

ORGANIZATIONAL ALIGNMENT



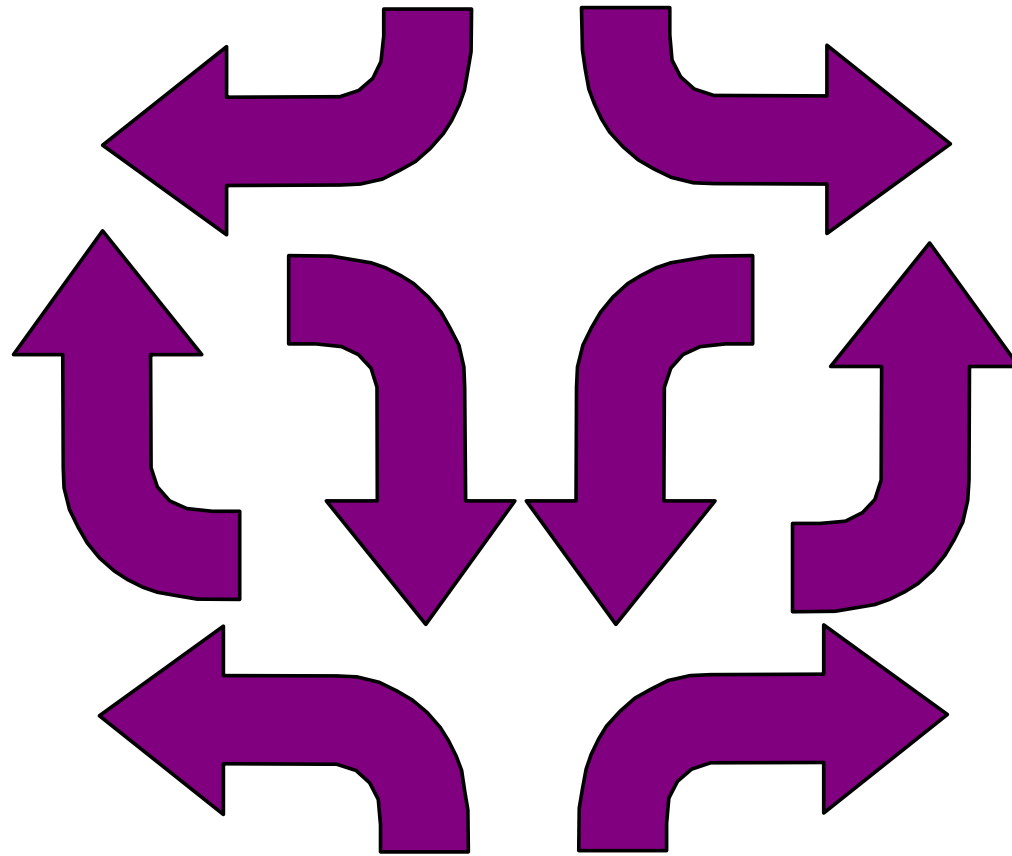
HOW TO ACHIEVE IT AND THE ROLE OF HR

By: Roger Guy Baguley

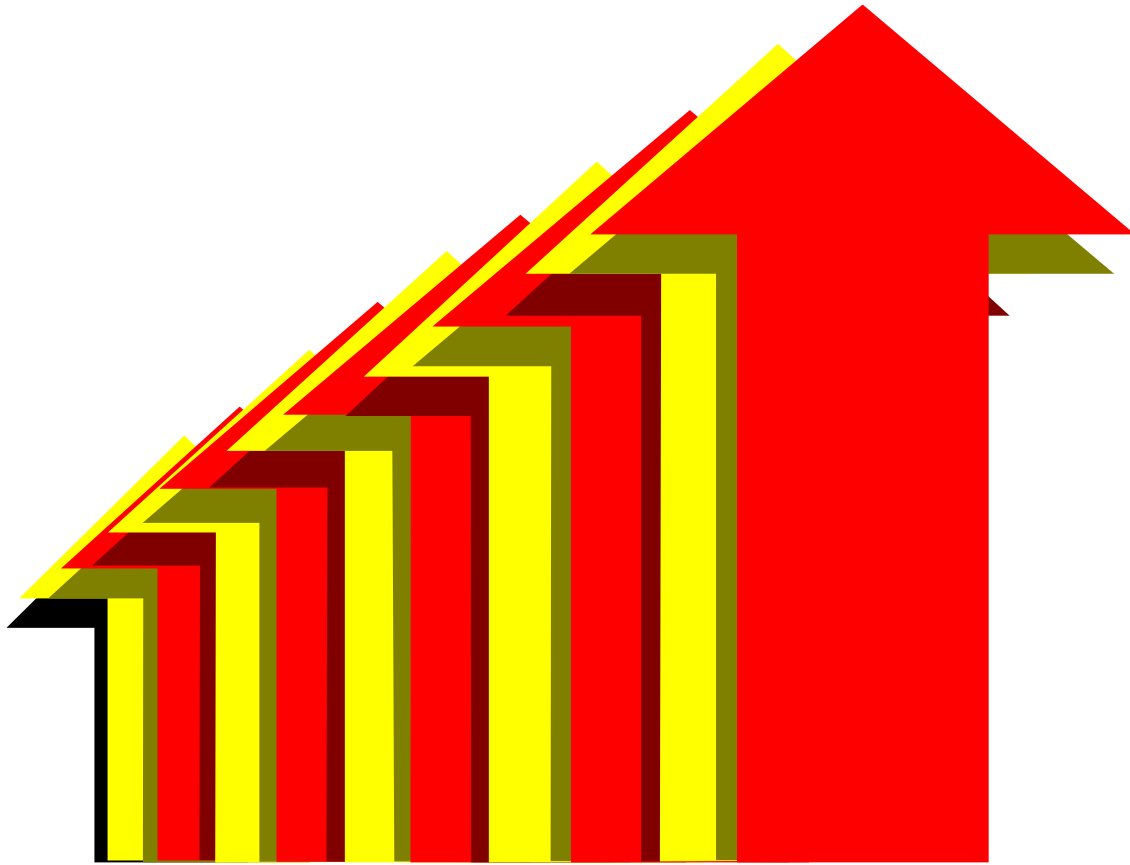
WHAT IS ALIGNMENT?

- “ To array on the side of...”
- “ To bring something into line”.
- “ That process in which one person sets the purpose or direction for one or more other persons, and gets them to move along together with him/her and with each other in that direction with competence and full commitment.”

Alignment ...NOT!



Alignment



ORGANIZATIONAL ALIGNMENT

- “Where an organization’s employees understand and work together to achieve the organization’s goals and objectives with collaboration and commitment”.

Compelling Future (Pull)

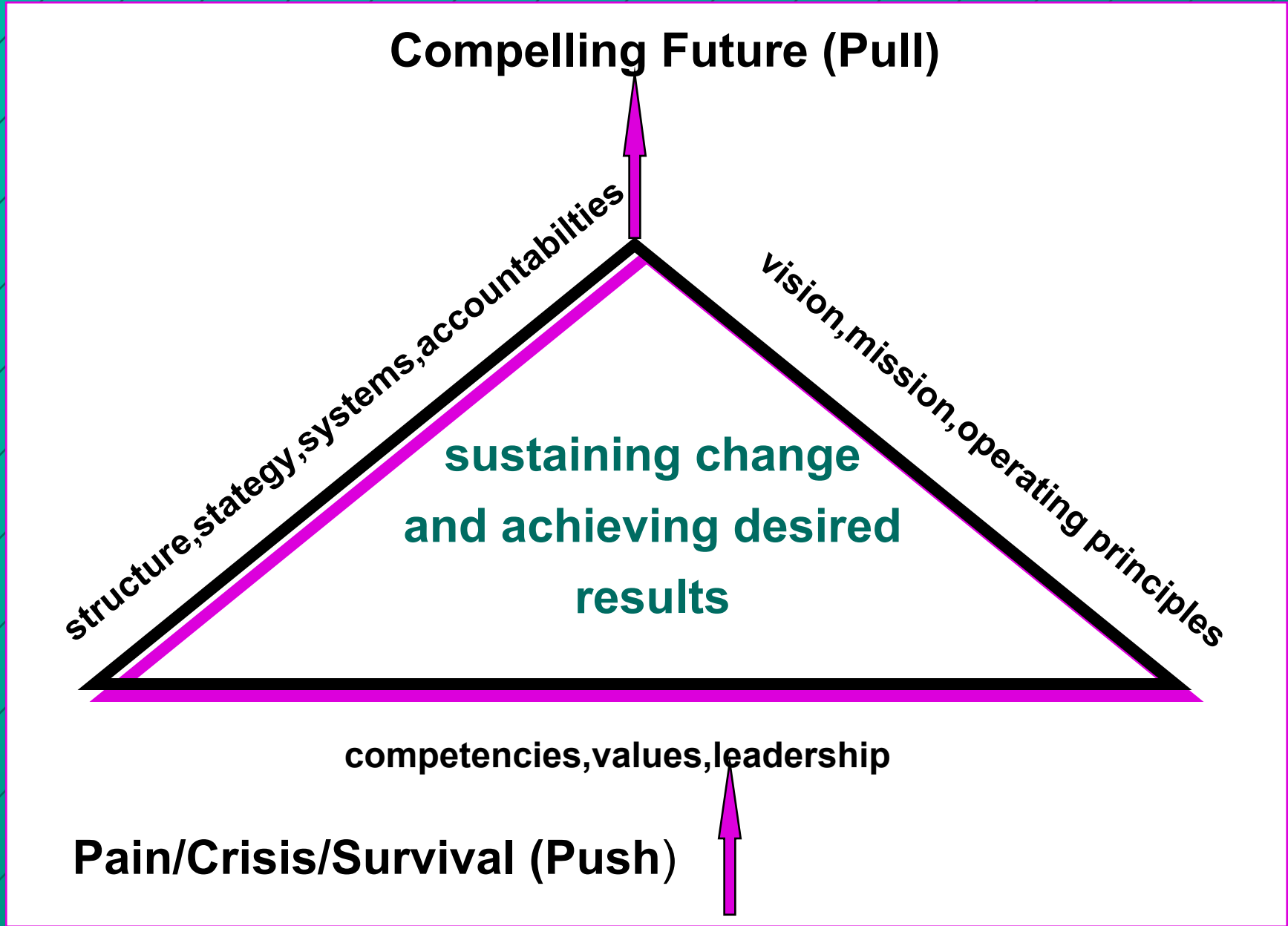
structure, strategy, systems, accountabilities

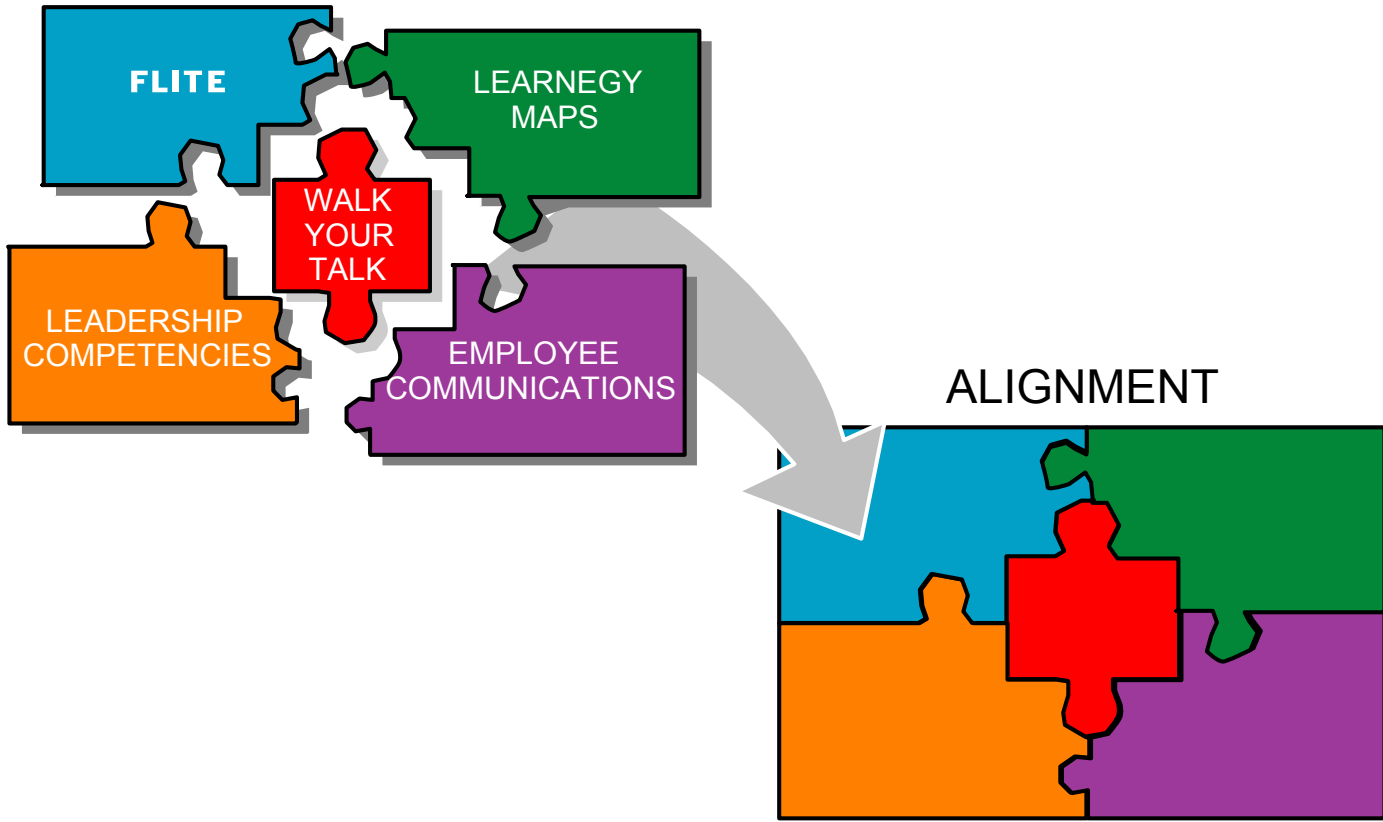
vision, mission, operating principles

**sustaining change
and achieving desired
results**

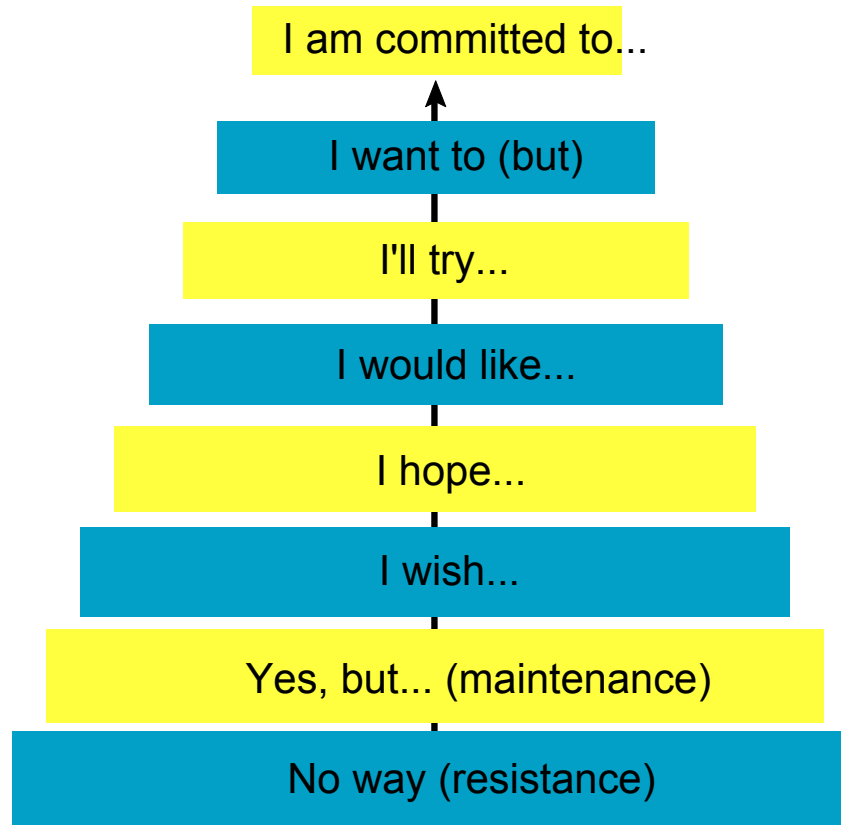
competencies, values, leadership

Pain/Crisis/Survival (Push)





LEVELS OF INTENTION



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What is it:

- A process to ensure the organization's culture is transformed to an "outcomes" frame of mind .
- Provide "economic literacy".
- Providing context to leadership group.

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Phases:

Phase I: “Outcomes”-

Transform the Culture

- Values
- Desired state
- Motivational
- Predispose critical mass to change.

OUTCOMES

- Catalyst for effective change
- Building commitment
- Challenges limiting beliefs
- Unfreezes thinking, behaviours and language patterns
- Roadmap for action

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Phase II:

Induction/awareness/education by Senior Managers to staff re: Management System, Leadership Practices.

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Phase III: Internal-mandated
training

Phase IV: Enhancing Personal
Effectiveness

WALK YOUR TALK

- Create employee focus groups
- Context setting
- Economic literacy
- Test values
- Balanced Scorecard: sales, costs, contribution margin, people issues.
- Divisional Reports against 1/4ly outcomes.

WALK YOUR TALK

- Ensuring organizational alignment is maintained/enhanced.



Sound

Learney Maps

- Technology used to communicate business direction and enhance economic/business literacy of all employees **effectively** and **efficiently**.
- allows employees to engage in an interactive process that facilitates individuals to draw their **own** conclusions.

EMPLOYEE COMMUNICATIONS

- HR to provide (bi-weekly) status
- Company status (quarterly)
- Backgrounder (when necessary)

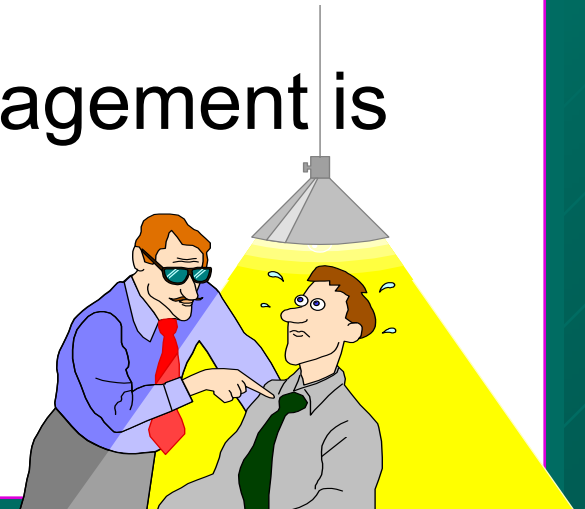
All of these support the management in their accountability to provide context and set the business unit culture.

LEADERSHIP COMPETENCIES

- behaviourally-anchored skills, capabilities, values driven by business strategy and need.
- these determine the leadership model.
- 8-10 chosen for assessment purposes.
- use a 360 degree feedback- driving development planning.
- talent pool discussions.

ROLE OF HR

- Understand the Culture that management is trying to achieve.
- Helping management achieve organizational alignment through strategic advice and the use of appropriate interventions.
- Support business culture management is trying to achieve.



ROLE OF HR

- Being accountable for continual improvement of organizational alignment as measured through an employee survey.
- Practice what you are advising management on, not just with other colleagues, but with your own staff!



RESULTS!

- The organization will become more bottom line, employee and customer focused.
- Value will be placed on team building skills.
- 21st. century business techniques and technologies will become the corporate standard.
- Employees will develop a passion for success and sustained enthusiasm for continuous improvement.
- Management will reflect world class quality leadership that leads by example and is also emulated in the product lines, services the business reputation.



Sound

Roger Guy Baguley

