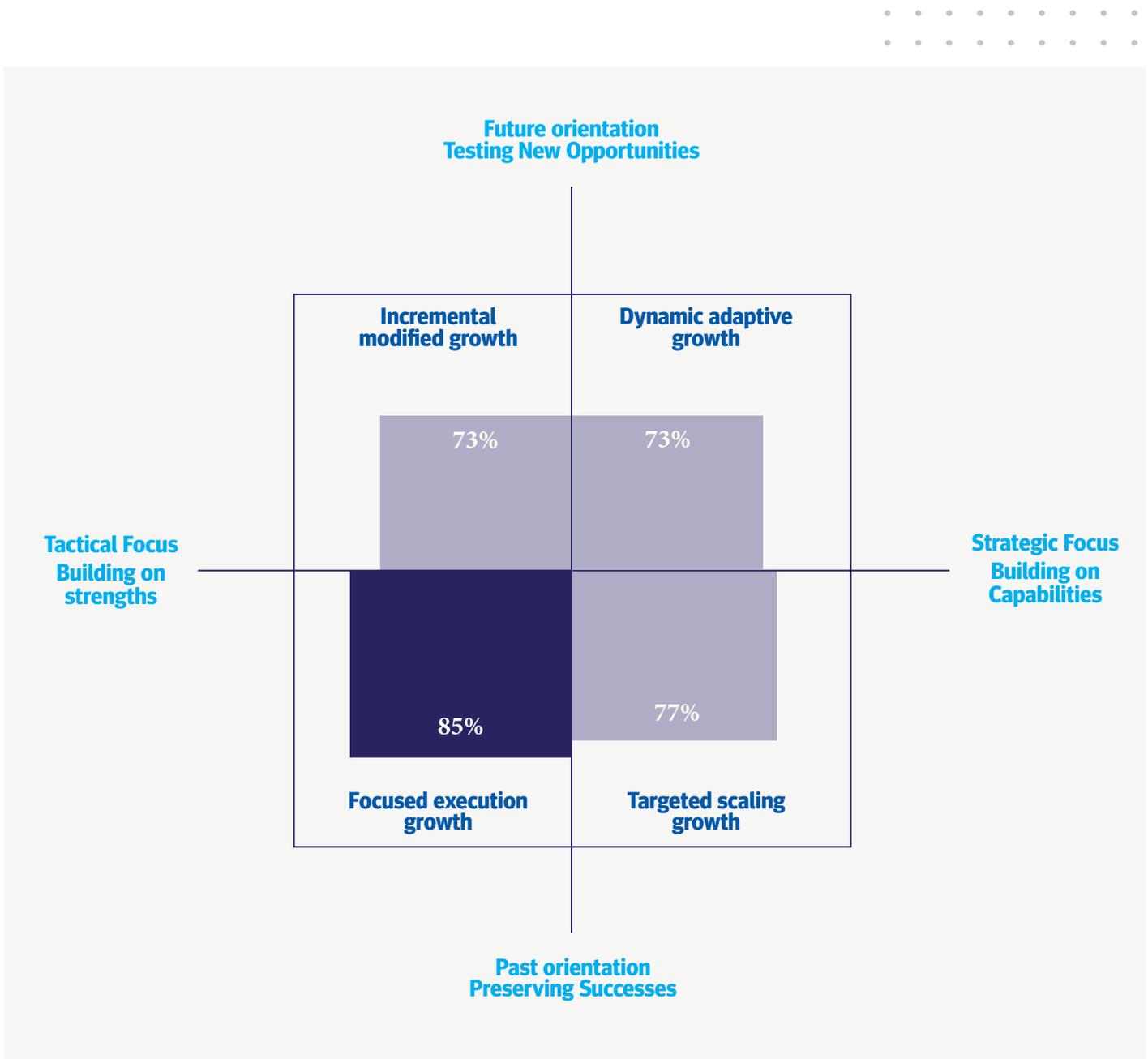


Positioning Your Organization for Growth

There are many strategies to achieve sustainable growth, the critical decision is the choice of approach to attain organizational goals. What may seem clear to the leader, may be seen differently by executive teams and managers. People can be working with mixed messages without even knowing they are not on the same page. Therefore, it is essential that leaders clarify how the organization is positioned for growth.

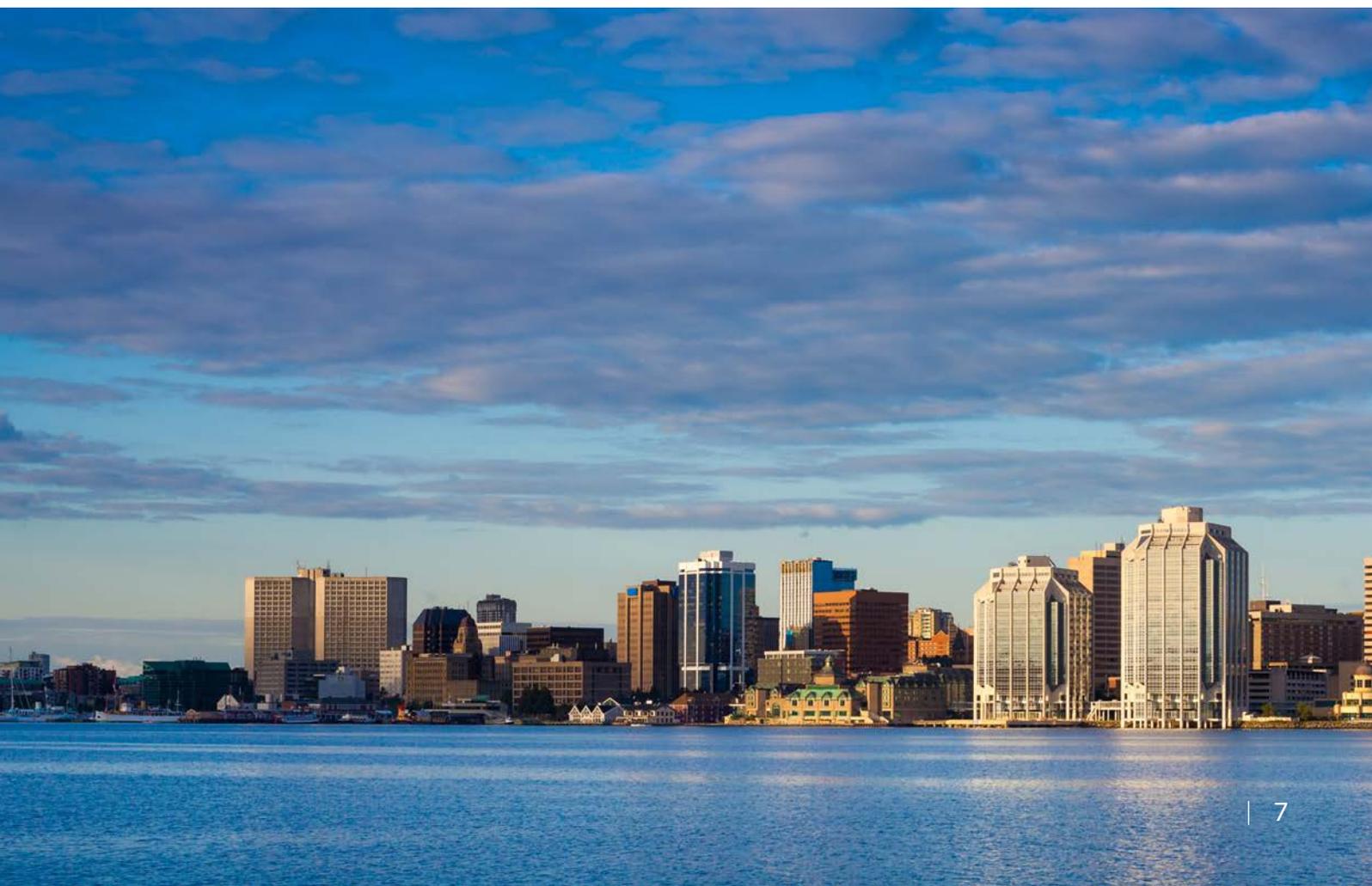
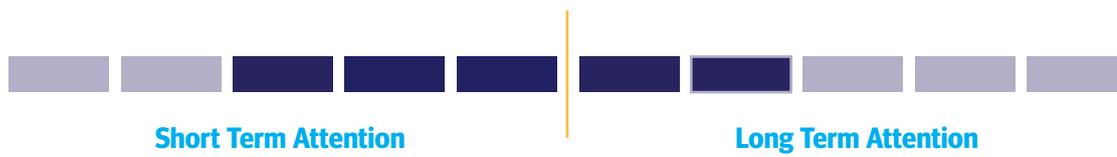
Without alignment of direction, distraction can limit the potential of the organization.

Based on your responses, you are experimenting with several directions to find growth, which may lead to some level of misalignment for the team. However, you have a clear strategic focus in building new capabilities with most attention placed on testing new opportunities as well as exploring new markets for current solutions. There is also attention being placed on tactically modifying past offerings for the changes in the present market. The positioning is one of experimentation, being adaptable and seeing which area emerges as the strongest growth opportunity.



Where you feel attention should focus

Your responses show a need to focus on the current activities while trying to balance time for positioning for the future. In the present landscape, this is a reasonable positioning of attention.



Where to Focus

Here's what you feel is most important: Revenue Generation

Revenue generation ensures the agility of your business to protect current core products and services and respond to new opportunities by scanning the market, executing on plans, and exploring new growth, to maintain competitive positioning with a diversified revenue portfolio.

Your strength to build revenue generation is:

Being focused on selling core offerings – simplifying product lines, staying to profitable offerings, and keeping people close to the customer.

**“Canadian companies are only operating
at 42% of their potential.”**

(McKinsey, 2018)

The Strength, Challenge, & Opportunity

STRENGTH

The greatest strength of your company to leverage for growth is:

PRODUCTIVITY

Build on this by focusing on what sets you apart: **encouraging positive and supportive relationships.**

CHALLENGE

The challenge facing your company to resolve to not limit growth is:

REVENUE GENERATION

Resolve this by focussing on **effectively using marketing to convert leads to customers**

OPPORTUNITY

The opportunity to explore that presents the greatest potential for your business is:

REVENUE GENERATION

Capture this by focussing on **effectively using marketing to convert leads to customers.**



Leaders excelling in this area, they experience a 43.2% lift in confidence in positioning for growth.



Leadership

What is needed from the leaders to position the company for growth?

With clarity of focus, the essential need is to provide leadership that supports alignment and shared success.

You identified the key strengths of leadership for your business and the supports needed.



Leadership Strength

The capacity for leaders to be respectful of how others think and feel

Leadership Score

84.8%



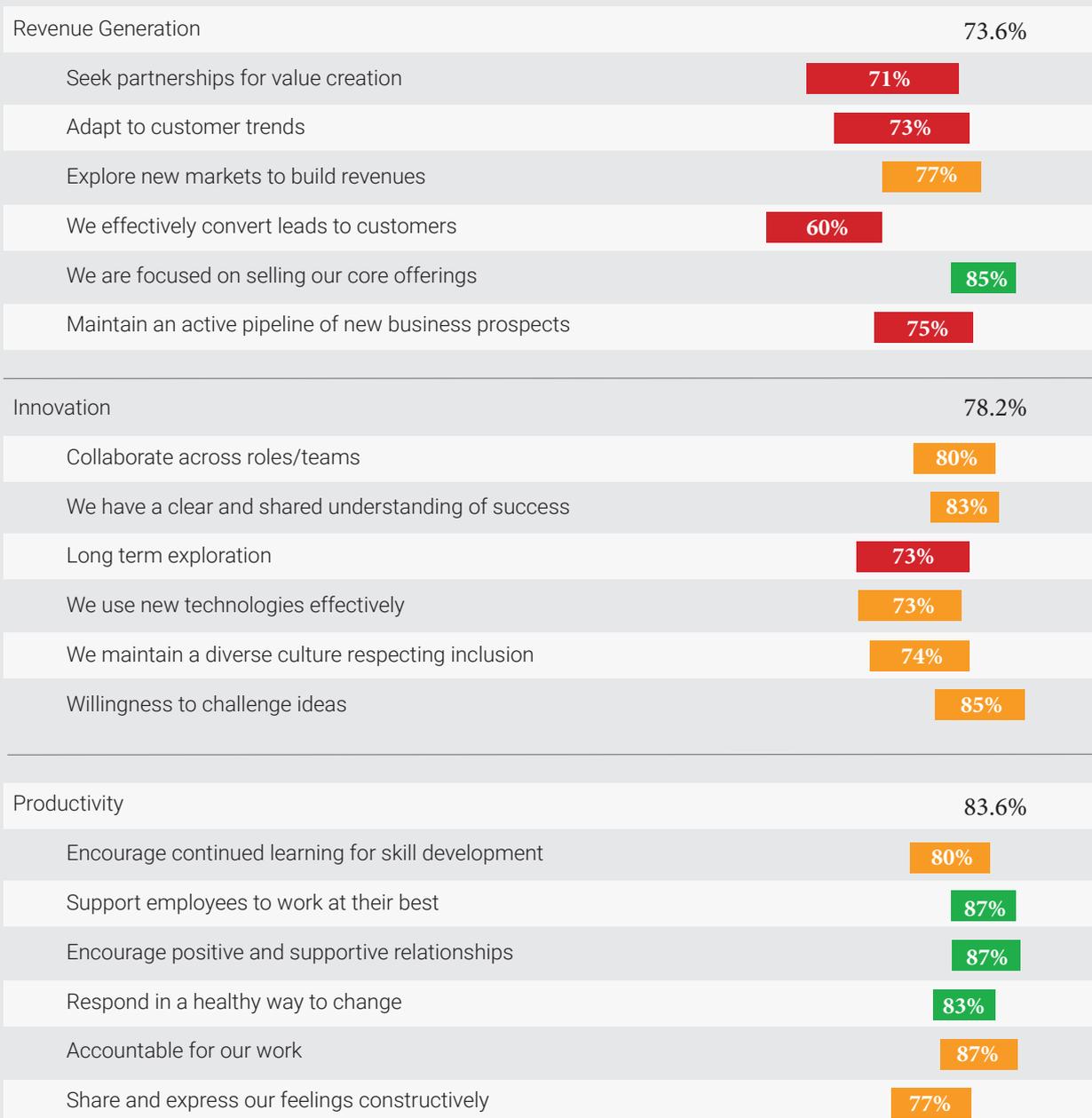
Where Support is Needed

The capacity for leaders to communicate a compelling and consistent message.



Overview of Divergence

The chart below indicates the mean response for each question (demarcated by the white percentage score) & the level of agreement (represented by Mean Absolute Deviation), where green is less than 1.25, yellow is 1.25 - 1.75, and red is greater than 1.75.



10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Improving Alignment

Discuss the following:

Have a conversation with your team and talk honestly and constructively on the areas of agreement and divergence as shown on the previous page.

Compare your individual results with the aggregated team results above and highlight the divergences and think about why you scored differently or the same as your colleagues.





Gain the perspective of your employees to fully align the business to outperform.

Find out how WorkInsights can help you activate your business for out-performance with the CFP analytic with all of your employees, harnessing their energy, skills, and commitment to shared success, and know how you can provide the working environment they need to bring their best to their work.

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