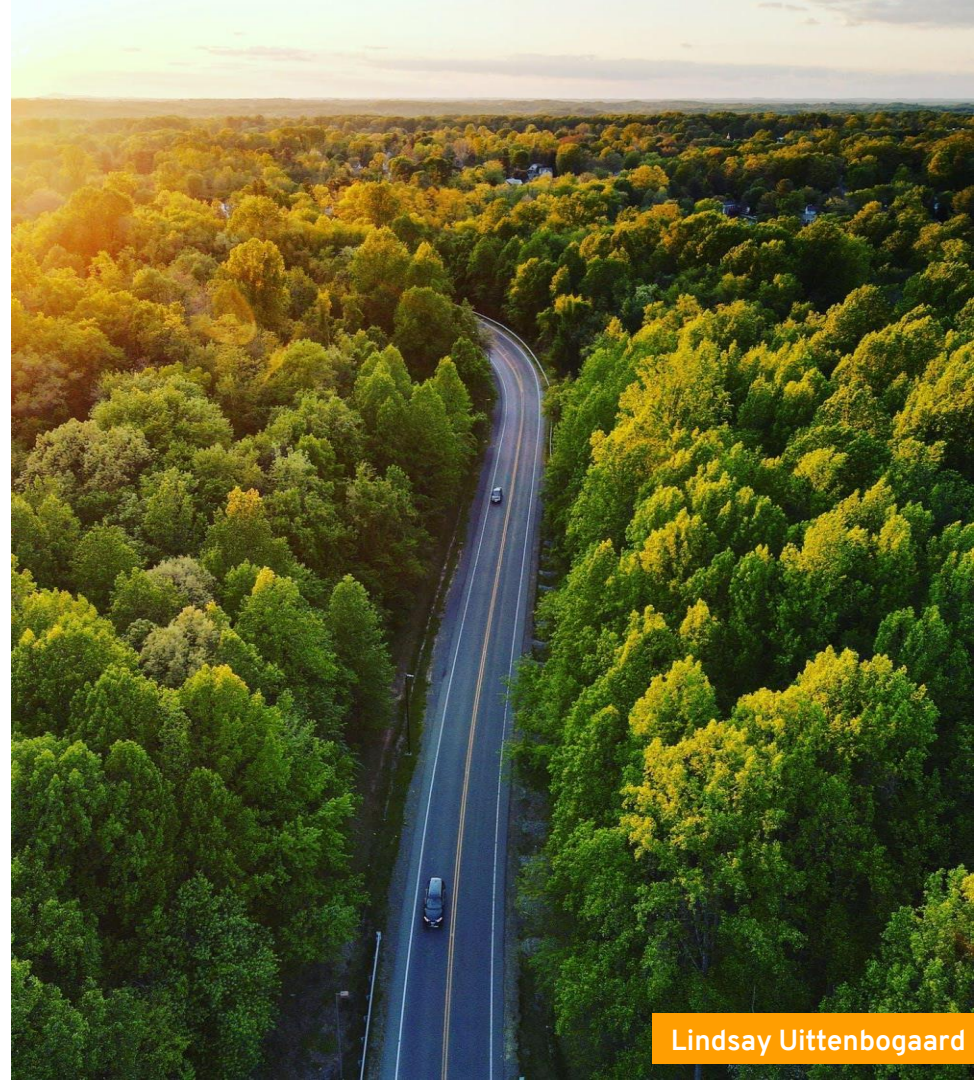


Team alignment for engagement and effectiveness



Alignment on 3 levels...

1. **Alignment of the enterprise to strategic intent**
across strategy, purpose, systems, capability,
architecture

2. **Alignment of people to the enterprise**
understanding of the strategy

3. **Alignment of people with each other**
implementation of the strategy



Scope of team alignment

Misalignment happens because people see things differently

... and it leads to all manner of observable problems

INTERPRETATIONS

ASSUMPTIONS

AMBIGUITY

BIASES

INFORMATION GAPS

INFLUENCES

- silos, disconnects, and conflict
- decreased productivity
- attempts to fix misdirected efforts
- demotivation, stress and frustration
- reduced drive and innovation
- lost opportunities
- unnecessary expenditures
- increased staff turnover
- reputational impacts.

BOX, S., & PLATTS, K. 2005 - "BUSINESS PROCESS MANAGEMENT: ESTABLISHING AND MAINTAINING PROJECT ALIGNMENT", BUSINESS PROCESS MANAGEMENT JOURNAL, VOL. 11 ISSUE: 4, PP.370-387)

“We need to be more responsive to customer needs”



“We need to be super nice”

“We need to know what they want”

“We need to react quickly”

“We need to prioritise changes for customers”

Challenge

Effective collaboration is not merely a case of putting people with the right knowledge and tools together.

Team members face the challenge of integrating their different perspectives and collaborating as a single unit to be effective.

The future of work

... makes alignment more relevant to performance



Dispersed teams
Diverse teams



Short term staff
Freelance staff



Technology
automation



Demand for better,
faster, cheaper, tailored



Need for accelerated
learning, innovation,
performance

The research behind alignment

Social Constructionism

BERGER AND LUCKMANN

- Meaning is constructed between people through language, to create a shared reality.

1972

Team effectiveness

VAN DEN BOSSCHE ET AL

- When teams use learning behaviours (in the areas of psychological safety, interdependence, task cohesion, and group potency) they become more aligned and effective.

2010

Neuroscience

HILARY SCARLETT

- Without full explanations, consciously or unconsciously, we create assumptions and stories.

2016

Conflicts in the workplace

BUSHE & KENWARD

- 80% of conflicts at work occur because of stories people have made up about what is happening and why, and then used as the basis of actions.

2017

Collaboration

GRENNY & MAXFIELD

- Virtual teammates are 2.5 x more likely to perceive mistrust, incompetence, broken commitments, and bad decision making with their colleagues, and report taking 5 - 10 x longer to address their concerns.

2017

Intentional alignment:

1. The right questions with anonymous responses to identify alignment gaps
2. Constructive dialogue on the differences and options
3. Clarity, consensus, and commitment on the way forward.

The scope:

- The strategy and its relevance
- Look back and look ahead to upcoming developments
- Team learning behaviours
- Extent of organization enablement.



The Four Enablers

“Team alignment improves ownership and engagement while mitigating the risks of problems that arise from not doing so.”



STRATEGIC NARRATIVE



ENGAGING MANAGERS



EMPLOYEE VOICE



ORGANISATIONAL INTEGRITY

The Role of the Leader



**Strategy
Briefing**



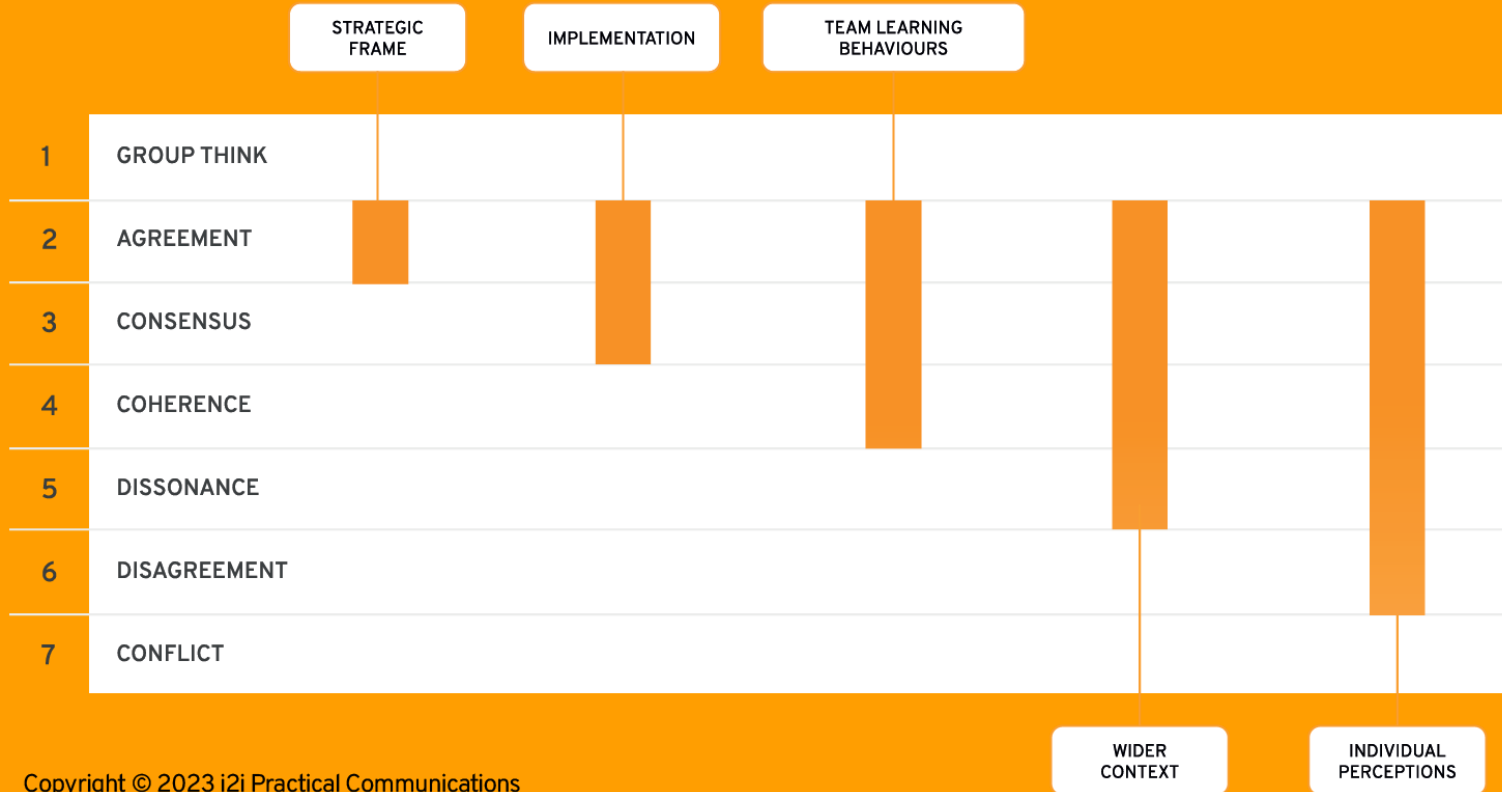
**Implementation
Facilitating**

What kind of alignment gaps?

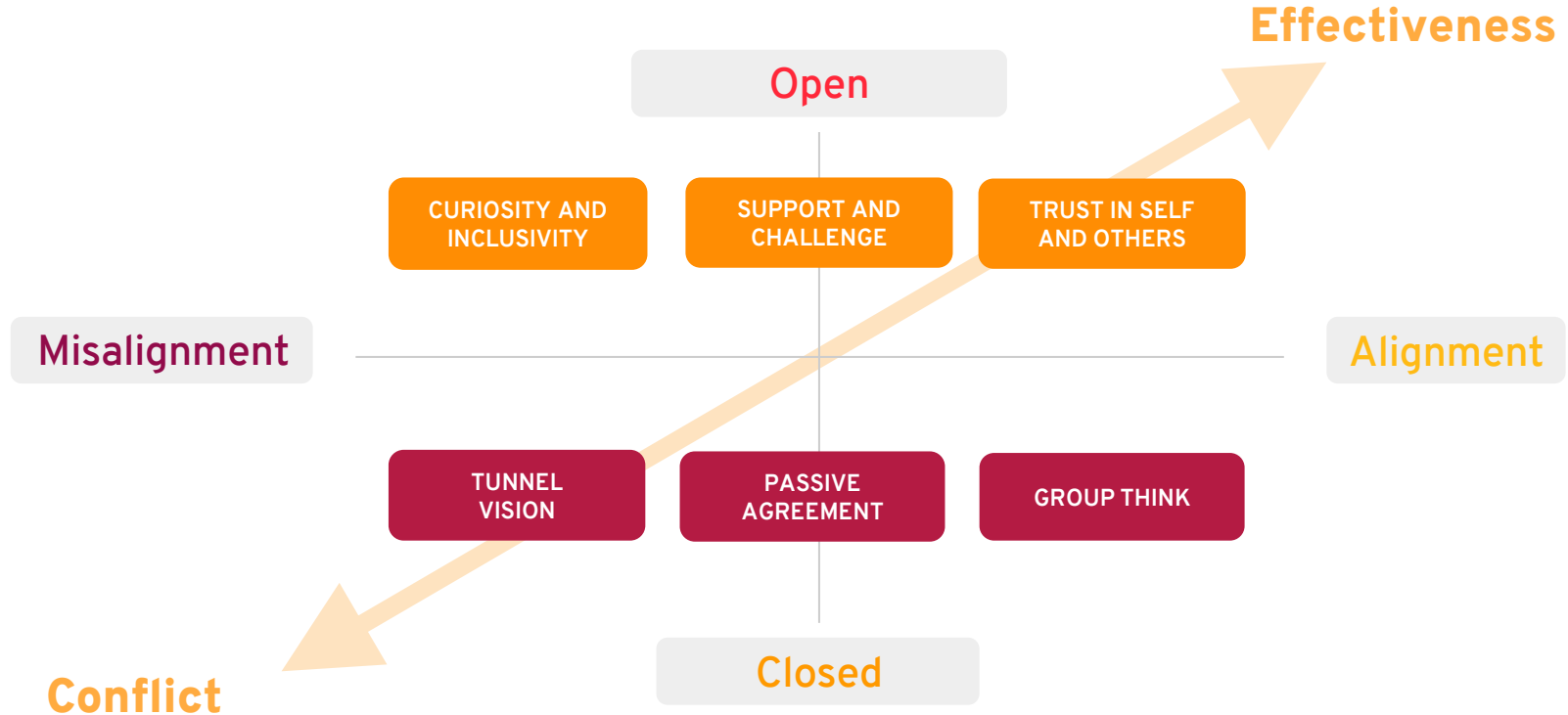
**Team disfunctions (Lencioni)*

Gap	Impacts	Means of Resolution
1. Structural gaps Driven by error, neglect or lack of skills	- Ambiguity and speculation - Unclarity and confusion	Awareness and acceptance of the gap and ...
2. Information gaps Driven by error, neglect or lack of skills	- Frustration and demotivation - Conflicting decisions and actions - Silo-thinking / groupthink - Inefficiency and ineffectiveness	- Willingness to close the gap - Enablement of the necessary means to close the gaps
3. Perspective gaps Driven by diversity or individual perceptions	- Unintended results - Culture of mistrust* - Avoidance of accountability* - Lack of commitment*	- Provision of the right information, supported by a good strategic narrative - Effective conversation skills to relate that information to the work of the team
4. Anti-team gaps Intended or unintended gaps driven by coping strategies or conflicting interests	- Unintended results - Culture of mistrust* - Avoidance of accountability* - Lack of commitment* - Inattention to results* - Incongruence between 'say / do' - Non-inclusive behaviours	- Willingness to close the gap - Effective conversation skills, with openness, respect and inclusivity - New bridges between perspectives or acceptance of decisions
		- Effective conversation skills, with openness, respect and inclusivity - Leadership clarity on expected behaviours and consequences of anti-team behaviours.

Levels of alignment mapped to aspects of work



Alignment in process



Alignment is ...

- In the space between people
- About compatibility - not people thinking the same thing
- Constantly evolving
- Cognitive (what we understand) and behavioural (how we collaborate)
- Not fully achievable – some misalignment is always present
- Easier to accomplish with trust and a growth mindset
- Not something that happens automatically
- Risk avoidance

Thank you ... and now a question for you ...

Could team alignment be in
scope for employee
communications?

<https://mirrormirroralignment.com>