

The Strategic Alignment Survey

Department X Report
At July 2005

For:


Company ABC

Presented By:

integro
leadership institute

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The Strategic Alignment Survey™

Employee *alignment* is critical. When employees are not aligned with the organization's goals and strategies, the right work does not get done... or it does not get done right. What many managers fail to realize is that if employees are not *aligned* with the organization's *Purpose, Values* and *Vision*, they are very unlikely to be aligned with your goals, strategies and processes.

When employees feel connected to the purpose and vision of the organization, they have a clear understanding of how important the products and services you provide are to your customers and the community. They also see a clear connection between what they do and the success of your organization in fulfilling its purpose.

As a result, *aligned employees* see their work as meaningful. They look forward to coming to work, and have a sense of pride in what they do and the organization they work for.

When there is a high level of *trust* throughout the organization:

- Expectations are clear, disagreements are discussed and resolved and individual performance is discussed and agreed on without having to rely on a formal process.
- Information is exchanged freely as needed, feelings and opinions are openly discussed and people do not have hidden agendas.
- Differences are valued, employees feel respected for their contribution, and have input into how the organization can be more successful.
- People keep their commitments, strive for excellence in everything they do, and can count on each other for support.

This is a place where people want to work... a workplace based on *trust* and *personal responsibility*.

The *Strategic Alignment Survey*™ measures four key areas that have an impact on employee alignment and engagement, and provides feedback by division, business unit, location, and work teams across the organization. The four sections of this report are:

Section One – Kinds of People

- Whether employee behavior is *Self-Directed, Rebellious* or *Compliant*

Section Two – Group Trust Level Report

- The degree to which group members practice *trust building behaviors*

Section Three – Values That Build Trust

- The *values* that must be present for trust to develop

Section Four – Group Alignment Report

- The degree to which group members are *aligned* with the organization's *Purpose, Values, Vision, Goals, Procedures* and *Roles*

Section One – Kinds of People

This section is measuring employees' perceptions of the behavior of their co-workers, based on the *kinds of people* described in Integro's *Personal Responsibility Model*.

This model identifies three *kinds of people*:

Self-Directed – people who are personally responsible, and two kinds of *Other-Directed* people – those who tend to be **Compliant**, and those who are **Rebellious**.

The survey asks employees to respond to the following question:

What percentage of the people that you work with would fit each of the following three descriptions? Please ensure your total for all three equals 100%.

- Person 1** - Will not be told what to do; feels frustrated; feels entitled to better treatment; does just what they have to do to keep their job; tends to blame others when things go wrong. (**Rebellious**)
- Person 2** - Does what they are asked to do; does not feel committed to the organization... it's just a job; sticks to the rules and stays out of trouble. (**Compliant**)
- Person 3** - Is committed to the organization; open-minded and willing to learn; accepts personal responsibility for their performance; uses initiative and creativity to improve results. (**Self-Directed**)
(Respondents to the survey do not see the labels shown in parenthesis.)

Reading the Graph: The pie chart shows the average percentage of scores for the three descriptions, for all employees in this group that respond to the questions.

Important Note: While we have used the title “Kinds of People” for this section, we are really talking about how employees are currently behaving. It is important to understand that Rebellious and Compliant behaviors are natural responses from employees who perceive themselves to be in an Authoritarian environment.

It is also possible for the same person to use all three types of behavior in one day.

Therefore this result is not a *portrait* of the employees in your group, merely a *snapshot* of how they were behaving at the time this survey was taken.

Key Questions:

- How do you need your employees to behave to achieve your objectives?
- Is your present leadership approach going to allow your employees to be *self-directed*?
- What kind of culture do you need to create to attract and retain *Self-Directed* people, and get your currently *Rebellious* and *Compliant* people to behave in a *self-directed* way?

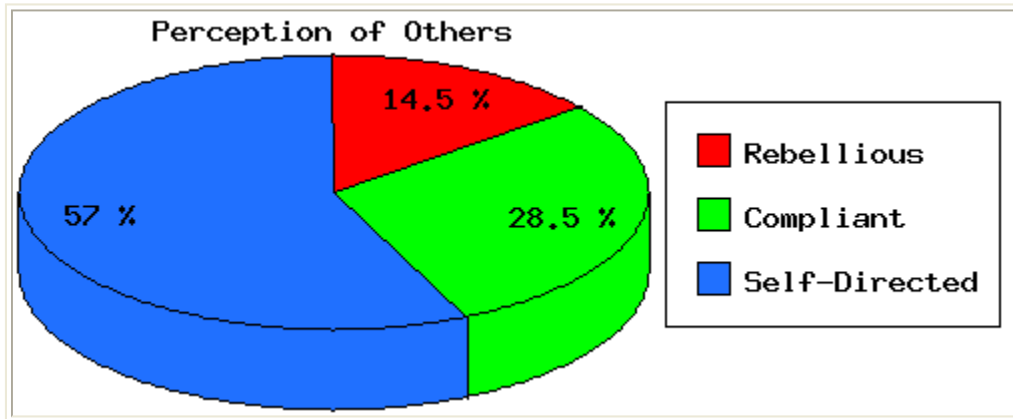
Section 1 - Kinds of People

Employee behavior perceived by coworkers

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Overall Group Values

Rebellious	14.5 %
Compliant	28.5 %
Self-Directed	57.0 %

Section Two - Group Trust Level Report

This report is measuring the degree to which employees perceive the four *elements of trust* are present in their work group. The elements of trust and the behaviors measured are:

Congruence - the degree to which employees (1) have clearly defined and agreed behavioral standards, (2) make sure expectations are clear, (3) are willing to discuss and resolve disagreements and (4) practice what they preach.

Openness - the degree to which employees (1) openly share information and opinions, (2) discuss feelings with one another, (3) do not withhold relevant information from one another, and (4) are comfortable receiving feedback from each other.

Acceptance - the degree to which employees (1) are really listened to, (2) are accepted for who they are, (3) feel it is safe to express conflicting views, and (4) encourage and support each other.

Reliability - the degree to which employees (1) can rely on each other to get the job done, (2) do what they say they will do, (3) take ownership of their jobs and, (4) have high standards of quality in everything they do.

Although it is common to get a spread of responses on each scale, there is usually a tendency for some consistency in group scores, so the elements that need most work can easily be identified.

The percentages for each element represent the raw scores from the questions asked compared to the maximum possible score.

- A score of 70% for Openness is saying that the total aggregate score for the team is 70% of what is possible, not that 70% of the team is open.
- There is no way of looking at the report and calculating this percentage.

Often, the most underrated element is *Acceptance*. It is this element that creates the climate for the other three to increase. When team members feel that they are valued and respected, they are more comfortable being open and honest with each another.

Key Questions:

- Which of the *Elements of Trust* are we best at and worst at?
- What are the factors that contribute to our strengths and areas we need to improve?
- What barriers need to be removed to increase the trust level on all four elements?

Section 2 - Group Trust Level Report

The level of Trust Building behaviors

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		Group Trust Level								
Congruence	<p style="text-align: center;">Trust Level</p> <p style="text-align: center;">Respondents</p> <table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th>Trust Level</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>Low</td><td>1</td></tr> <tr><td>Medium</td><td>2</td></tr> <tr><td>High</td><td>5</td></tr> </tbody> </table>	Trust Level	Count	Low	1	Medium	2	High	5	60.0%
Trust Level	Count									
Low	1									
Medium	2									
High	5									
Openness	<p style="text-align: center;">Trust Level</p> <p style="text-align: center;">Respondents</p> <table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th>Trust Level</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>Low</td><td>0</td></tr> <tr><td>Medium</td><td>2</td></tr> <tr><td>High</td><td>4</td></tr> </tbody> </table>	Trust Level	Count	Low	0	Medium	2	High	4	77.5%
Trust Level	Count									
Low	0									
Medium	2									
High	4									
Acceptance	<p style="text-align: center;">Trust Level</p> <p style="text-align: center;">Respondents</p> <table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th>Trust Level</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>Low</td><td>0</td></tr> <tr><td>Medium</td><td>1</td></tr> <tr><td>High</td><td>11</td></tr> </tbody> </table>	Trust Level	Count	Low	0	Medium	1	High	11	92.5%
Trust Level	Count									
Low	0									
Medium	1									
High	11									
Reliability	<p style="text-align: center;">Trust Level</p> <p style="text-align: center;">Respondents</p> <table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th>Trust Level</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>Low</td><td>0</td></tr> <tr><td>Medium</td><td>2</td></tr> <tr><td>High</td><td>3</td></tr> </tbody> </table>	Trust Level	Count	Low	0	Medium	2	High	3	70.8%
Trust Level	Count									
Low	0									
Medium	2									
High	3									

Overall Group Level of Trust = 75.2 %.

Section Three – Values That Build Trust

Section Two of this report looked at the Trust Building Behaviors, and this section measures the Values that must be present to drive the trust building behaviors. There are two values that need to be present for each of the four **Elements of Trust**.

The eight values are:

Congruence

- **Straightforwardness:** People are clear about what is expected of them
- **Honesty:** Having high standards of honesty in everything we do

Openness

- **Receptivity:** Giving new ideas and methods a fair hearing
- **Disclosure:** Communicating openly one's own ideas and opinions

Acceptance

- **Respect:** People are valued for who they are
- **Recognition:** People get the recognition they deserve

Reliability

- **Seeks Excellence:** Striving to do our best in everything we do
- **Keeps Commitments:** People follow through on their responsibilities

In the questionnaire employees are asked two questions about each of these values:

- How important is this to you personally?
- How well does your organization operate by this value?

Employees do not see the Elements of Trust or the name of the value, just the description.

Reading the Graph: Each of the eight values shows the average score on the first bar (on a scale of 1 to 10) of how important these values are to your employees. The second bar represents the average score for employees' perceptions of the organization's performance on each value. The column on the right shows the number of respondents who completed these questions. The **Trust Values Gap Score** in the box at the top of the page shows the sum of all of the gaps.

Interpretation: The difference between "personal importance" and "organizational performance" can have a significant impact on employee engagement and commitment. If employees indicate that these values are "important" to "very important" to them, and then rate the "organization's performance" significantly lower, they are saying is: "This is important to me but my organization doesn't operate this way."

Key Questions:

- Which values are most important to our employees?
- What do we need to do to improve our organization's performance in these values?

Section 3 - Values That Build Trust

The gap between Employee Expectation and the degree to which the Organization operates by these Values

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Your Trust Values Gap Score is 8.9

The graphs below show the Personal Importance and Perceptions of Work Performance for each of the eight values.

	Gap
Straightforwardness	
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> Personal Importance Work Performance </div> <div style="flex-grow: 1;"> </div> </div>	1.5
Honesty	
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> Personal Importance Work Performance </div> <div style="flex-grow: 1;"> </div> </div>	1.2
Receptivity	
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> Personal Importance Work Performance </div> <div style="flex-grow: 1;"> </div> </div>	0.2
Disclosure	
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> Personal Importance Work Performance </div> <div style="flex-grow: 1;"> </div> </div>	1.2
Respect	
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> Personal Importance Work Performance </div> <div style="flex-grow: 1;"> </div> </div>	0.5
Recognition	
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> Personal Importance Work Performance </div> <div style="flex-grow: 1;"> </div> </div>	0.6
Seeks Excellence	
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> Personal Importance Work Performance </div> <div style="flex-grow: 1;"> </div> </div>	1.7
Keeps Commitments	
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> Personal Importance Work Performance </div> <div style="flex-grow: 1;"> </div> </div>	2.0

Section Four - The Group Alignment Report

This report is measuring two things:

Clarity - how clear each individual believes their work group is on the *purpose, values, vision, goals, procedures* and *roles*.

Approval - to what degree each employee *approves* of the *purpose, values, vision, goals, procedures* and *roles*.

Clarity

It is important to understand the difference here between what we are measuring on *clarity* and *approval*. With *clarity*, we are measuring each employee's perception of how clear they believe their work group is, not how clear the individual is. When people are asked how clear they are, some individuals may not want to admit not being clear. By asking whether they perceive the group to be clear, we get a more accurate picture of clarity.

It is also possible that an individual, the team leader for example, may be very clear on the vision themselves, but believe that the team is very unclear about that vision.

Approval

With *approval*, we are measuring the individual's personal approval. So it is possible to have a *smiling yellow face* in a *very unclear* position on the graph. This would tend to indicate that this person is clear about that item themselves, and approves of it, but believes that the team is very unclear.

The percentages for *Team Clarity* and *Team Approval* represent the raw scores from the questions asked compared to the maximum possible score.

- A score of 70% for Team Clarity is saying that the total aggregate score for the team is 70% of what is possible.
- There is no way of looking at the report and calculating this percentage.
- That is also true of the approval scores... a person does not have to totally approve of each question to get a smiling face, so you can have all smiling faces and a score of less than 100%.

The main benefit of the **Group Alignment Report** is that you can see at a glance in which of these key areas you need to focus on increasing clarity, and where there is a need for more approval.

Key Questions:

- On which items is our group most in alignment?
- How well do we perform in these values?

























































Section 4 - Group Alignment Report

The degree to which Employees are Aligned with the Organization

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	Very Unclear		Moderately Unclear		Moderately Clear		Very Clear		Group Clarity	Group Approval
Purpose				 1	 3  1  1	 10	 8  1	84.7 %	84.7 %	
Values	 1	 1	 1	 1  1	 5  1	 10	 5	72.4 %	89.7 %	
Vision		 1	 1  1  2	 3  3	 5  1	 8	 1	62.2 %	76.3 %	
Goals		 1		 4  1  1	 2  4  1	 7	 5	71.8 %	78.8 %	
Procedures		 1	 4	 1  2  1	 2  5  1	 4  3	 2	64.1 %	69.2 %	
Roles		 1		 1	 4  3  1	 3  3	 6  3  1	80.8 %	68.6 %	

Position = Clarity

Countenance = Approval

Overall Group Alignment

Clarity	72.7 %
Approval	77.9 %