About
alignment

™

# Alignment on 3 levels…

1. **Alignment of the enterprise to strategic intent**
   across strategy, purpose, systems, capability, architecture

2. **Alignment of people to the enterprise**
   understanding of the strategy

3. **Alignment of people with each other**
   implementation of the strategy

# Misalignment happens

## … and it leads to

INTERPRETATIONS

AMBIGUITY

ASSUMPTIONS

BIASES

INFORMATION GAPS

INFLUENCES

- decreased productivity
- attempts to fix misdirected efforts
- demotivation, stress and frustration
- reduced drive and innovation
- lost opportunities
- unnecessary expenditures
- increased staff turnover
- reputational impacts.

BOX, S., & PLATTS, K. 2005 – "BUSINESS PROCESS MANAGEMENT: ESTABLISHING AND MAINTAINING PROJECT ALIGNMENT", BUSINESS PROCESS MANAGEMENT JOURNAL, VOL. 11 ISSUE: 4, PP.370-387)

MIRRORMIRROR™

# Key research behind alignment

**Social Constructionism**
BERGER AND LUCKMANN

- Meaning is constructed between people through language, to create a shared reality.

**1972**

**Team effectiveness**
VAN DEN BOSSCHE ET AL

- When teams use learning behaviours (in the areas of psychological safety, interdependence, task cohesion, and group potency) they become more aligned and effective.

**2010**

**Neuroscience**
HILARY SCARLETT

- Without full explanations, consciously or unconsciously, we create assumptions and stories.

**2016**

**Conflicts in the workplace**
BUSHE & KENWARD

- 80% of conflicts at work occur because of stories people have made up about what is happening and why, and then used as the basis of actions.

**2017**

**Collaboration**
GRENNY & MAXFIELD

- Virtual teammates are 2.5 x more likely to perceive mistrust, incompetence, broken commitments, and bad decision making with their colleagues, and report taking 5 - 10 x longer to address their concerns.
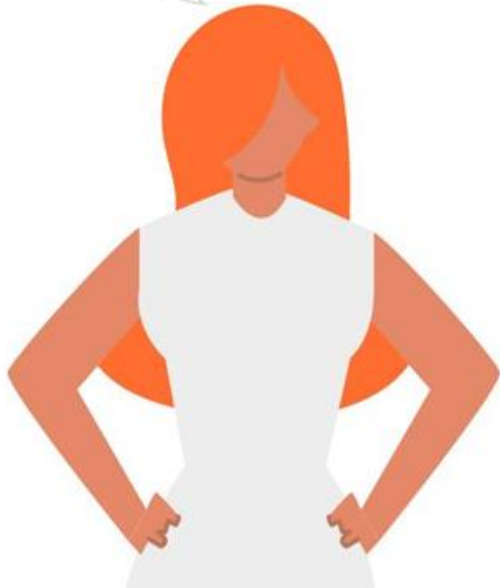
**2017**

![MIRROR MIRROR™ logo]

## DIAGNOSTIC

Our Team Reality Reports identify and measure alignment between people in teams.

## DIALOGIC

You can use this data as the start of a facilitated alignment process to improve effectiveness.

Tried and tested, we compare how people see their whole system at work to discover the common ground and differences:

1. How the strategy relates to the team
2. What developments affect their work
3. How team behaviours influence their work
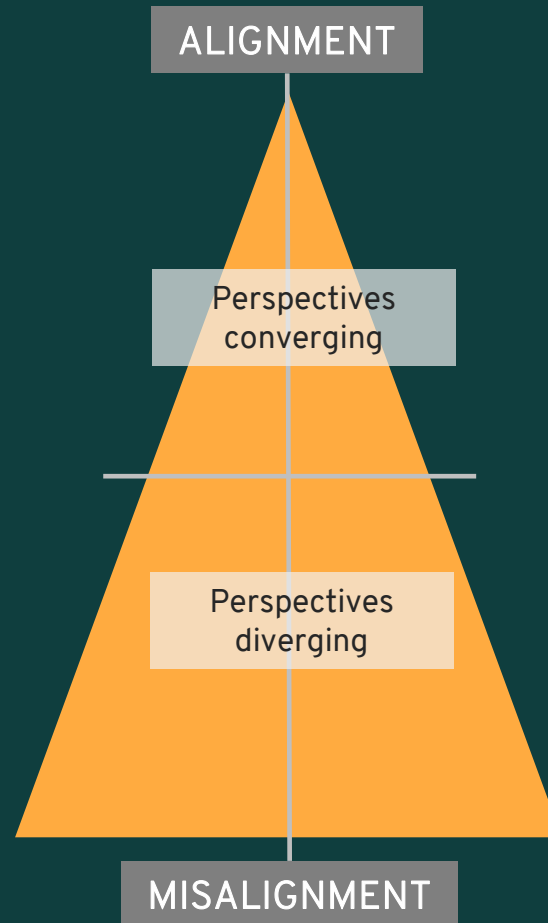4. How well they are supported to deliver.

# When you use this structured alignment process



Open

Effectiveness

| CURIOSITY AND INCLUSIVITY | SUPPORT AND CHALLENGE | TRUST IN SELF AND OTHERS |

Misalignment

Alignment

| TUNNEL VISION | PASSIVE AGREEMENT | GROUP THINK |

Closed

Conflict
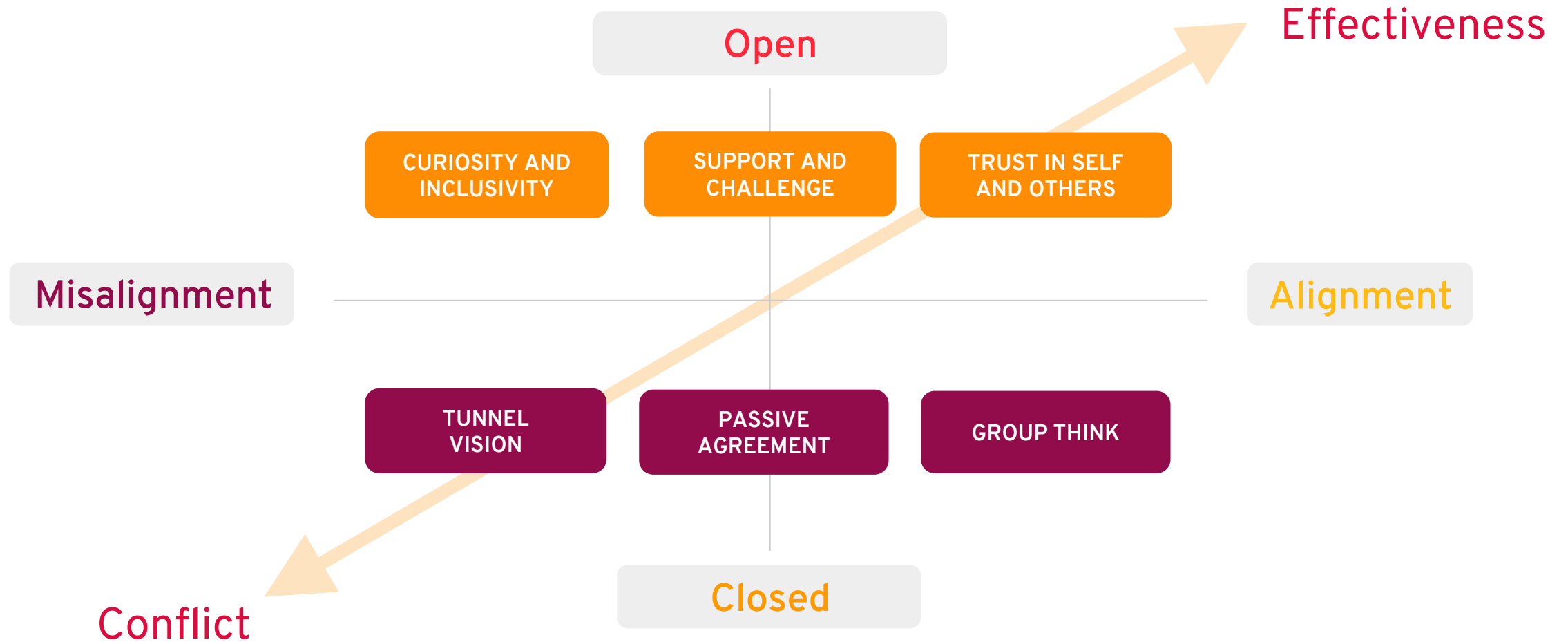
# The context

- More remote working
- Strategies evolving
- More change to manage
- Leaders need support

# The opportunity

1. Provide evidence of insights show the unseen or the unsaid
2. Support your clients to be more effective and prepared for change

**Alignment gets people in organizations pulling in the same direction**



Effectiveness

Collaboration

Engagement

Alignment

Empowerment
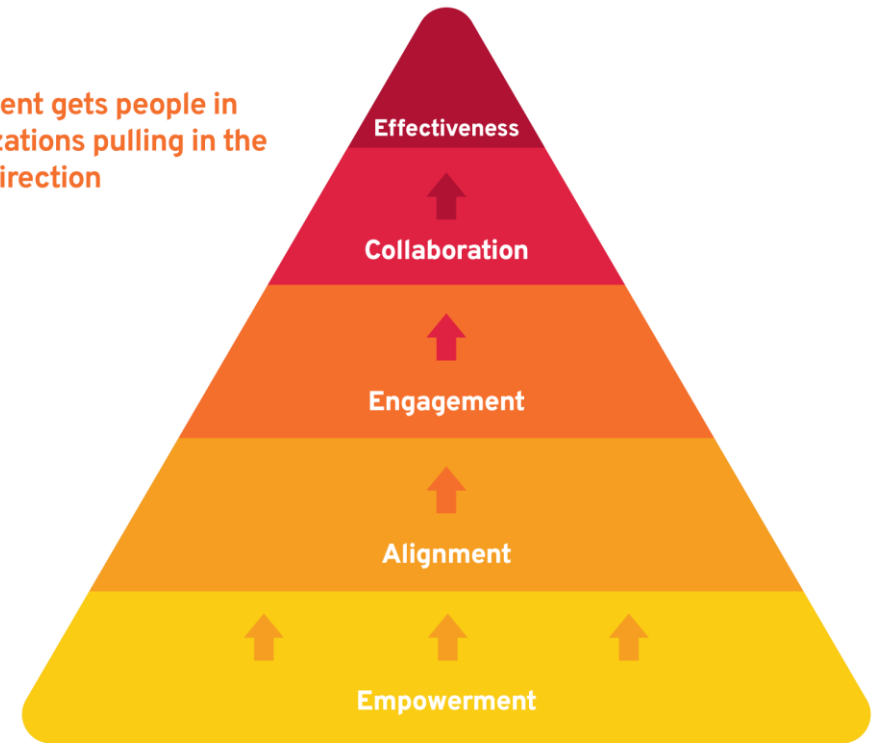
**MISALIGNMENT:**
COGNITIVE / BEHAVIOURAL DISSONANCE BETWEEN PEOPLE

**ALIGNMENT:**
COGNITIVE / BEHAVIOURAL COHERENCE BETWEEN PEOPLE

# Case Study
# Organizational Support
# EU Organization

Self managed teams with 60 people, 8 locations, 27 nationalities in a matrix structure. Remit: to deliver innovation in short term project teams.

· Largest concern - work overload
· Most popular descriptor - committed
· High levels of pride
· Struggling with strategic clarity

**HR DIRECTOR**

"I was inspired by the innovative way Mirror Mirror reflects the current research. It offers a practical and customised way of identifying and addressing systemic alignment issues."



## SIGNS OF MISALIGNMENT

· Complaints
· Disengagement
· "Us vs them" mentality

## CORE ALIGNMENT ISSUE

Conflicting ideas about the definition of 'self-managed' and how it works in practice.

## OUTCOMES

Quarterly planning discussions between management and teams to establish priorities together.

# Case Study - Learning Behaviours
## Logistics Team

15 people in 3 sub-teams, various generalist and specialist Roles, broad diversity in education, nationality and longevity.

Situation: Part of the business had been sold off, reducing the workload by 50%. Despite reassurances that there would be no redundancies, the team believed many staff would be laid off.

**TEAM LEADER**

"If this team can grasp the fact that it can create some exciting new logistics projects, then we are halfway there. We need their leadership, drive, and inspiration"

**SIGNS OF MISALIGNMENT**

· Low morale
· Fixed mindset
· Lack of innovation

**CORE ALIGNMENT ISSUE**

The team needed more strategic clarity and involvement in planning and delivering new work
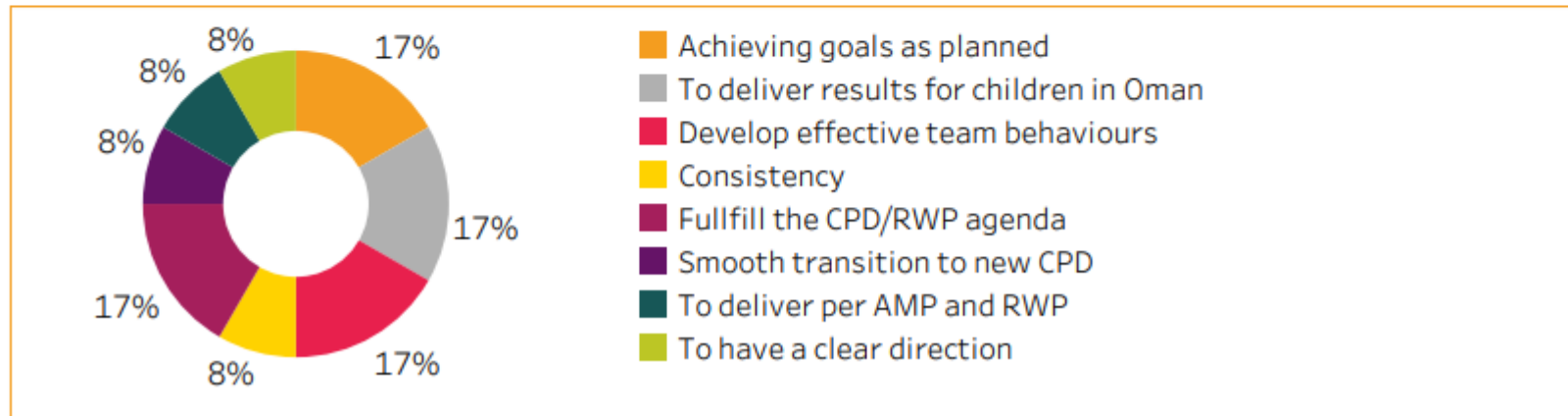
**OUTCOMES**

Innovation project teams created and run by employees reframed the challenge into opportunity

# Example data on Purpose and Goals – 12 people, children's charity
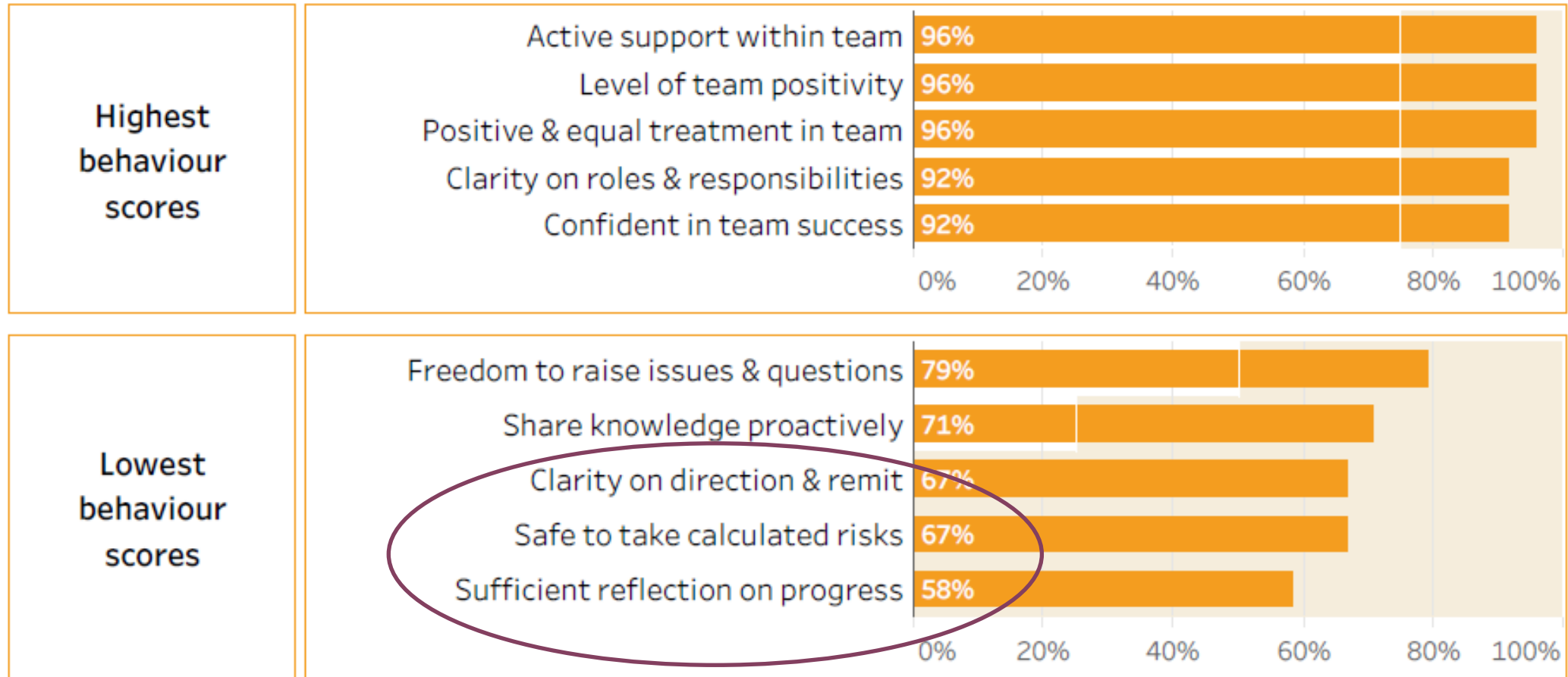
## Main purpose of the team



- To facilitate other departments' work
- Develop and fufill UNICEF mandate Oman
- Hard work and honesty
- To complete work
- To deliver results for children in Oman
- To execute CPD & support Gvmt counterparts
- To make a difference
- To support Gvmt under CRC
- To achieve goals in the CPD

## Main team goal for the coming 12 months



- Achieving goals as planned
- To deliver results for children in Oman
- Develop effective team behaviours
- Consistency
- Fullfill the CPD/RWP agenda
- Smooth transition to new CPD
- To deliver per AMP and RWP
- To have a clear direction

# Remote team 2: February 2020 - London



**Highest behaviour scores**

| | |
|---|---|
| Active support within team | 96% |
| Level of team positivity | 96% |
| Positive & equal treatment in team | 96% |
| Clarity on roles & responsibilities | 92% |
| Confident in team success | 92% |

**Lowest behaviour scores**

| | |
|---|---|
| Freedom to raise issues & questions | 79% |
| Share knowledge proactively | 71% |
| Clarity on direction & remit | 67% |
| Safe to take calculated risks | 67% |
| Sufficient reflection on progress | 58% |

**Remote team 3:** March 2020 - London
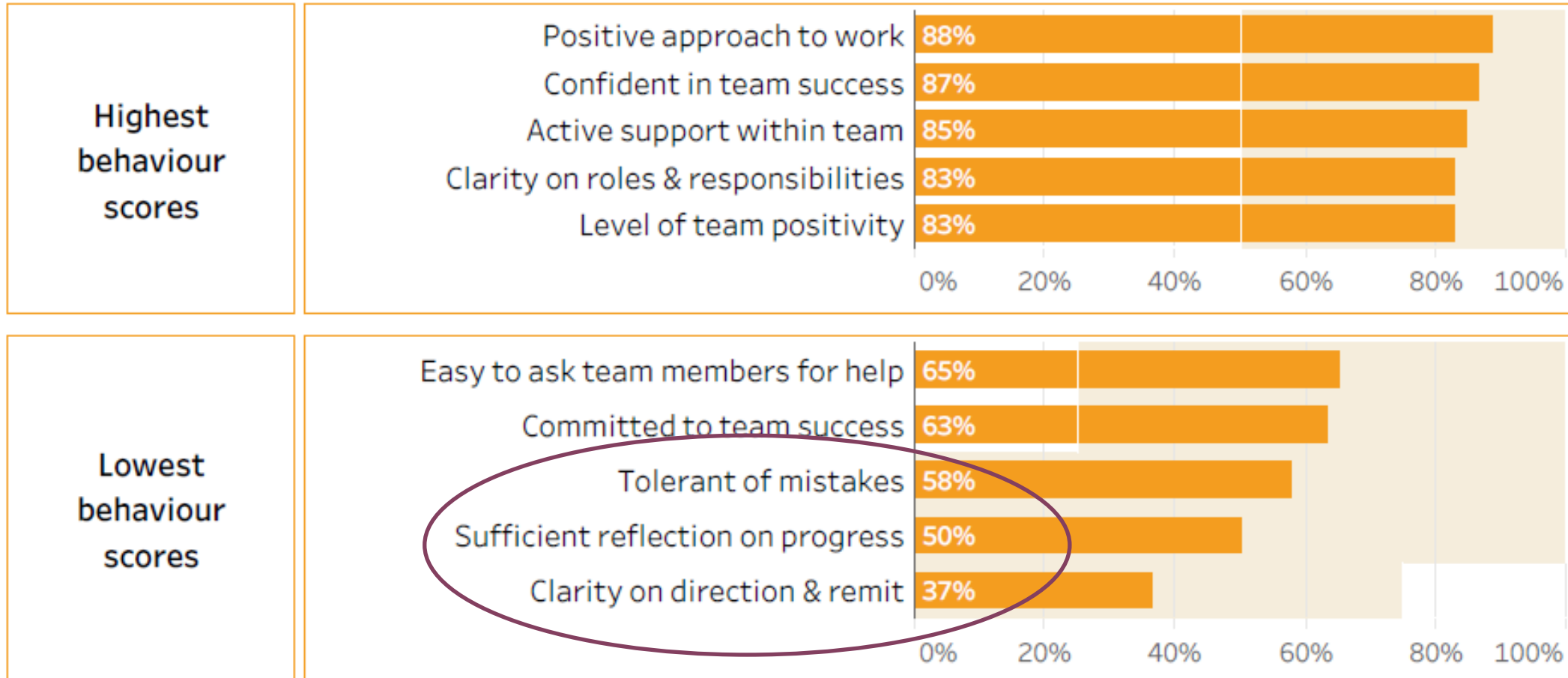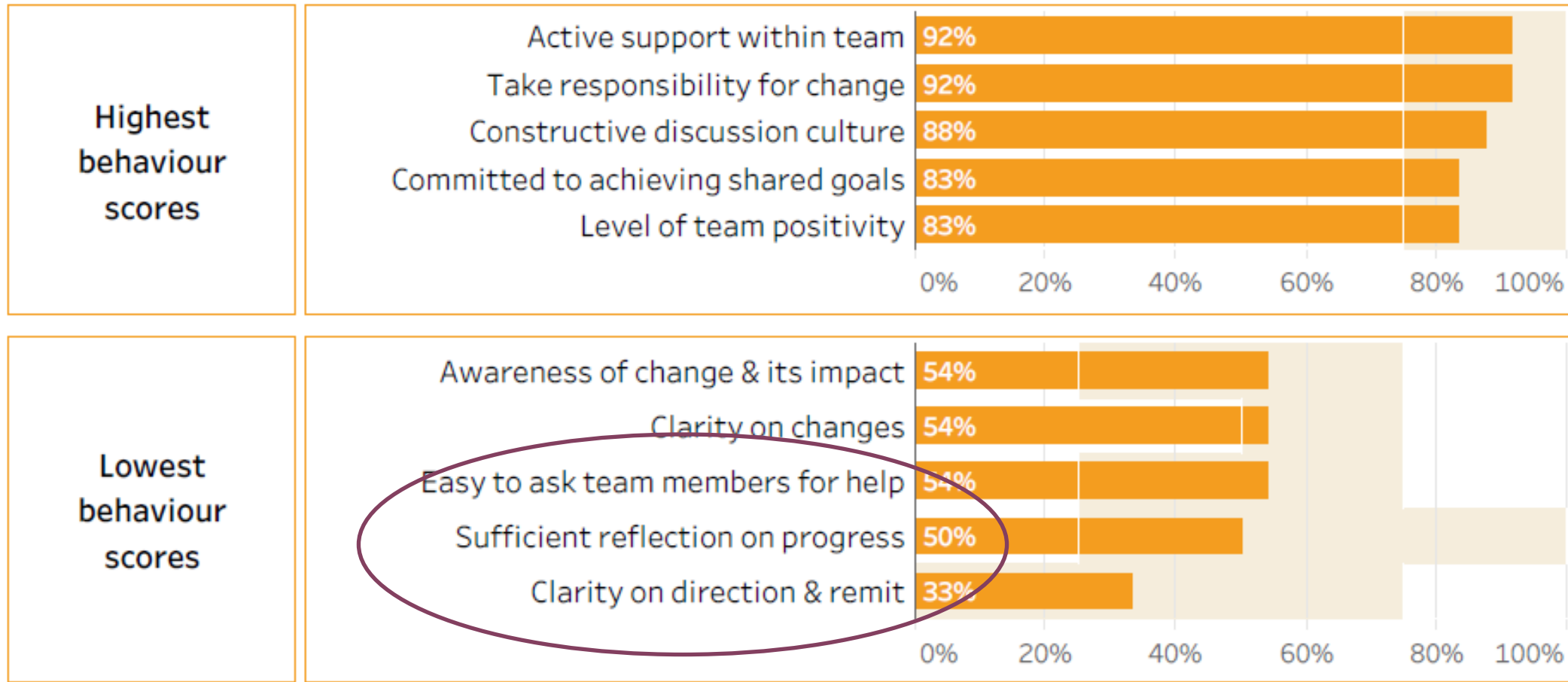
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**Highest behaviour scores**

| Positive approach to work | 88% |
| Confident in team success | 87% |
| Active support within team | 85% |
| Clarity on roles & responsibilities | 83% |
| Level of team positivity | 83% |

0%  20%  40%  60%  80%  100%

**Lowest behaviour scores**

| Easy to ask team members for help | 65% |
| Committed to team success | 63% |
| Tolerant of mistakes | 58% |
| Sufficient reflection on progress | 50% |
| Clarity on direction & remit | 37% |

0%  20%  40%  60%  80%  100%
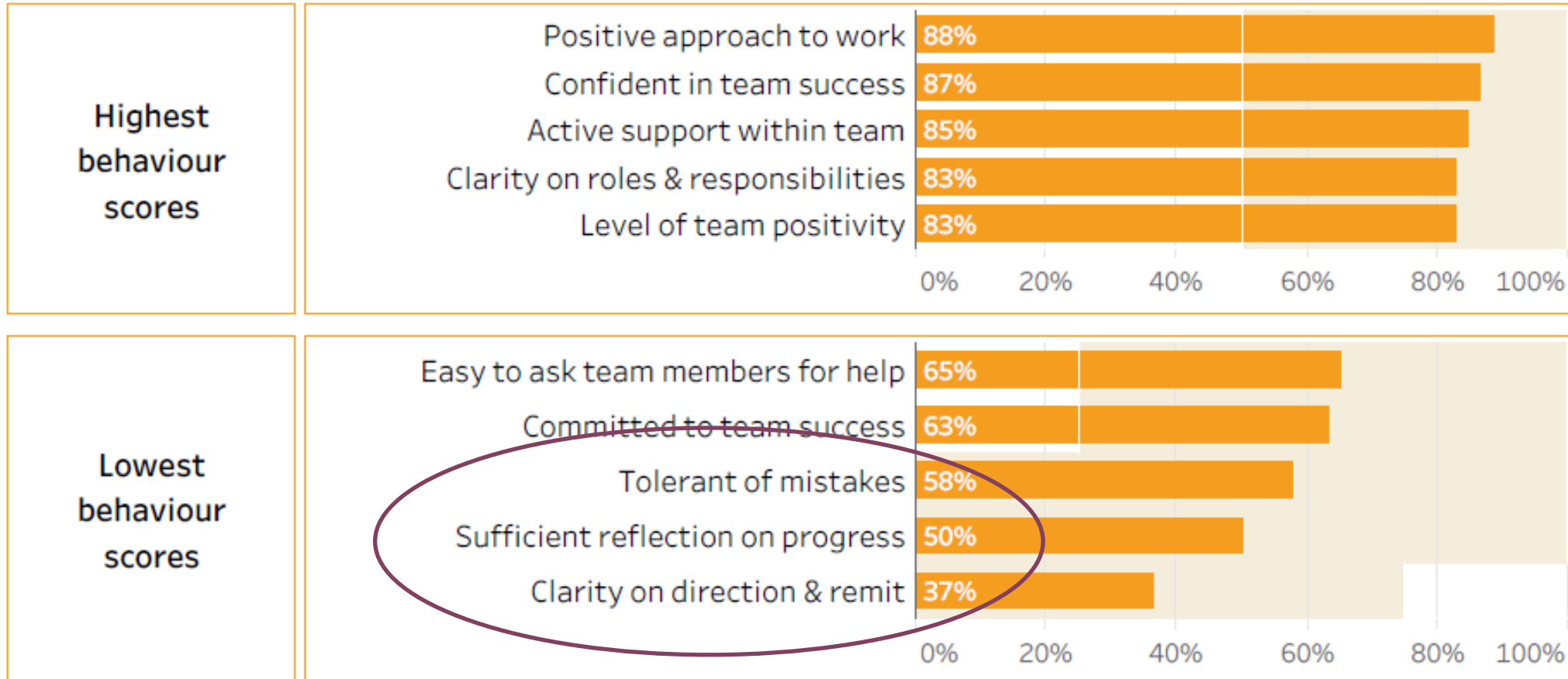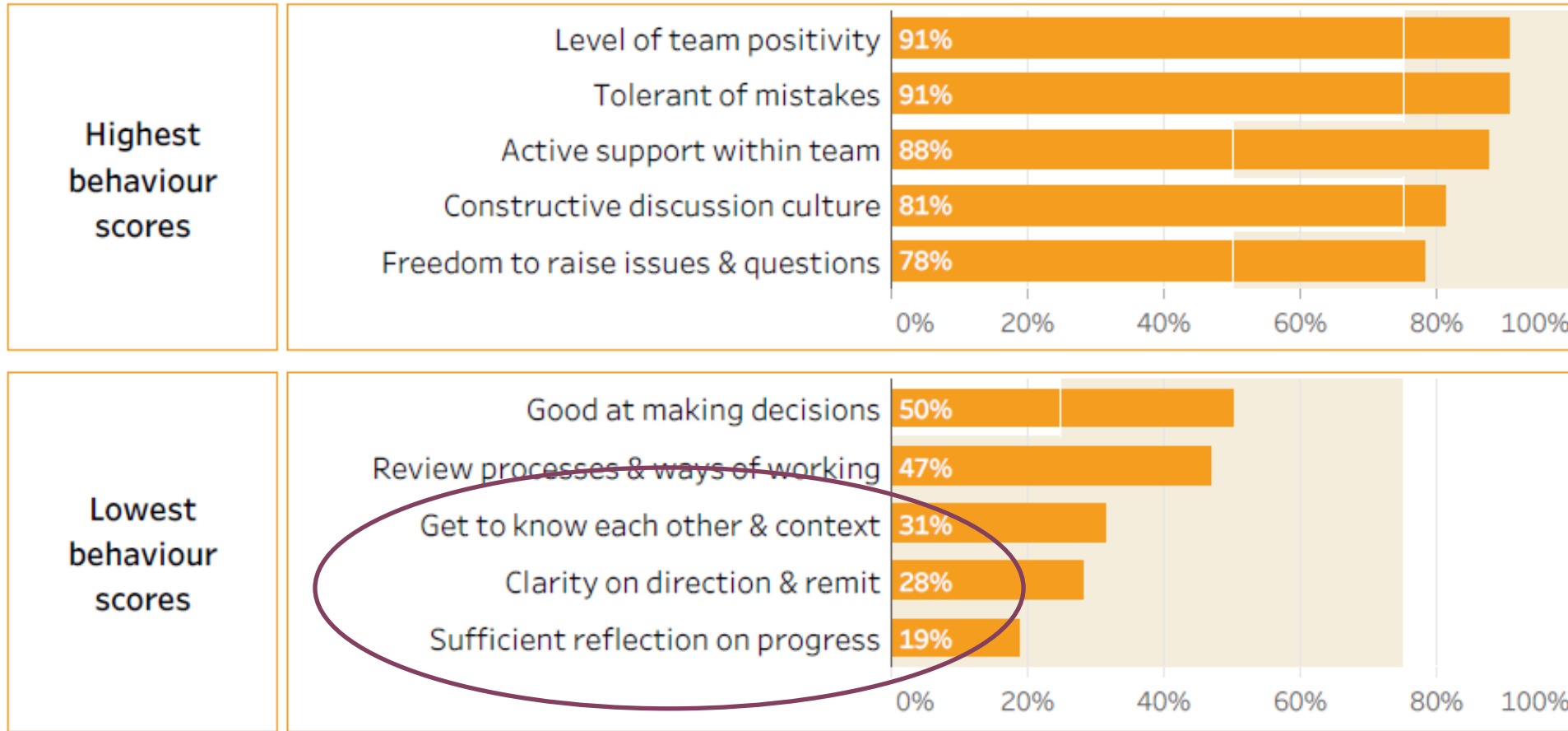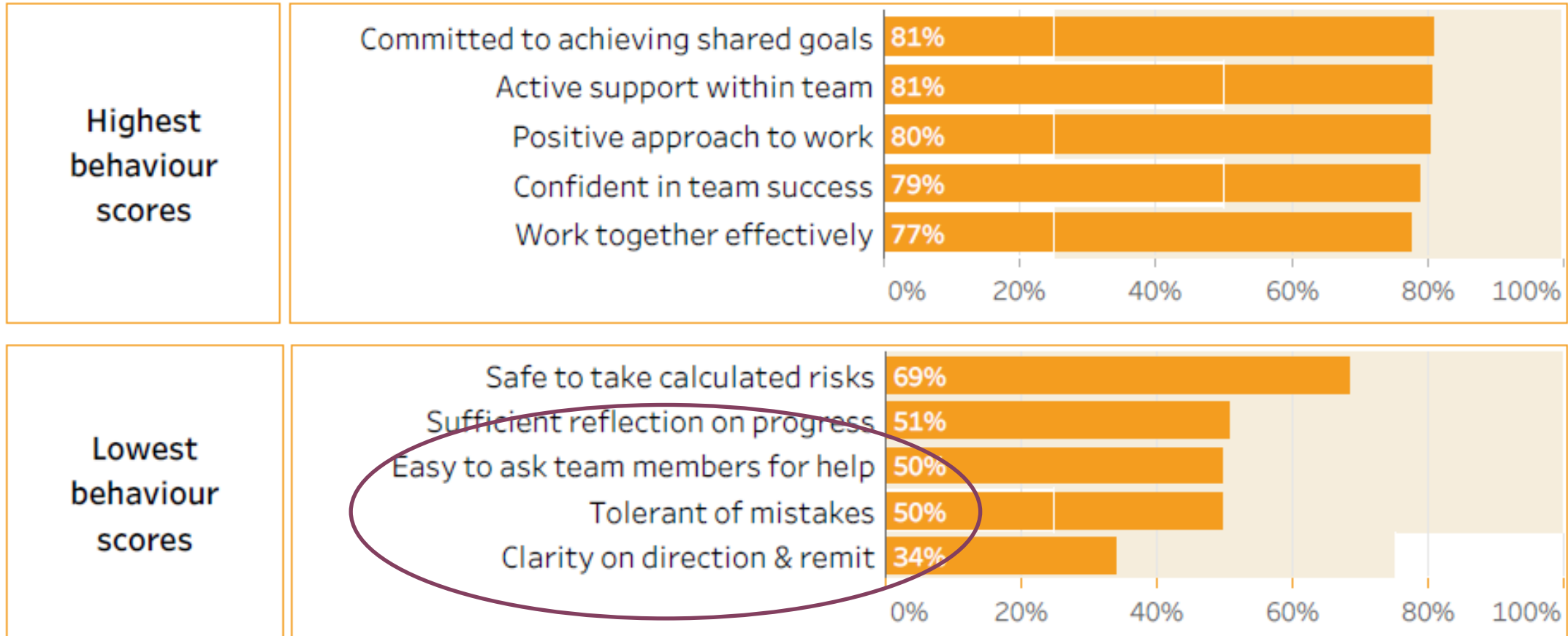
# In person team: Feb 2022 -Oman

| Highest behaviour scores | |
|---|---|
| Active support within team | 96% |
| Committed to achieving shared goals | 94% |
| Confident in team success | 94% |
| Positive & equal treatment in team | 90% |
| Positive approach to work | 90% |

| Lowest behaviour scores | |
|---|---|
| Review processes & ways of working | 73% |
| Easy to ask team members for help | 67% |
| Clarity on direction & remit | 54% |
| Sufficient reflection on progress | 46% |
| Tolerant of mistakes | 40% |

https://mirrormirroralignment.com/practitioners

# Competitors 1/2:
## Similar offerings take a different lens and / or a narrower scope to achieve different outcomes

**1** **Team psychometrics for effectiveness**

EXAMPLE

Belbin's Team offering identifies the strengths and weaknesses of the team by combining individual personality assessments to improve effectiveness through improved team collaboration.

- Narrower scope – the data looks exclusively at personality and interaction
- Does not help people in teams develop a better understanding about how to approach their shared challenges.

**2** **Governance assessments for effectiveness**

EXAMPLE

Digi-Board offers assessments to top level teams in the charitable sector to improve governance processes.

- Narrower scope – exclusive focus on the process of governance
- Does not ask qualitative questions to show insights that relate directly to the unique context or needs of the participating team.

**3** **Purpose scanning for effectiveness**

EXAMPLE

Economics of Mutuality helps build relationships between companies, society and the environment, part of which assesses alignment on purpose.

- Different lens and scope: measures purpose with employees and / or stakeholders
- Does not ask qualitative questions to show insights that relate directly to the unique context or needs of the participants.

# Differentiation 2/2:

**4** ## Team Connect 360

Assesses alignment in the team and around the team via survey with stakeholders.

- Answers the question: How well are we delivering to the needs of our stakeholders?
- Is based on the principle that purpose is co-created by the team and its stakeholders (assumes agency) and explores some perceptions within the whole system of the team as part of the intervention.
- Takes a longer term, more programmatic approach

**5** ## Ruth Wageman's 6 Conditions

Looks at the presence of and relationships between set criteria in the areas of essentials, enablers, task processes, and team effectiveness in order to improve collaboration.

- Answers the question: What do we need to do to set us up for success, as a team?
- Does not ask qualitative questions about the text context to show insights that relate directly to the unique needs of the participating team.

## In contrast, Mirror Mirror:

- Answers the question: How aligned is this team from an effectiveness perspective?
- Is based on the principle that people are brought into a team remit within a 'given' frame (part of the intervention surfaces and captures feedback about where that frame could alter, if needed)
- Takes a whole systems approach but does not see the need to source data outside of the team as part of the intervention.  Rather, in the group learning alignment process, participants are encouraged to come up with ideas, questions, actions and feedback that will likely involve stakeholders as necessary
- Has several products for different teams at different levels, and between multiple teams for cross-team comparison.