



Partners in  
Performance

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## The Organizational Alignment Roadmap™

### ***A Team Coaching Process for Strategic Change and Breakthrough Results***

Leaders in organizations frequently report a difference between the results that they want and what is being achieved. They cite some of the following as barriers to success:

- *Attitudinal/Cultural Barriers* – Limiting patterns of thinking and behaviour (risk averse, blame oriented, problem focused, etc) stifle achievement.
- *Slow Momentum* – People may know the direction but progress is stuck.
- *Silo Mentality* – Lack of shared vision and common goals result in people/teams working at cross-purposes.
- *Unclear Focus* – People have too many priorities and feel overwhelmed.
- *Poor Execution* – Plans don't get implemented and desired results aren't achieved.
- *No Framework for Accountability* – Agreements are made but not kept due to an absence of meaningful accountability.
- *Lack of Recognition* – People feel unappreciated for their contributions and are demotivated.
- *Soft Commitment* – Little attention is given to building and sustaining commitment, the fuel for achieving results.

### **There is a better way... to achieve dramatic results**

The "Organization Alignment Roadmap"(OAR)™ addresses these challenges and creates dramatic results for teams and organizations. OAR™ is a systematic, disciplined process that provides a framework for implementing annual operating plans, critical organization initiatives and culture change.

OAR™ is a proven, structured process that:

- Creates alignment and focused priorities
- Identifies the critical and 'real' barriers to success
- Coordinates action strategies to handle barriers and achieve the desired results
- Fosters effective attitudes, behaviours and high levels of intention
- Monitors and ensures excellence execution of major initiatives including implementation of new systems

**OAR™ has four distinct phases:** (see attached Model 'Organizational Alignment Roadmap™')

**1) Laying the Foundation:** (with senior team) - agreement on outcomes and success measures - assessment of the current situation and burning issues through focus groups and interviews.

**2) Leadership Launch Event:** (with all key stakeholders) - creation of a shared practical vision and focused priorities, agreement on critical barriers, development of new ways of thinking and commitment to common goals. Teams in Action are formed around key planning requirements and planning to plan sets up the next phase, The Breakthrough Planning Process

**3) Breakthrough Planning Process:** (with Teams in Action) - accelerated development of breakthrough plans by internal action teams. This phase culminates in a process with key stakeholders where plans are "blessed" and commitments are declared.

**4) Team in Action Milestone Meetings:** (will all key stakeholders) - ongoing quarterly follow through to ensure excellent execution – a management framework to sustain commitment, keep implementation on track, maintain focus, facilitate effective communication and celebrate successes.

**Echo Milestone Meetings:** (with staff/key stakeholders who do not participate in Milestone Meetings – facilitated by internal leaders with coaching support by Partners In Performance) – town hall meetings or team conversations to communicate the key highlights of the Milestone Meeting.

### One on One Leadership Coaching

One on one leadership coaching is woven into the OAR™ process for the 'Core Change Team', the key drivers of the initiative. This often includes members of the Senior Management Team but is not exclusive to senior management. Coaching is a structured, conversational process that builds awareness, competence, connection to purpose and well-being. The objectives of coaching are to:

- Develop new ways of thinking, new patterns of behaviour and the necessary skills to achieve success. As role models for the organization, the change leaders set the standard.
- Develop change leadership skills for the 'Core Change Team' and to ensure 'buy-in' and engagement of all key stakeholder groups.
- Ensure implementation plans are developed, coordinated and executed with excellence.
- Provide a 'sounding board', additional assistance and guidance to the change process as required.

## What are the foundational elements of OAR™?

For transformation and sustainable performance to occur, people, teams and all levels of the organization need to be aligned. But what does that mean? The OAR™ process is built on three critical and integrated sub-systems:

### 1) CLEAR FOCUS

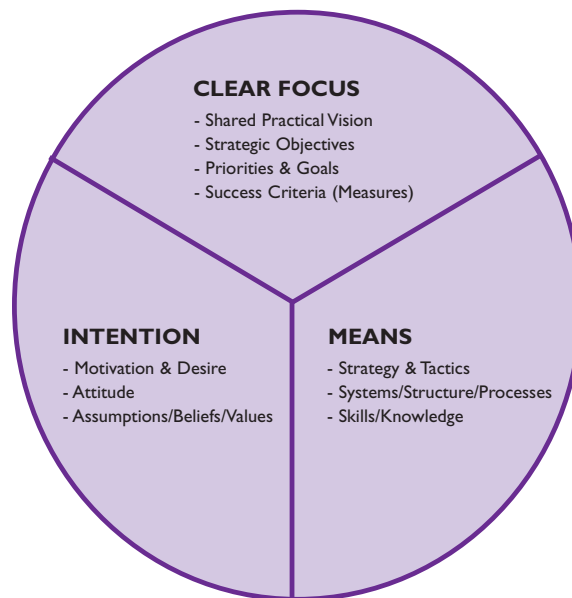
*“Where are we going, what are our common goals and how will we know are successful?”*

### 2) MEANS

*“Are our plans, internal processes and capabilities aligned to the desired outcomes?”*

### 3) INTENTION

*“Do we have the collective will to do what it takes and do our attitudes, assumptions and beliefs support the achievement of our goals?”*



**CLEAR FOCUS** and **MEANS** represent the classic change paradigm. Any credible change processes will attempt to clarify FOCUS (vision, goals, strategy) and establish the MEANS (plans, tactics, processes, skills).

However, most change initiatives do not effectively attend to the third critical sub-system – the **INTENTION** of their people. While the psychological, motivational and emotional impacts of change are recognized as critical, many leaders struggle with how to get their people out of resistance, beyond mere compliance to embracing change with passionate commitment.

The OAR™ process will help them do just that – *starting with the leaders themselves!*

### What is different about OAR™?

OAR™ incorporates several key elements that open new possibilities for breakthrough results. These elements are the difference that makes the difference.

1) *A proven, credible process for implementation* that engages all key stakeholders.

The process (Phase 4 Milestone Meetings) incorporates tools to ensure that plans are executed with excellence. Milestone Meetings will:

- Measure and monitor milestones
- Recognize and celebrate accomplishments
- Identify issues that are still outstanding
- Adjust strategy and develop action steps as required
- Keep key stakeholders in the communication loop
- Provide ongoing leadership and team development

2) *A methodology for building high levels of commitment* to results. There are different levels of intention: from soft intent, even sabotage to passionate commitment. Our tools, processes and conversations create powerful awareness of personal and organizational commitment, the fuel for sustainable change. Awareness precedes meaningful choice.

3) *An integrated approach*

OAR™ integrates the three critical sub-systems. There are many examples of process re-engineering efforts, systems changes and quality improvement initiatives that have not fully succeeded because the three critical sub-systems were not attended to. The OAR™ process pays attention to and integrates all three – Clear Focus, Means and Intention.

4) *Shifting limiting attitudes, assumptions and behaviour patterns*

The OAR™ process is designed to help clients think about how they think. Mindset shapes the context for the organization and is just as important as developing focused priorities and implementing strategies. As you think, so you shall be.

#### **From:**

Internal focus  
Blame and victim mentality  
Negative and problem focused  
Limiting thinking  
Fear of conflict  
Past focused  
Risk averse  
Win/Lose

#### **To:**

*External and client focus*  
*Personal responsibility*  
*Positive and solution focused*  
*Possibility thinking*  
*Confronting issues with care and respect*  
*Present action, Future focused*  
*Appropriate risks to create success*  
*Win/win partnership*



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### Applications

The OAR™ is a streamlined way to create alignment and high performance cultures in the following situations:

- Implementation of critical organization initiatives such as major product launches, enterprise systems implementation, leadership development initiatives
- Planning and execution of operational plans when there is a desire for 'Breakthrough'
- Rapid growth of the business/organization
- New leadership, new teams and/or new organizations that emerge following restructuring or mergers

### Benefits of the Organization Alignment Roadmap™

The OAR™ is a streamlined way to create alignment and high performance cultures in the following situations:

- Enhanced cross-functional communication, effective conversations, improved relationships
- All levels and functions aligned to a shared vision, focused priorities, and common goals
- Renewed excitement and confidence in individual and collective abilities to achieve success
- Teams in spirit as well as in name
- Strong, enlightened leadership
- Strengthened will and intention to succeed
- Accelerated results

One Client says this...

*"In January 2001, Sara Lee Household & Body Care Canada contracted with Partners In Performance to guide our leadership team in a year long alignment process, "Breakthrough 2002", to ensure excellent coordination and execution of our annual operating plan. Their tools, skills and the process helped us create focused priorities, high levels of teamwork and confidence in our collective ability to create the successful future we want. When we got bogged down, they quickly got us back on track. Our ability to integrate and implement our plans was significantly improved over previous years and their process has had a direct impact on our results...we achieved our goals for the financial year which was no mean achievement!"*

John Holland, General Manager, Sara Lee Household & Body Care

**Give us a call** Learn how **Partners in Performance** can help your organization achieve accelerated results.

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