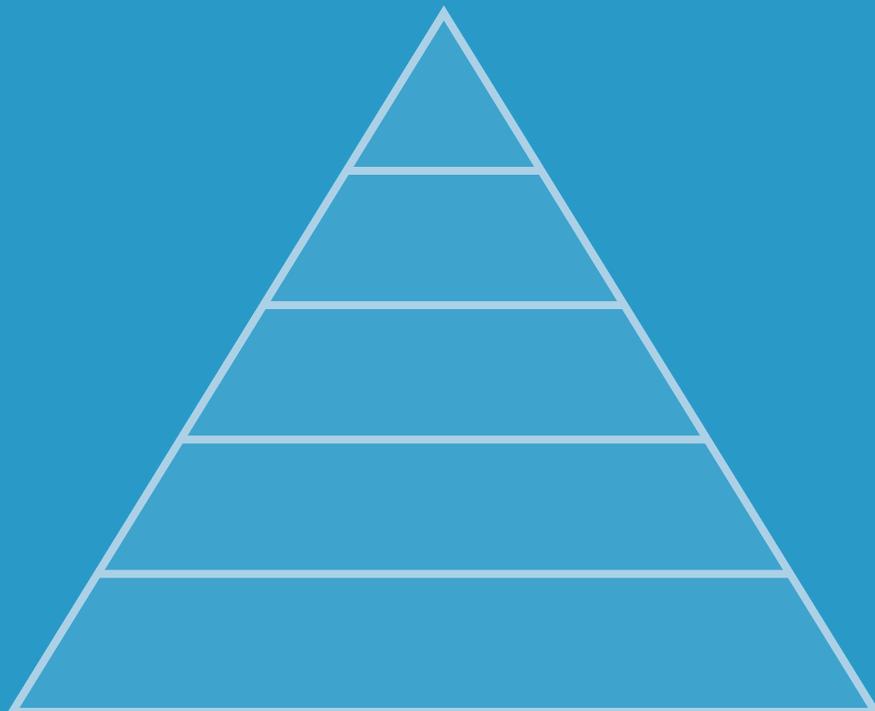


*Workbook*

# How to Align Every Action with Your Vision



This is the workbook for the Predictable Success Course *How to Align Every Action with Your Vision*. Complete the following to develop a deeper understanding of what alignment truly is and how to achieve incredible results by fully aligning your organization.

## Objectives

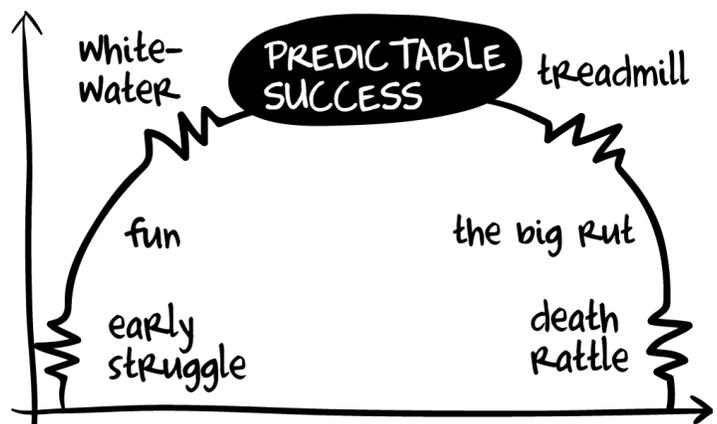
- 1) To demystify and define the concept of Alignment in the real world
- 2) To identify the primary causes of Misalignment
- 3) To correct the primary causes of Misalignment
- 4) To sustain Alignment over time

## Introduction

*Before you watch the video, write out how you would define or describe Alignment.*

### Predictable Success Defined

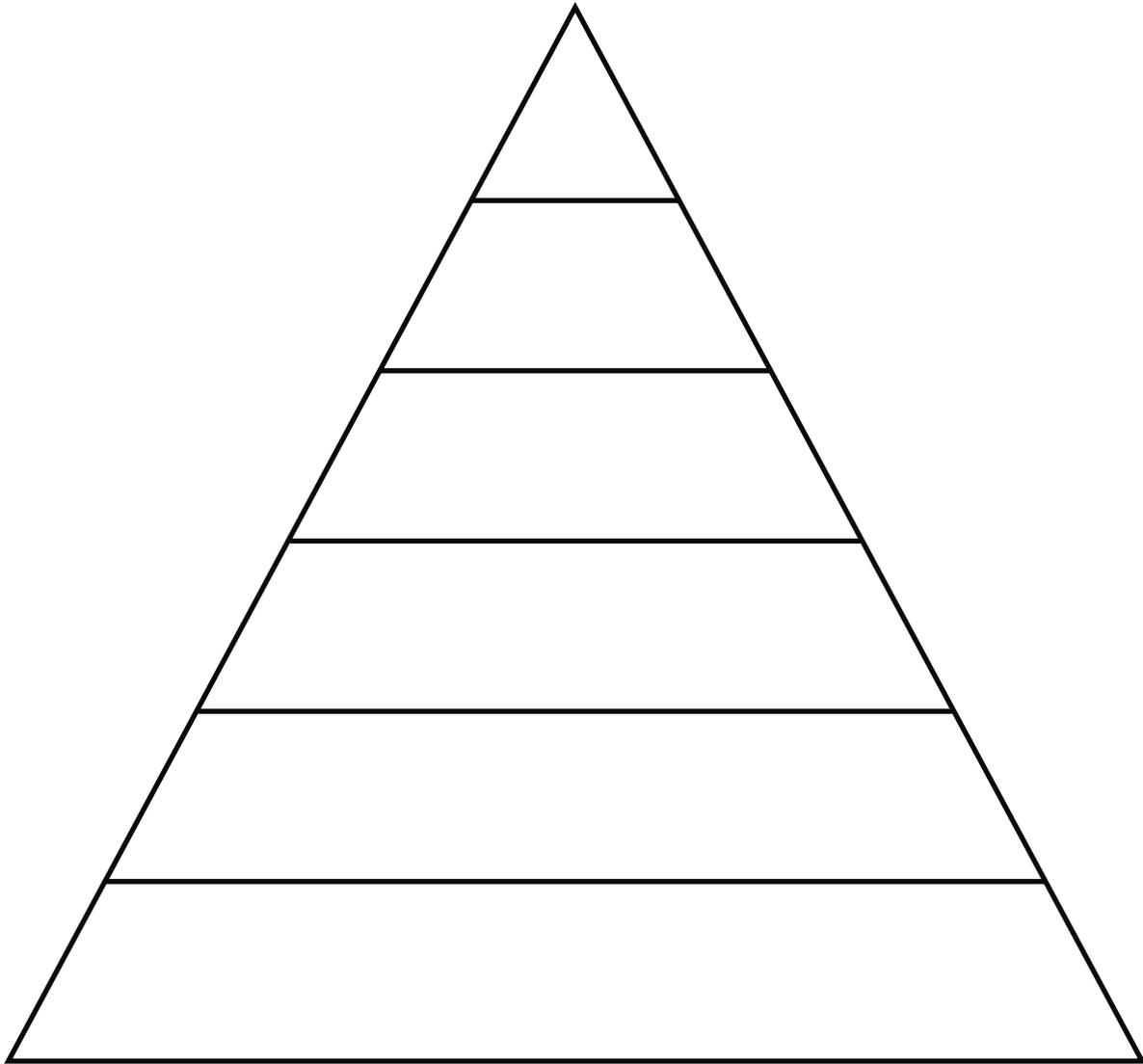
The point at which your organization, department, or team not only succeeds but knows how and why it is successful, and is therefore able to set and achieve its goals with great consistency.



*Why is alignment essential for achieving Predictable Success*



## The Alignment Pyramid



Notes



# Alignment Defined

## What is Alignment?

The degree to which everyone in the organization: knows, understands, is committed to, and works effectively toward the organization's common goals

Alignment is the combination of 6 moving parts

- **Values:** Your organization's behavioral and cultural foundations. Your values embody the organization's deeply held beliefs, cultural norms, and behavioral habits
- **Mission:** Your organization's unifying direction: Your Mission defines an optimal later state of your organization. It can be seen as a long-term milestone toward the attainment of your vision. And it will establish what business you are in and what it will look like to be the best in the world in that space.
- **Goals:** The key quantified objectives necessary to attain the organization's Mission and your vision over a multi-year period.
- **Objectives:** Shorter term goals (usually 1-3 years) that inform the implementable strategies and tactics of the organization
- **Strategies:** The mechanisms for achieving your goals and objectives. Strategies help you focus your energy in the three to five areas that will give you the most significant return on your effort.
- **Tactics:** The specific short- and medium-term activities necessary to attain the organization's strategies.
- **Actions:** The 15-50 individual non-trivial decision made every single day by every single employee in your organization.

## A Working Example: Luxury Used Car Dealership in Florida

1. **Values:** Honesty, Integrity & Enlightened Nepotism, Excellence
2. **Mission:** To become the #1 used car dealership in Florida
3. **Goals:** To become the #1 or #2 car dealership by units in the 7 luxury marques
4. **Objectives:** 3-5 year plan with quarterly sales goal for each marque
5. **Strategies:** Selling to high income young people, selling to capital rich old people
6. **Tactics:** Provide finance packages, promote discount deals, iPod giveaways



## Fill Out Your Alignment Pyramid

What are your organization's **values**?

What is your organization's **mission**?

What are your organization's **goals**?

What are your organization's **objectives**?

What are your organization's **strategies**?

What are your organization's **tactics**?



# What Causes Misalignment?

## Neutral (passive) misalignment:

*Misalignment that just happens and is not the direct results of any individual or group.*

Neutral misalignment is caused by one or more of the following key drivers:

1. Increasing complexity
2. Poor communication
3. Poor hiring practices

## Planned (active) misalignment

*Misalignment that a specific individual or group caused to occur*

Planned misalignment is caused by one or more of the following key drivers:

1. Fear of Change
2. Ideological Disagreement
3. Personality Clash

*What type of Misalignment are you experiencing (keep in mind that it could be both)?*

*What is specifically causing the Misalignment?*

*What is Misalignment currently costing you?*



# How Do You Regain Alignment?

## Neutral (passive) misalignment:

### Tips for correcting neutral misalignment

- Work publicly and openly to resolve the issue
- Don't assign blame to specific individuals or groups
- Talk to the whole group if possible

### Steps for correcting neutral misalignment

- 1) **Break down the issue of complexity:** Have each of the major moving parts work through their own alignment pyramid.
  - a. Flow from the organization's alignment pyramid
  - b. Must be real and relevant to them
- 2) **Create a consistent communication process** that explains the values, mission, goals, objectives, strategies and tactics to those who have to implement them.
  - a. Create transparency for all levels of the organization
  - b. Over and over and over and over again
- 3) **Retool your hiring** to ensure you are hiring individuals who can deliver on your core values and mission

*What step(s) do you need to take to correct the neutral misalignment in your organization (if any)?*



## Planned (active) misalignment

### Tips for correcting planned misalignment

- Sit down with the individual(s) privately
- Have the difficult conversation  
(Read *Difficult Conversations* by Stone, Patton, et al. or *Crucial Conversations* by Patterson, Grenny, et al.)
- Have an appropriate individual do it for you

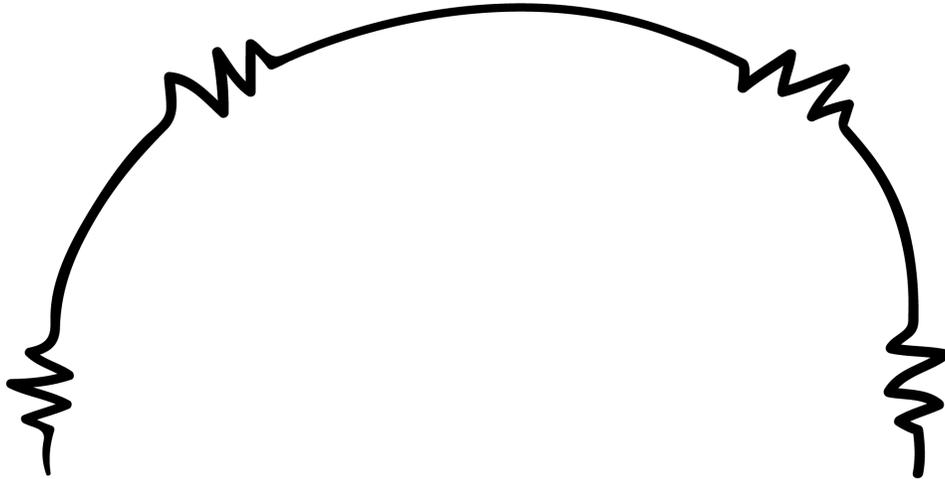
### Steps for correcting planned misalignment

- 1) **Write a list** of the names of the individuals who are causing misalignment
  - a. Be specific with who and what has gone wrong
  - b. Make sure you are sure of your ground
  - c. Take soundings where possible
- 2) **Address each individual personally and privately.** Give them the following options:
  - a. Clearly state boundaries and consequences (firing)
  - b. Take time to understand and address their individual root cause (most powerful outcome)
  - c. Create a dinosaur park for misaligned high-achievers

*Who in your organization is actively creating misalignment?*



## How Do You Maintain Alignment Over Time?



*What stage are you currently in?*

*What stage do you want to get to?*

*How is alignment affected in your current stage?*



## Create Your Action Plan

SPECIFIC ACTION	SPECIFIC ACTION
OUTPUT	OUTPUT
TIMING	TIMING
PEOPLE	PEOPLE
ACCOUNTABILITY	ACCOUNTABILITY



