

Speed Reading – Drive One Direction

“There is a big difference between being an organization with a vision statement and becoming a truly visionary organization. The difference lies in creating alignment – alignment to preserve an organization’s core values, to reinforce its purpose, and to stimulate continued progress towards its aspirations.” Jim Collins

High-performance organizations apply the *Discipline of Differentiation* to decide which segments to target, and which “One Thing” will be their defining point of differentiation. They are good at many things ... but decide to become incredibly, fanatically great at One Thing.

Once an organization has decided their One Thing, they apply the *Discipline of Alignment* to drive the organization in One Direction. This discipline brings every person and organizational process – their structure, budget, reward system, customer experience ... everything – into alignment.

So, if an aligned organization is the goal, why is it so hard to attain? We believe that there are four reasons:

1. Over time organizations naturally fragment and drift. Energy dissipates. People go their own way.
2. Today’s organizations confront unprecedented economic turbulence. Executives are afraid, and they often respond by going in dozens of different directions.
3. It takes a central organizing principle. For many organizations, the problem is that their strategy is not clear enough to align around.
4. It takes lots of hard work. Someone has to lead the charge, to function as the “Chief Alignment Officer.” In many organizations, the executives are too focused on the daily grind to drive organizational alignment.

Overcoming these obstacles takes an organized and systematic approach.

First, the organization must decide what to align around. This is why the starting point of every Dashboard Group engagement is to help clients decide on their One Thing.

Second, the organization must apply a comprehensive methodology to ensure that every element of an operation is addressed. The Dashboard Group Strategic Alignment program provides exactly this kind of methodology, and will systematically drive the organization in One Direction.

Specifically, the Strategic Alignment program reviews virtually every document, process, and system in the organization. We overhaul them and bring them into alignment with the One Thing. Job descriptions are re-written. Marketing materials are updated. New Dashboards align the organization’s metrics with the strategy.

Fred Smith, CEO of FedEx says, “Alignment is the essence of management.” Harvard Business School Professors Kaplan and Norton confirm this idea, “Alignment, much like the synchronism achieved by a high-performance rowing crew, produces dramatic benefits.” Dashboard clients have realized these benefits, including increased efficiency, reduced turnover, and improved customer satisfaction.

High-performance organizations know that fragmentation kills, and they apply the *Discipline of Alignment* to optimize their organizations to win. You can do it. We can help.

Decide One Thing. Drive One Direction. Develop the #One Team. Deliver Every Time. That’s the Dashboard Way.
