

Explanation of an Alignment Cycle And Your Role as a Participant





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Document Purpose

You are receiving the following information as a participant in an upcoming Alignment Cycle. It will help you understand the steps, inputs, outputs, and your role - enabling you to efficiently participate and gain value from the collaboration.

Context

You are one of a set of participants with a common purpose - a topic which will require coordinated action to be successful. Alignment Cycles enable such groups to efficiently assemble their most valuable, viable, and endorsed, plans and goals.

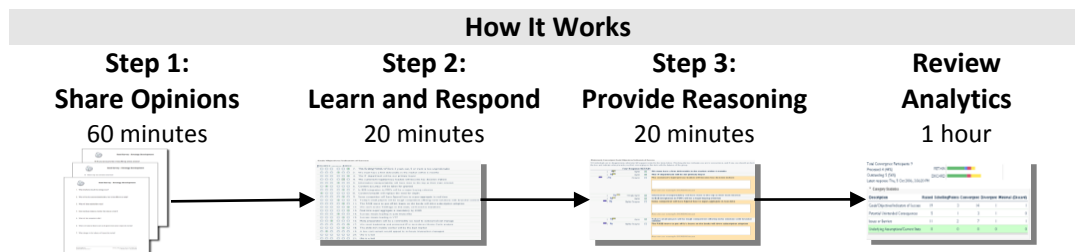
Alignment Cycles comprise four stages.



Measure Alignment

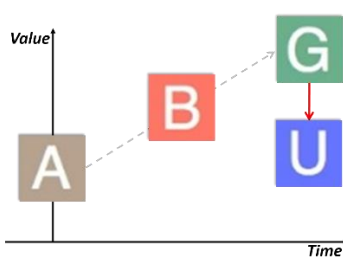
Two phases:

1. A '3-step virtual conversation' allowing you to privately share your opinions on the topic at hand, learn what the group thinks, indicate your level of agreement, and provide reasoning - without requiring any in-person meetings, just 2 hours of your time over the 3 steps.
2. SchellingPoint's Alignment Analytics automatically generate a report on your group's like-mindedness around the topic, with a link to a private, personalized report showing how your own opinions compare with the overall group.



The Inputs

In Step 1, you will be invited to share four categories of opinion via phone or online:



- G** How you envision the Goals, objectives and indicators of success for the topic
- U** Your concerns for negative side-effects and possible unintended consequences of taking action
- B** The Barriers you experience or foresee to being able to plan, execute and sustain the changes
- A** Your Assumptions about the current state of the topic.



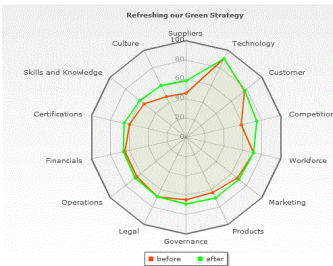
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The Outputs

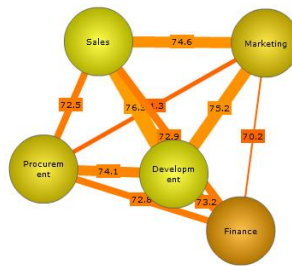
Upon completion of the virtual conversation, you will be invited to a review, where your group's alignment analytics provide insight into:

THE DRIVING FORCES   THE RESTRAINING FORCES

- Shared Assumptions
- Common Goals
- Shared concerns for Barriers and Unintended
- Differing Assumptions
- Misaligned Goals
- Non-shared concerns for Barriers and Unintended



Theme Alignment



Group Alignment



Opinion Category Alignment

The analytics will enable your group to pinpoint the next steps required to design coordinated action.

A Heads Up

Alignment is not Yes/No or We Are/We Aren't. The initial Degree of Alignment of every group measured has been between 44 and 83 on a 0 to 100 scale. Your group will not be fully likeminded either.

Privacy

At no time are your opinions and reasoning attributed back to you. The Alignment Cycle is conducted under a Personal Non-Disclosure Agreement. You will receive a copy shortly.

Timeframes

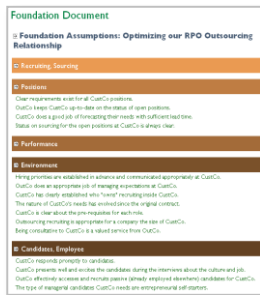
The Measure Alignment steps described above may occur over a period of a day, a week or a month, subject to participant availability.

Maximize Alignment

There are [three reasons for misalignment](#), which can be identified and solved through one question.

This stage produces the conditions required for coordinated action through the assembly of 4 artifacts:

Foundation Document



The agreed-to Assumptions regarding the starting point and the case for action.

Rich Scorecard



An endorsed Scorecard identifying the group's aspirations, in measureable form.

Constraint Removal



The design of activities which will mitigate any validated issues.

Action Roadmap



The time-phased sequence of actions that attain the group's objectives.



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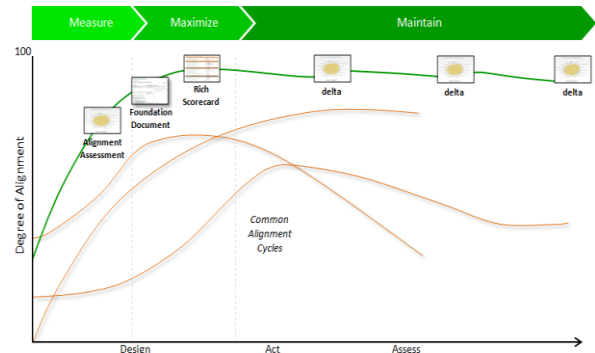
Act Aligned

Within a few hours per person, your group can start to execute their topic confident in the knowledge it is deemed as most valuable and viable given currently available information.

Maintain Alignment

Multiple factors, mostly out of your group's control, cause alignment to drift over time:

1. Original assumptions become invalid
2. Industry change, new customer needs, and competitor actions shift the landscape
3. New people enter the collaboration, with different views and opinions on the topic
4. Through working together, alignment increases and decreases on different aspects of the topic
5. People's views of the topic change through 'doing it'
... plus other reasons.



To ensure the groups's alignment stays high, 'delta' assessments are conducted each 4 to 6 months to ensure the topic's ROI is generated.

Alignment Manager

You have been assigned an Alignment Manager. Alignment Managers are trained and certified to use the Alignment Optimization (AO) techniques and the AOT software to conduct an efficient and effective Alignment Cycle. Their responsibility is to each person in your group, not just the sponsor.

Support

In addition to your Alignment Manager's contact information, feel free to contact us at support@schellingpoint.com any time you have questions.

Further Information

[Introduction to Alignment Optimization 5-Minute Video](#)

[Introduction to Alignment Cycles 5-Minute Video](#)

[The SchellingPoint Website](#)