

ALIGNMENT 101

In 2018, Dave Ramos, the CEO of SHIFTPOINTS, studied over 300 companies ... he interviewed over 100 Chief Executive Officers ... and he came to One Conclusion:

Alignment is the Ultimate Competitive Advantage™!

Dave compiled his findings in a new book called *Drive One Direction – How to Unleash the Accelerating Power of Alignment*. Some of the key insights include:

1	No standard definition exists for organizational alignment, so we wrote one: An optimal state where everyone—and everything—is externally aligned with market realities, vertically aligned with corporate priorities, and horizontally aligned to leverage the full resources of the company to win.
2	Alignment is mission critical for every organization. That is why we say, “Alignment is Job One.”
3	Organizational and societal factors have made alignment infinitely more difficult than it was just One Generation ago.
4	Alignment is a complex, multi-dimensional problem. Therefore, solving it will require a sophisticated, integrated solution.
5	Misalignment is the root cause of virtually every organizational and interpersonal dysfunction.
6	The complexity of aligning an organization is driven by four factors: the number of employees, the number of divisions, the number of locations, and the number of countries. Thus, #E x #D x #L x #C = Your Alignment Complexity Index™ (ACI).
7	There is no standardized methodology for measuring organizational alignment. Therefore, SHIFTPOINTS developed the One-Question “Corporate Alignment Percentage™ (CAP).”
8	Misalignment is massively expensive. To calculate the cost of misalignment, multiply your total payroll times (1 – your Corporate Alignment Percentage.) For most companies, improving alignment might be the highest ROI activity they can undertake.
9	While alignment is mission critical for every organization, every organization must create alignment in a unique, one-of-a-kind way. This is driven by your life stage, operating model, and business philosophy.
10	One-Company campaigns have the potential of producing dramatic results. For example, the stock prices of Ford, Starbucks, and Microsoft all doubled after implementing their campaigns.

Finally, our research led us to conclude that highly aligned companies grow faster than their misaligned competitors. That is why we call them “fast-lane companies.”

These fast-lane companies are externally aligned, vertically aligned, and horizontally aligned.

Alignment creates speed. That is why we call it the accelerating power of alignment.