



IMPLEMENTATION

Alignment Conversation Guide

The purpose of an alignment conversation is to raise awareness of where the purpose, vision, and/or values of an individual (or team) is highly aligned (or unaligned) with those of the larger organization. By becoming more aware of the degree of alignment, it creates the possibility for change — either for exploring ways to strengthen alignment, or recognize that there is little alignment and lack of a good fit.

The focus can be on purpose, vision, or values; and can focus on alignment between: employee and organization, team and organization, employee and particular job, and so forth.

Follow this suggested process:

1. Gather the individual's (or team's) purpose, vision, and values and the organization's purpose, vision and values.
2. Direct the individual (or team) to compare the two lists and identify where he/she feels well aligned with the organization, job assignment, and culture.
3. Then, talk about where he/she does is not well aligned to the organization, job assignment, and culture.
4. Have the individual (or team) represent their situation graphically. It may be just two circles representing the degree of alignment between themselves and a composite of organization/job/culture. In the diagram, more overlap represents more alignment. Alternatively, it may work best to attend to the person and their relationship to one component at a time. Realistically, there is always some gap between the professed mission, vision, and values or an organization with those actually in practice every day. Also, it may be that the person feels well aligned to the company but marginally aligned to the job requirements, for example.
5. The previous step characterizes the current state. Next, have the person draw another diagram to represent the ideal state. As in using the coaching roadmap, prompt them with questions to articulate details of the ideal.
6. Move the conversation to what needs to happen, if anything, to better align what they are doing to who they are.
7. Conclude with planning, action, and accountability.

Sample Diagram — Current State

The following illustrates how someone might depict their “current state.”

