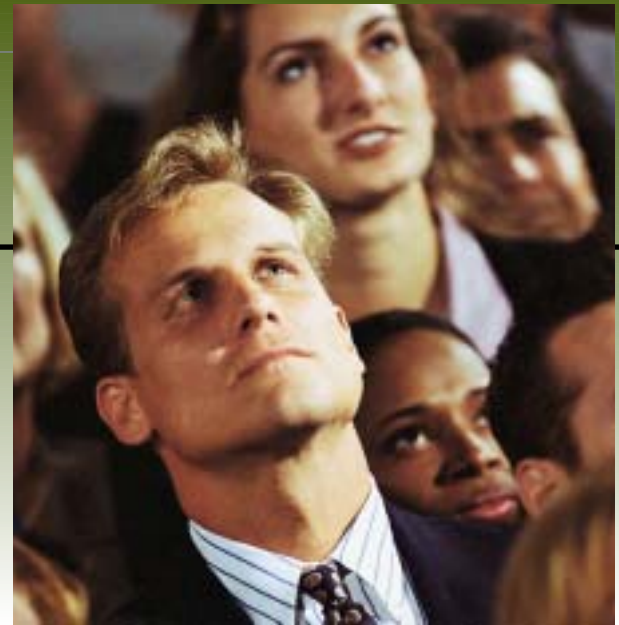


# organizational alignment

## a three-day workshop

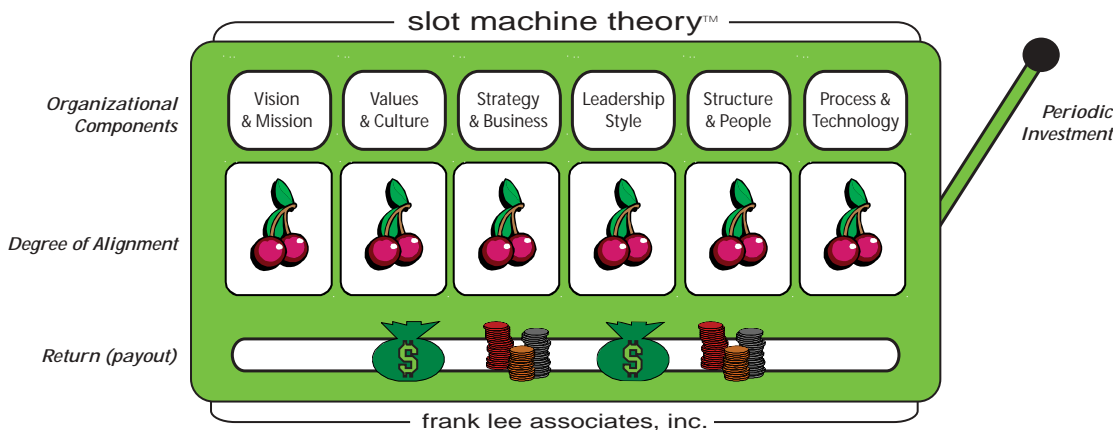
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**Organizational Alignment (OA)** is a new management workshop for those middle-and senior- level managers who run departments, functions, companies, or business units.

Distilled from 30 years of Frank Lee Associates (FLA) consulting experience and reinforced most recently by both Jim Collins' *From Good to Great* and David Bossidy's and Ram Charan's *Execution*, OA provides leaders and their teams with a step-by-step guide to aligning and/or transforming their organizations.

Like a slot machine, the more aligned the organizational components, the greater the payoff. Like a slot machine, investors and management periodically invest (and risk) sizeable amounts of money in hopes of "hitting" a sufficient "payoff" or return.



**The Three-day Organizational Alignment Workshop** for intact management teams provides a framework and set of tools for assessing and improving organizational alignment:

- Develop a clear sense of direction that everyone can see, own, and support
- Build a strong foundation for optimizing organizational performance
- Improve capability to implement winning strategies and complete successful initiatives
- Increase confidence in the leadership, the company, and its direction
- Define and develop metrics and processes that drive results
- Build a strong sense of employee identification, role appreciation, and motivation to contribute
- Construct a framework and language that facilitates conscious, managed, effective change

### The Slot Machine™ Theory for Organizational Alignment

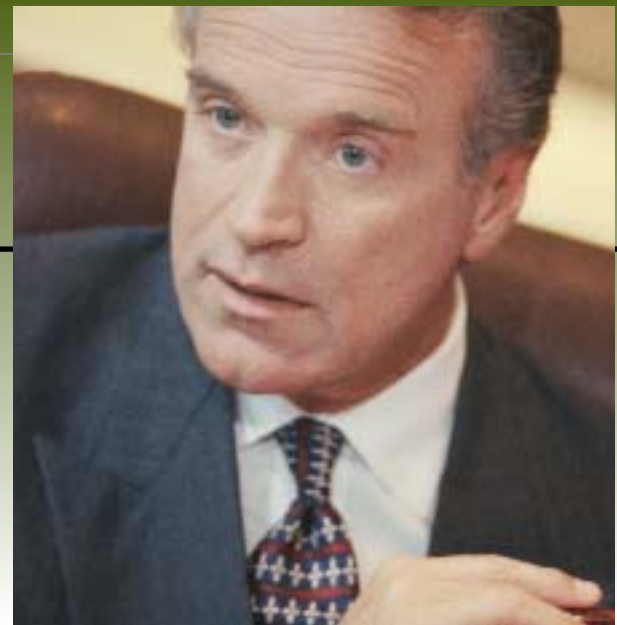
Not only must the components be in place and aligned, they must position the company for the future. The failure rate of mergers and acquisitions attest to the importance (and difficulty) of achieving alignment. The fall of former dominant companies attest to the importance of continual adaptation and the resultant alignment required. *(Changing strategy alone is insufficient as it is but one step toward realignment!)*

Whenever an organization is: a) taking on significantly new challenges that are large departures from the past; b) unable to shift gears or effectively implement new initiatives; c) has key people on "different pages" or; d) is simply performing less than optimally, our Organizational Alignment (OA) Workshop is a time-efficient, cost-effective solution!

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### Varying Levels of Organizational Alignment

In over 30 years of consulting with more than 50 management teams, in companies at various stages of development across all industries, we have found the following to be true concerning alignment:

> 80%	<b>Great</b>	Company is at near-optimal organizational performance with sustainable competitive advantage and proven ability to adapt.
65 – 80%	<b>Good</b>	Company is at functional performance but requires tuning for sustainability and adaptability.
50 – 65%	<b>Fair</b>	Company displays inconsistent performance with fox-like chasing of strategies and hyper-activity. Includes mixed signals and competing priorities.
< 50%	<b>Poor</b>	Company faced with new leadership or structure that has not coalesced around common goals or values. Very few of the critical elements are current or in place.

### Quick Assessment: Symptoms of Organizational Misalignment

Is your organization experiencing three or more of the items below?

Check the boxes that apply:

- Key executives, managers, and contributors have different understanding of core vision, mission, principles, and objectives
- Organization is working at cross purposes
- Inconsistencies between the words and actions of key people
- Lack of clear direction and focus
- New initiatives can't seem to get off the ground, and there's lots of resistance to change
- Lack of confidence or clarity in how the company will "win" or make money
- Fox-like versus hedgehog-like tactical actions and behaviors
- Loss of resources and time due to inefficiency, redundancy, or a lack of communication

**Our Three-day OA Workshop** helps clear the clutter, gets people focused and onto the same page and contributing effectively to organizational objectives. It's a formula for building high-performing organizations. As Jim Collins says, "...helps an organization go from 'good to great!'"

### The Frank Lee Associates' Approach

With all of our training and consulting services, we begin with an OA 360 Assessment (obtained from key customers, constituents, and internal members), followed by an intensive, interactive workshop where managers analyze their alignment results, identify areas for performance leverage, and develop an action plan to improve their organization's performance.

Participants are supported by post-learning consultation and coaching. We periodically readminister the OA 360 Assessment to gauge progress (increased alignment) for the manager and his/her organization.

Frank Lee Associates is excited to bring this compelling workshop to line managers and leaders confronted with the many complexities of managing continually changing organizations.

OA is a most meaningful learning experience with profound implications for enhancing organizational effectiveness.

**Call immediately to schedule a free initial telephone consultation for you, your unit or department, or your organization as a whole.**