



Executive Insights: Why Do I Need to Become an Alignment Leader?

Webinar

© 2016 AlignOrg Solutions. All rights reserved.

This content should not be shared, reproduced, or transmitted to anyone without permission from AlignOrg Solutions.

AlignOrg Solutions: What We Do?

**A client-focused firm
specializing in...**

*Strategy and Marketplace
Differentiation*

Diagnosis and Assessment

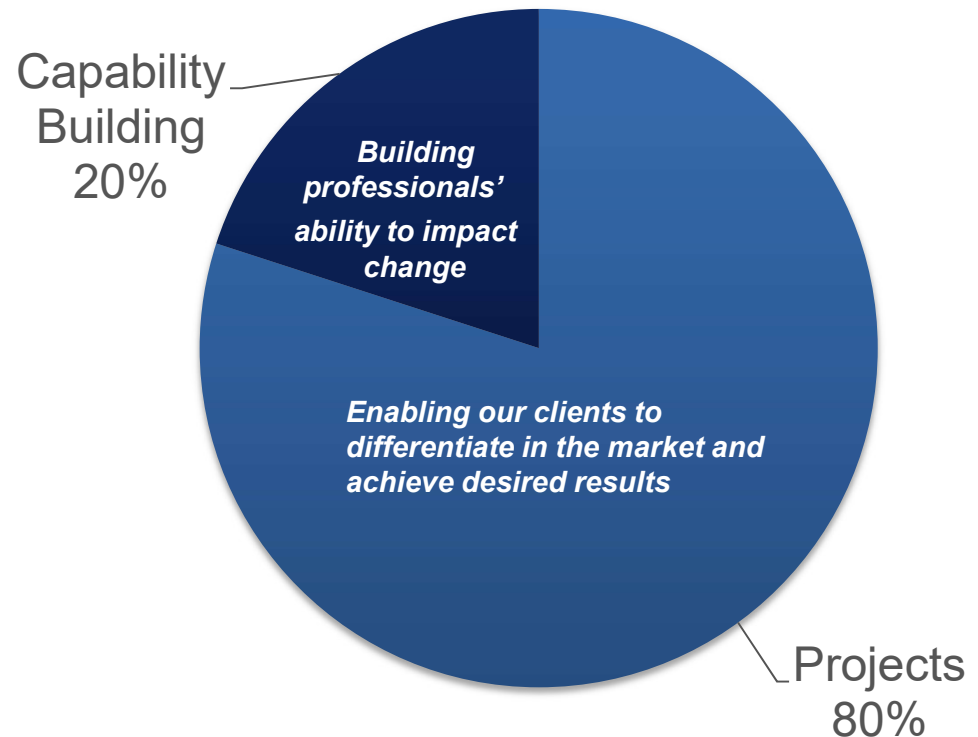
Organization Design

Change Leadership

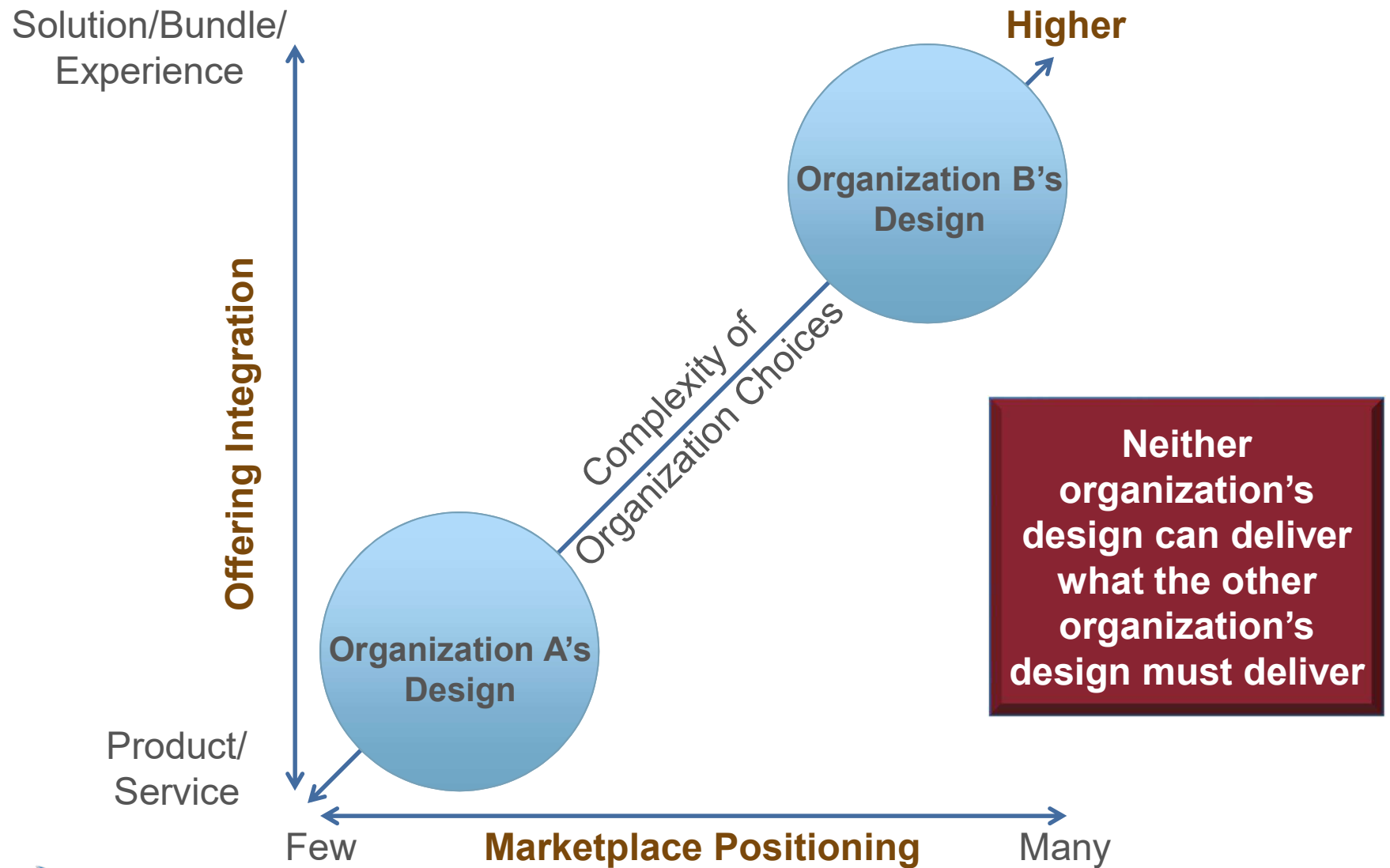
Leadership Alignment

**To drive differentiation
through alignment**

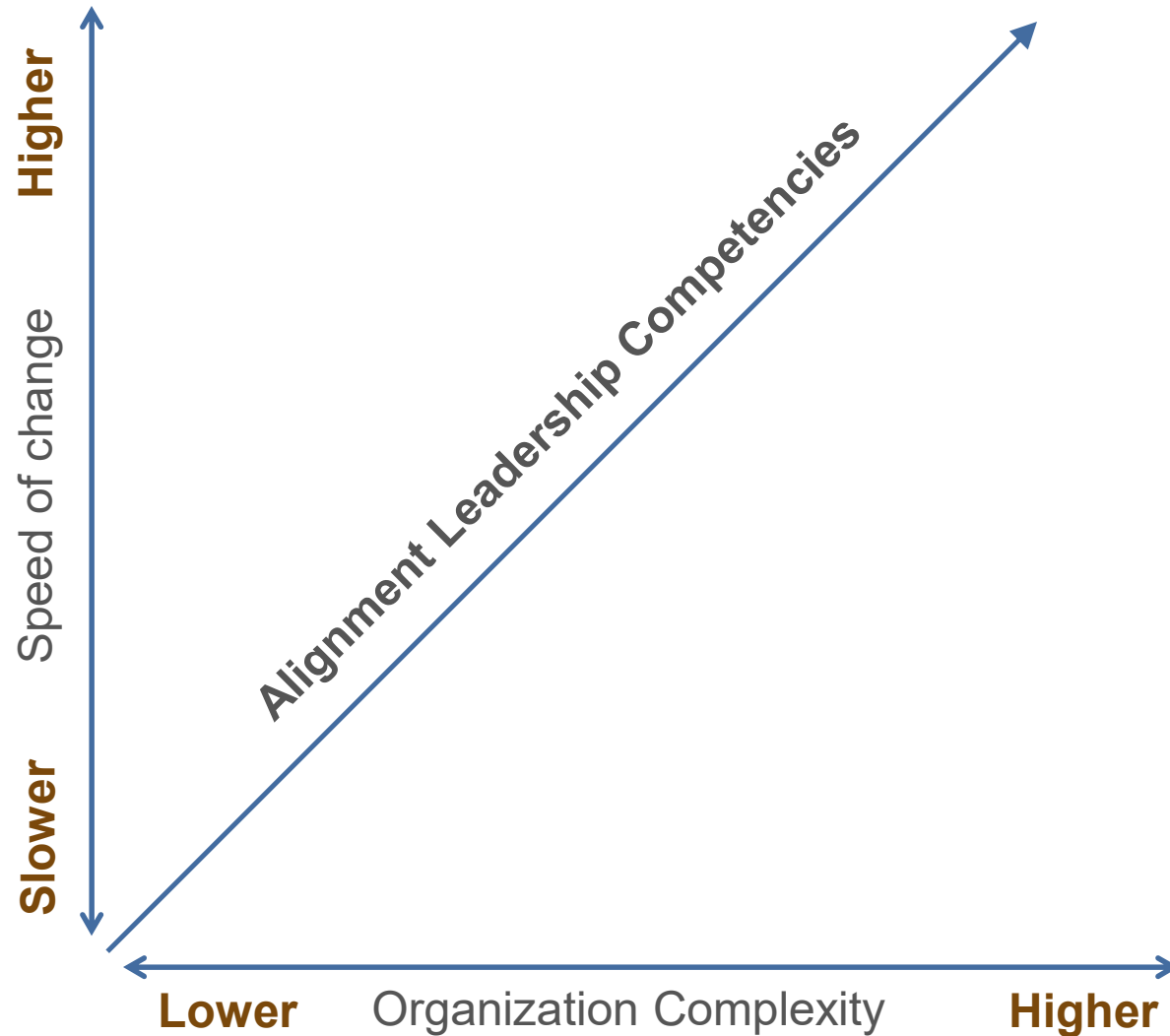
Work Breakdown



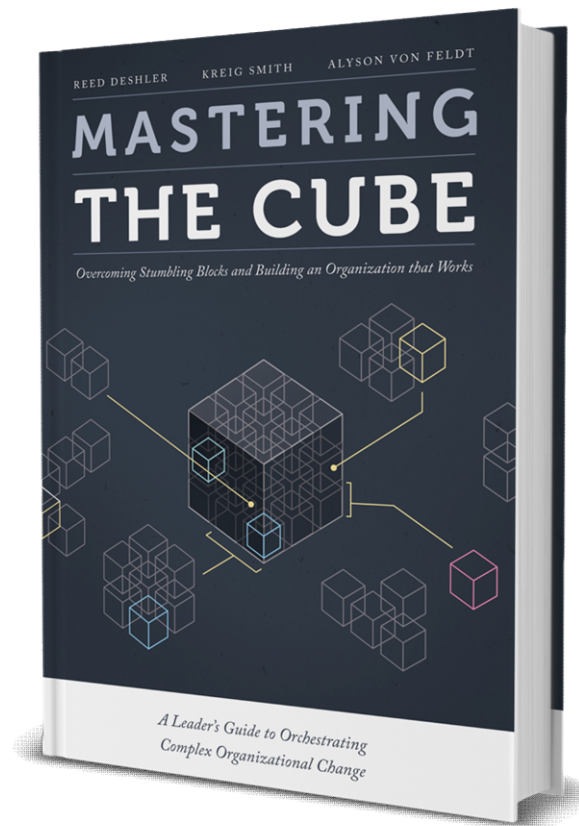
Business Environment and Organization Impact



The Need for Alignment Competencies



Alignment Leadership: A Differentiating Competency



Keys to Becoming an Effective Alignment Leader

- **I wanna be like Mike** (Abbott, that is)
- **It's the system not the people** (80% of the time)
- **Make progress don't stumble**



I wanna

**#BE
LIKE
MIKE**

(Abbott, that is)



Characteristics of an Alignment Leader

Choices & Trade-offs

- Talks the language of choices & trade-offs
- Champions choices that enable performance and mitigates misaligned choices
- Embodies the yeses and nos of strategy
- Protects emerging processes/structures while keeping the business running

Alignment

- Sees all sides of the cube (alignment mentality) and looks for patterns
- Helps others consider the impact of choices on the whole system

Change

- Recognizes change and how it will ripple across business
- Funds/sponsors change management all the way to implementation

Build Capability

- Builds capability in the organization to maintain alignment and manage change
- Knows that this is their real work

**It's the system
not the people**
(80% of the time)



Micromanage the
process, not the people.

Joe Apfelbaum

Ensure All Systems Are Aligned

What's wrong
with the chef?



Traditional Logic:
Fire the chef!

Ensure All Systems Are Aligned

What's wrong with the chef?



Why can't the supplier deliver on time?

Why doesn't my help ever show up?

Why does management only care about costs?

Who checked this produce?

Why can't I get the equipment I need?

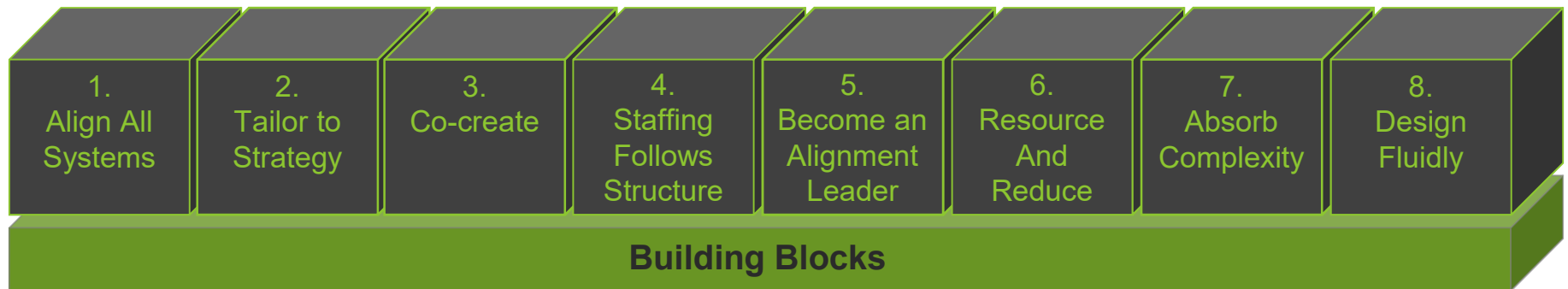
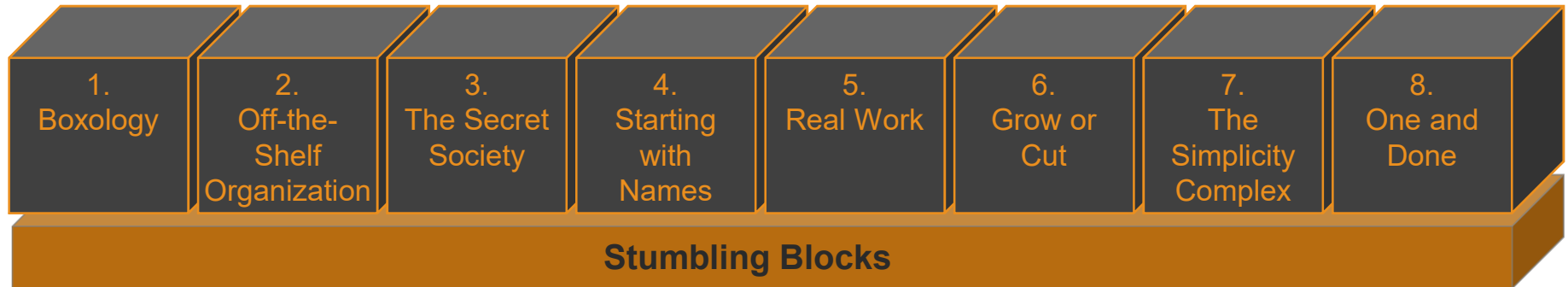
Why does it take so long to take plates from the kitchen to the customers?

Alignment Leader Logic:
***Realign or redesign choices
in the system***

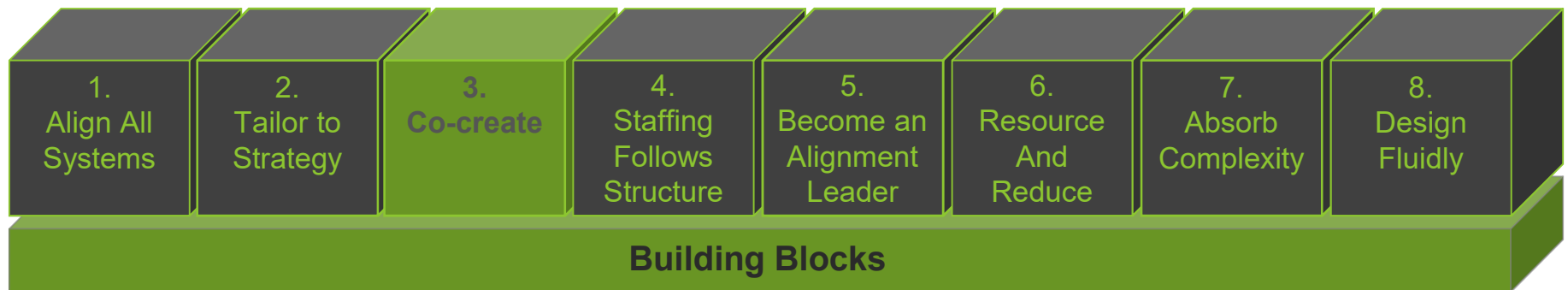
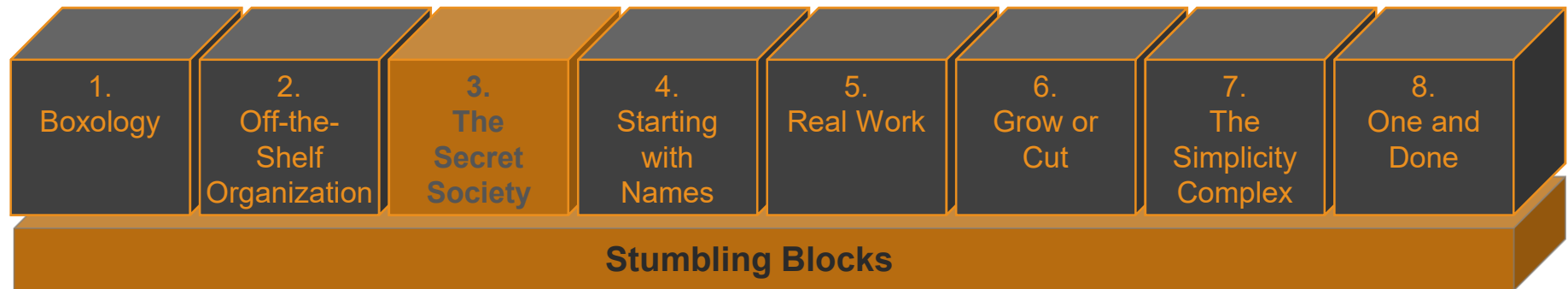
**Make
Progress
Don't
Stumble**



Stumbling Blocks & Building Blocks of Organization Transformation



Let's Look at a Couple of Building & Stumbling Blocks



Engaging in Organization Alignment Discussions

The Secret Society



Co-Create (and Cascade)

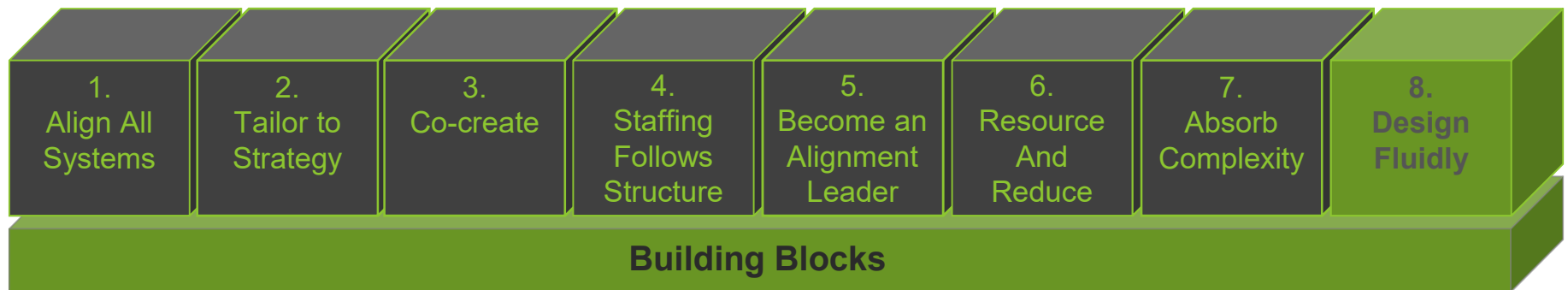
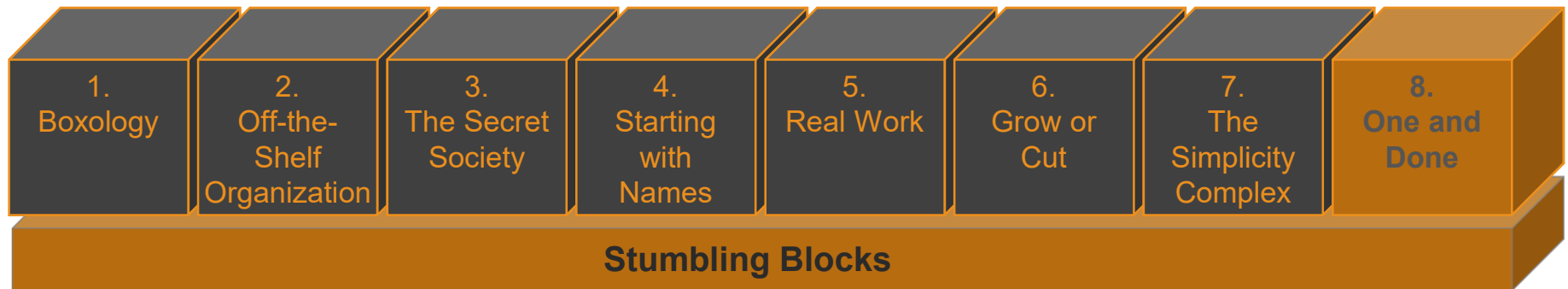
Macro
Design



Micro Design



Let's Look at a Couple of Building & Stumbling Blocks

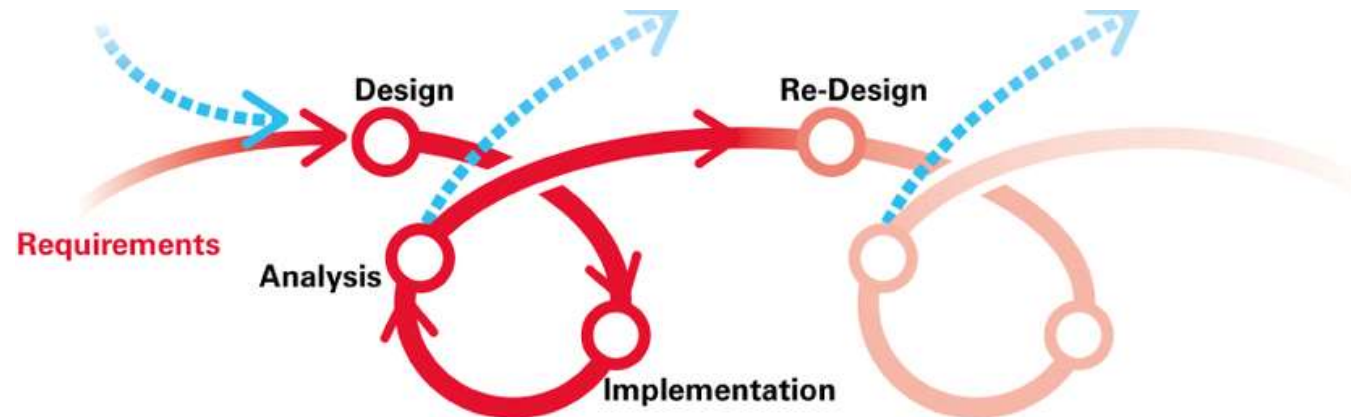


Organization Alignment

Is Not an Event
(One and Done)



Is an Ongoing Effort
(Design Fluidly)



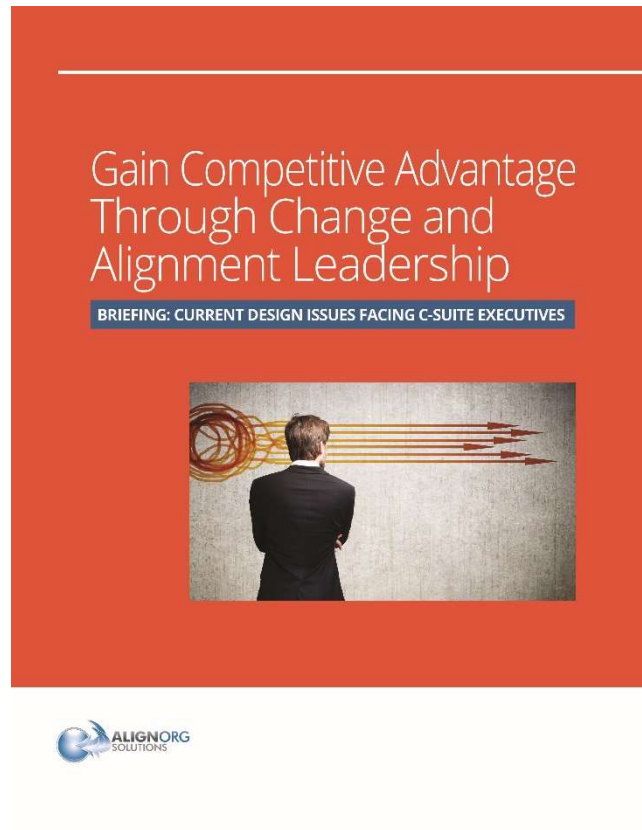
Personal Reflection

1. Choose one stumbling block from the previous discussion.
2. Pinpoint the key belief behind the stumbling block.
3. Discuss what beliefs would have to change for outcomes to change?

Think of ideas to address these fundamental beliefs.



Thank you! Questions?



Exclusive for today's webinar guests:

***Gain Competitive Advantage Through
Change and Alignment Leadership***

*Briefing: Current Design Issues Facing C-Suite
Executives*

Watch your email for this new
white paper

Today's Presenter



Reed Deshler, is an organization catalyst. He works with executive teams and human resources teams to define winning strategies, align organization and business models for success and mobilize employees and stakeholders in the desired direction. A change leader, organization design expert and principal of the management consultancy AlignOrg Solutions, Reed brings multi-dimensional business models to life for Fortune 500 companies, middle-market businesses and non-profits so they can align strategy with operational reality.

Reed is coauthor of Mastering the Cube: Overcoming Stumbling Blocks and Building an Organization that Works, a guidebook that Clayton M. Christensen, professor at the Harvard Business School calls, “a great step-by-step manual on defining and changing the design of your company.”

reed.deshler@alignorg.com

Reed has guided numerous Fortune 500 companies — including Tyco, 3M, Abbott Laboratories, Hertz, Cummins, Cisco, and USAA — through change successfully. When companies are looking to propel growth through organizational transformation they call on Reed and his team.

Connect with Reed

<https://www.linkedin.com/in/reed-deshler-a5334a>

<https://twitter.com/reeddesdeshler>

