

# The not-so-subtle Art of Alignment

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# Alignment

# Agreement

**A guide for building alignment:**

**3 Principles**

**4 Steps**

**5 Cs**

# Principle #1: Iterative co-creation

*“No matter how great your idea is,  
you can always improve it by  
consulting with others.”*

*— Patty Beach*

# Principle #2: The SHUVA Principle

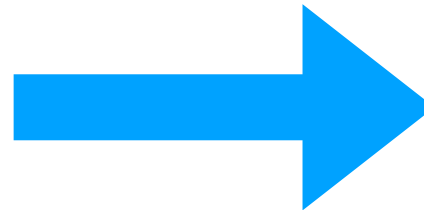
***S**een*

***H**eard*

***U**nderstood*

***V**alued*

***A**ppreciated*



*Psychological  
Safety*

# Principle #3: Versatility

## *Masculine Principles*

- Power comes from the top
- Efficiency is key
- There is only one right answer (mine)
- Facts and logic trump feelings
- If people end up dissatisfied, “Oh well, they can just go elsewhere”

## *Feminine Principles*

- Power should be equally shared
- Flexibility is key
- There are many solutions
- Feelings must be satisfied
- If the task takes a long time, “Oh well, we need to make everyone happy.”

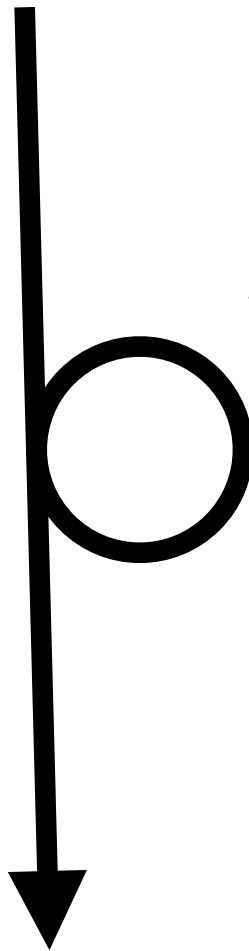


**1. Propose**

**2. Probe**

**3. Re-Propose**

**4. Close**



*This is Mike's attempt to depict an iterative step*

**4 Steps**

# Scenario

## **Congratulations!**

You've been accepted onto the planning committee for PRDC-Calgary 2024!

## **Objective:**

We need a 'plan' for doubling the number of attendees at PRDC-Calgary 2024.

## **Constraint:**

The conference must be profitable (i.e. you cannot give away all the tickets to double the number of attendees).

# 1. Propose

## 2. Probe

## 3. Re-Propose

## 4. Close



### Qualities of a good proposal:

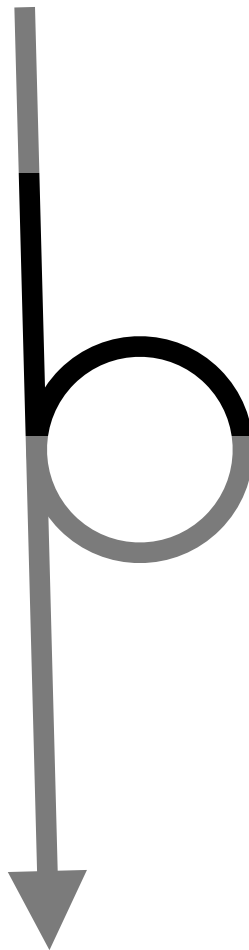
- Simple
- Short
- Rule of 3
- No fuzzy stuff
- Imperfect

1. Propose

2. Probe

3. Re-Propose

4. Close



### The five C's of Feedback:

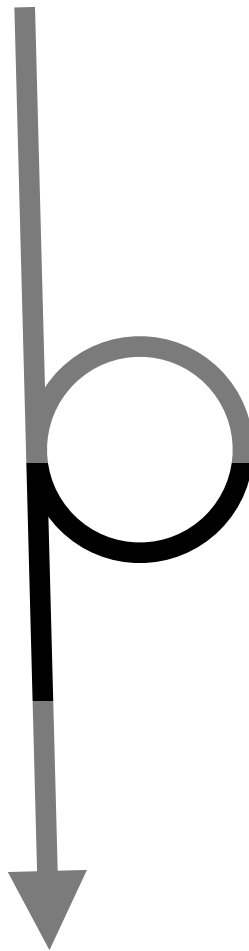
1. Clarifications
2. Compliments
3. Concerns
4. Changes
5. Commitment

1. Propose

2. Probe

3. Re-Propose

4. Close



**What would you include in your re-proposal?**

**1. Propose**

**2. Probe**

**3. Re-Propose**

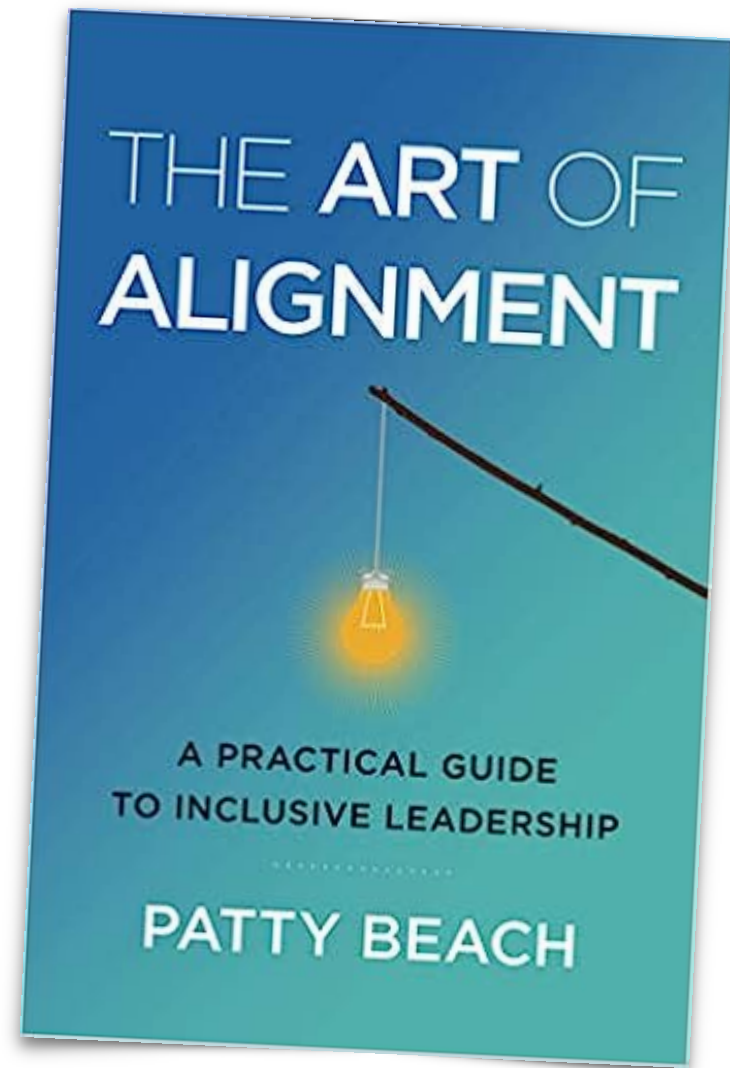
**4. Close**



**Document the decision**

# 3 Principles 4 Steps 5 Cs

**Credit: Patty Beach**

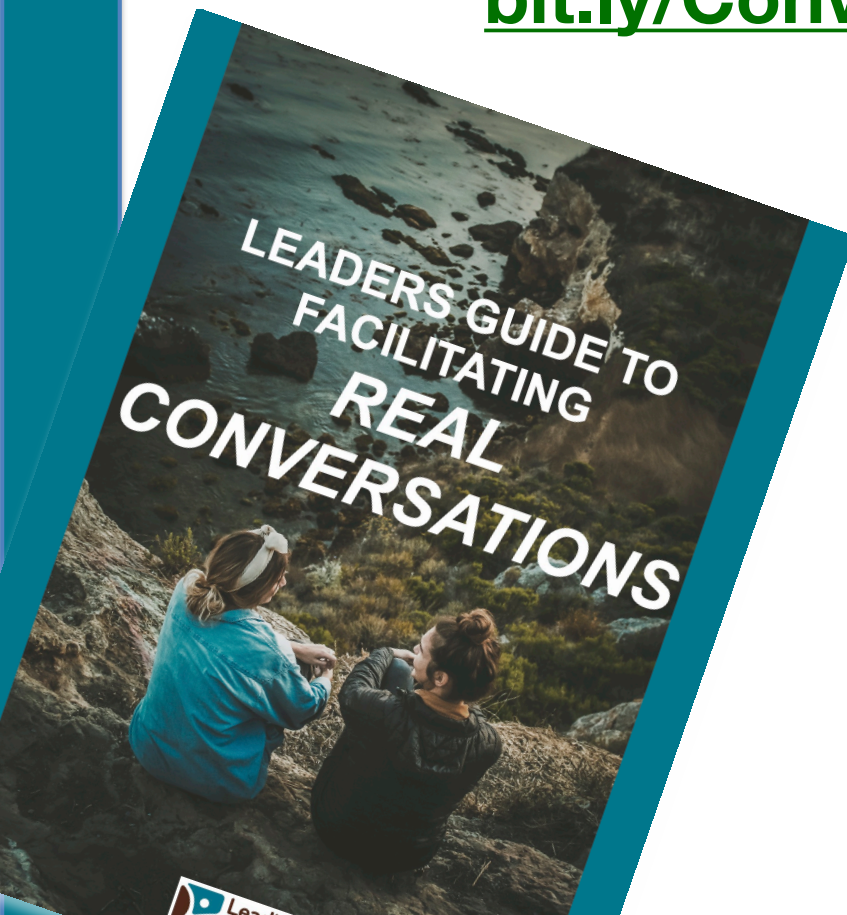




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**Thank you!**

