#### Harvard Business Review

### **Strategy Execution**

# Is Anyone In Your Company Paying Attention to Strategic Alignment?

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**Summary.** Every company needs an "enterprise leader" — someone who is primarily concerned with mobilizing the resources of the entire company as a system of many moving and interconnected parts. Enterprise leaders are the system architects of their company's... **more** 

The best performing companies are often the best aligned. But who in your company is paying attention to how well aligned your strategy is with your organization's purpose and capabilities? In my research and consultancy with companies, I observe that, oftentimes, no individual or group is functionally responsible for overseeing the arrangement of their company from end to end. Multiple different individuals and groups are responsible for different components of the value chain that makes up their company's design, and they are often not as joined up as they should be. All too often, individual leaders seek — indeed are incentivized — to protect and optimize their own domains, and find themselves locked in energy-sapping internal turf wars, rather than working with peers to align and improve across the entire enterprise.

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