

## Strategic Alignment Diagnostic

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This short questionnaire is designed to be used as a *quick guide* to determining your organisation's alignment in terms of its "key elements": operating environment, strategy, culture and leadership.

It is *not* intended as a definitive research instrument. Results are indicative and should only be used as a guide.

The diagnostic consists of four sections:

- Operating environment (customers)
- Strategy
- Culture, and
- Leadership

Each section has four questions. For each question, you should select one of the options: A, B, C or D.

Please choose the answer that *best* describes your situation. Many organisations will be combinations of answers but choose the best or strongest descriptor.

NOTE: This is a useful exercise to do along with your team or colleagues. Debate each option thoroughly, and be clear why you are selecting a particular answer.

### Section 1: Operating Environment

Select one of your customers, or a group of customers, that receive or purchase a product or service from you. Answer the questions in relation to them. Remember to choose only *ONE* answer per question.

1. Clients/Customers prefer, expect or value...

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- |                                   |                                   |                                   |                                   |
|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| <b>A</b> <input type="checkbox"/> | <b>B</b> <input type="checkbox"/> | <b>C</b> <input type="checkbox"/> | <b>D</b> <input type="checkbox"/> |
| Empathy                           | Innovation                        | Energy                            | Accuracy                          |

2. The phrase that best describes what clients/customers want is...

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- |                                   |                                   |                                   |                                    |
|-----------------------------------|-----------------------------------|-----------------------------------|------------------------------------|
| <b>A</b> <input type="checkbox"/> | <b>B</b> <input type="checkbox"/> | <b>C</b> <input type="checkbox"/> | <b>D</b> <input type="checkbox"/>  |
| Show me you care                  | Show me what's new                | Show me your previous results     | Show me the most economical option |

3. Clients/customers make decisions based on...

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- |                                     |                                   |   |                                    |
|-------------------------------------|-----------------------------------|---|------------------------------------|
| <b>A</b> <input type="checkbox"/>   | <b>B</b> <input type="checkbox"/> | <b>C</b> <input type="checkbox"/>             | <b>D</b> <input type="checkbox"/>  |
| How they feel about you/your people | What they think of your ideas     | Whether you can deliver the results they want | Whether you are reliable with them |

4. To your clients/customers, quality means...

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|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| <b>A</b> <input type="checkbox"/> | <b>B</b> <input type="checkbox"/> | <b>C</b> <input type="checkbox"/> | <b>D</b> <input type="checkbox"/> |
| Personal attention                | Creative response to unique needs | Responsiveness and commercialism  | Efficiency and value for money    |

### Section 2: Strategy

Select a *business unit* within your organisation – preferably the one that serves the customers you described in Section 1 of this diagnostic. Answer the questions in relation to this business unit. Remember to choose only *ONE* answer per question.

1. My business unit mainly focuses on...

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- |   |                                    |  |                                      |
|---|------------------------------------|--|--------------------------------------|
| <b>A</b> <input type="checkbox"/>                 | <b>B</b> <input type="checkbox"/>  | <b>C</b> <input type="checkbox"/>      | <b>D</b> <input type="checkbox"/>    |
| Developing long term relationships with customers | Providing unique services/products | Responding rapidly to customer demands | Providing low cost products/services |

2. The image my business unit tries to portray is...

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- |                                       |  |                                      |                                   |
|---------------------------------------|--|--------------------------------------|-----------------------------------|
| <b>A</b> <input type="checkbox"/>     | <b>B</b> <input type="checkbox"/>            | <b>C</b> <input type="checkbox"/>    | <b>D</b> <input type="checkbox"/> |
| They really care about customer needs | They are always first with a product/service | They get the job done no matter what | They are reliable and consistent  |

3. Our focus in the market is...

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- |   |  |   |  |
|---|--|---|--|
| <b>A</b> <input type="checkbox"/>                 | <b>B</b> <input type="checkbox"/>                        | <b>C</b> <input type="checkbox"/>                       | <b>D</b> <input type="checkbox"/>                        |
| Defend market share by fostering customer loyalty | Build market share by being first with a product/service | Increase market share in each niche by getting it right | Consolidate market share through low cost and efficiency |

4. My business unit's orientation is focused on...

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- |   |                                   |                                   |                                   |
|---|-----------------------------------|-----------------------------------|-----------------------------------|
| <b>A</b> <input type="checkbox"/>               | <b>B</b> <input type="checkbox"/> | <b>C</b> <input type="checkbox"/> | <b>D</b> <input type="checkbox"/> |
| Good implementation and commitment to customers | Innovation and creativity         | Outputs and operations            | Systems, processes and controls   |

### Section 3: Culture

Select a business unit in the organisation (preferably the same one you described in Sections 1 and 2). Consider how things *currently* happen in the business unit, not how they should be or how you would like them to be. Answer in relation to what the business unit actually does. Remember to choose only *ONE* answer per question.

#### 1. In my business unit...

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|--|--|--|--|
| <b>A</b> <input type="checkbox"/>                              | <b>B</b> <input type="checkbox"/>  | <b>C</b> <input type="checkbox"/>                                  | <b>D</b> <input type="checkbox"/>  |
| It's necessary to reach consensus on how things are to be done | People can do what is needed to achieve results that are in line with the vision | People are allowed to do whatever is necessary to get the job done | People have to follow defined procedures and methods when undertaking most tasks |

#### 2. Management is mainly interested in...

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- |   |   |  |   |
|---|---|--|---|
| <b>A</b> <input type="checkbox"/>                 | <b>B</b> <input type="checkbox"/>                     | <b>C</b> <input type="checkbox"/>                          | <b>D</b> <input type="checkbox"/>                                   |
| Whether people work together as an effective team | Whether people are working towards the overall vision | <i>What</i> people actually achieve not how they got there | <i>How</i> people do their jobs and whether procedures are followed |

#### 3. People are valued and rewarded for...

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- |   |  |  |                                       |
|---|--|--|---------------------------------------|
| <b>A</b> <input type="checkbox"/>                 | <b>B</b> <input type="checkbox"/>              | <b>C</b> <input type="checkbox"/>                      | <b>D</b> <input type="checkbox"/>     |
| Showing team spirit, loyalty and working together | Being flexible, inventive and having new ideas | Achieving challenging targets and overcoming adversity | Having sound experience and knowledge |

#### 4. In my business unit...

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- |   |  |  |  |
|---|--|--|--|
| <b>A</b> <input type="checkbox"/>                                     | <b>B</b> <input type="checkbox"/>  | <b>C</b> <input type="checkbox"/>  | <b>D</b> <input type="checkbox"/>  |
| There is always someone you can go to about work or personal problems | People are expected to speak up openly for themselves when there is a disagreement | People often argue with each other but conflict is resolved quickly in order to get the job done | People use the appropriate channels and follow formal procedures to resolve conflict |

### Section 4 Leadership

Consider the approach of management in your business unit. Do not consider one individual manager – look instead at the management team. Answer the questions in relation to what management does as an entity. Remember to choose only *ONE* answer per question.

1. The dominant focus of management is...

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- |  |                                   |                                   |                                   |
|--|-----------------------------------|-----------------------------------|-----------------------------------|
| <b>A</b> <input type="checkbox"/>              | <b>B</b> <input type="checkbox"/> | <b>C</b> <input type="checkbox"/> | <b>D</b> <input type="checkbox"/> |
| Integrating the parts to form a coherent whole | Creating the business             | Building the business             | Ensuring people are productive    |

2. Management places a high value on ...

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- |  |                                   |                                   |                                   |
|--|-----------------------------------|-----------------------------------|-----------------------------------|
| <b>A</b> <input type="checkbox"/>            | <b>B</b> <input type="checkbox"/> | <b>C</b> <input type="checkbox"/> | <b>D</b> <input type="checkbox"/> |
| Maintaining long term customer relationships | Being the leader in its field     | Beating the competition           | Reducing costs                    |

3. Management's communication contains...

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- |  |                                       |  |                                   |
|--|---------------------------------------|--|-----------------------------------|
| <b>A</b> <input type="checkbox"/>        | <b>B</b> <input type="checkbox"/>     | <b>C</b> <input type="checkbox"/>      | <b>D</b> <input type="checkbox"/> |
| Personal appreciation and personal views | Broad perspectives, future challenges | The pros and cons, objective reasoning | Facts, details, examples          |

4. Management motivates people by providing...

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- |  |                                   |                                   |                                   |
|--|-----------------------------------|-----------------------------------|-----------------------------------|
| <b>A</b> <input type="checkbox"/>        | <b>B</b> <input type="checkbox"/> | <b>C</b> <input type="checkbox"/> | <b>D</b> <input type="checkbox"/> |
| Collaborative and supportive environment | Opportunities to try new things   | Challenging goals and targets     | Promotion and security            |

## Strategic Alignment Diagnostic

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### Scoring The Diagnostic

For each section count the number of times you chose **A**, **B**, **C**, or **D** answers. Write your scores in the table below:

Section	A's	B's	C's	D's	Mostly
Example	3	1			A
<b>1: Operating Environment</b>					
<b>2: Strategy</b>					
<b>3: Culture</b>					
<b>4 Leadership</b>					

**A** answers correspond to Integration ('I') logics in PADI terminology

**B** answers correspond to Divergence ('D') logics in PADI terminology.

**C** answers correspond to Pragmatism ('P') logics in PADI terminology.

**D** answers correspond to Administration ('A') logics in PADI terminology.

For example:

3 x D answers in section 1 mean you have an operating environment that is dominated by Administration ("A") logics.

Write your PADI logics down here:

Section	PADI logic
<b>1: Operating Environment</b>	
<b>2: Strategy</b>	
<b>3: Culture</b>	
<b>4 Leadership</b>	

### Interpreting Your Scores

In order to use the *Strategic Alignment* framework to measure and describe organisational effectiveness, we need to be able to measure and describe each of the four key elements – operating environment, strategy, culture and leadership – in a *common* way.

**When these four key elements are aligned, the organisation will be operating at optimum effectiveness.**

We have found it useful to use *patterns of behaviour* as a means of describing each of the key elements. We refer to these patterns as the *logic* of the behaviour. Or more specifically, the *logic* of the operating environment; the *logic* of the strategy; the *logic* of the culture; and the *logic* of the leadership.

These logics create characteristic forces that explain behaviour in organisations. They may be understood as an imperative or a need to behave in a certain way, or focus on a particular thing.

## Strategic Alignment Diagnostic

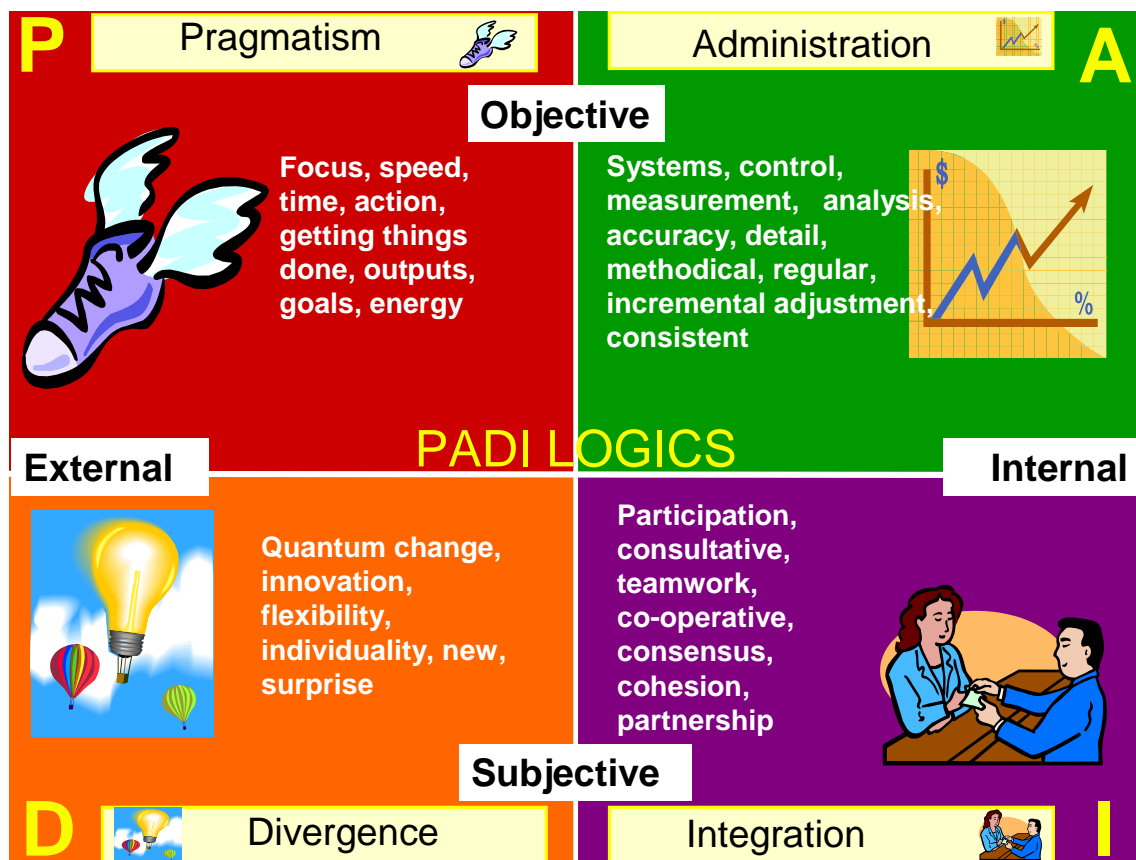
**Pragmatism (P):** a force or need for speed, energy and getting things done, i.e. the *need for completion* is the prime motivation.

**Administration (A):** a force or need for stability, control and continuity of the present, beyond anything else, i.e. the *need for order* is the prime motivator

**Divergence (D):** a force or need for high levels of difference, innovation and quantum shifts in the way things are, i.e. the *need for change* is the prime motivator

**Integration (I):** a force or need for cooperation and harmony, i.e. the *need for good relations* is the prime motivator

By taking the letters of each of the logics, we get the PADI model of *Strategic Alignment*.



So, what does this all mean?

The simple diagnostic completed by you and your team provides you with an indication of the dominant logic in your operating environment, strategy, culture and leadership.

By comparing these four logics, you can see where your organisation is aligned and misaligned. As mentioned above, the degree of alignment between the four areas is an indication of the overall level of organisation effectiveness.

There may be several reasons for misalignment in your organisation, including:

- The market has changed and your strategy has not evolved accordingly.
- The culture of the organisation does not support the implementation of your business strategy.
- Leadership is emphasising a focus that is not appropriate to the market or culture of the organisation.

These are only some of the “pathologies” of ineffective organisations. Needless to say, before any corrective action can be taken, we need to be sure of the precise problem.

We can help you understand the implications of any misalignment and guide you in taking the appropriate corrective actions. These may include:

- Understanding the true nature of customer requirements
- Developing strategy to achieve a competitive advantage
- Changing the culture of the organisation to support the implementation of the business strategy
- Aligning the leadership to successfully drive change and strategy implementation through the organisation.

### Can we help you?

If you'd like to find out more about how we can help you increase your effectiveness and convert strategic goals into reality more efficiently, please contact us to discuss your situation in confidence.

If you're a good fit for our services the next step is usually a face-to-face meeting. We believe our consulting assignment begins with your first phone call. Right from the outset we like to add value by seeking to understand your challenges and offering useful ideas and perspectives.

We'll often come in and spend a few hours with a few members of your team and present some useful ideas at no cost. If after our initial no-obligation consultation you decide to commission us for an assignment, we'll write up a proposal and quotation, outlining your challenge as we see it and a suggested course of action to fix it.

I look forward to hearing from you.

Norman Chorn

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