Aligned teams deliver better results more consistently and they have deeper connections to each other and their organizations.

Do you get frustrated with having the same conversations over and over with your colleagues? Does your team or company struggle with decision making, prioritization, having the right discussions, transparency, or accountability?

These are all common areas where misalignment shows up and holds teams back from achieving their most ambitious goals.
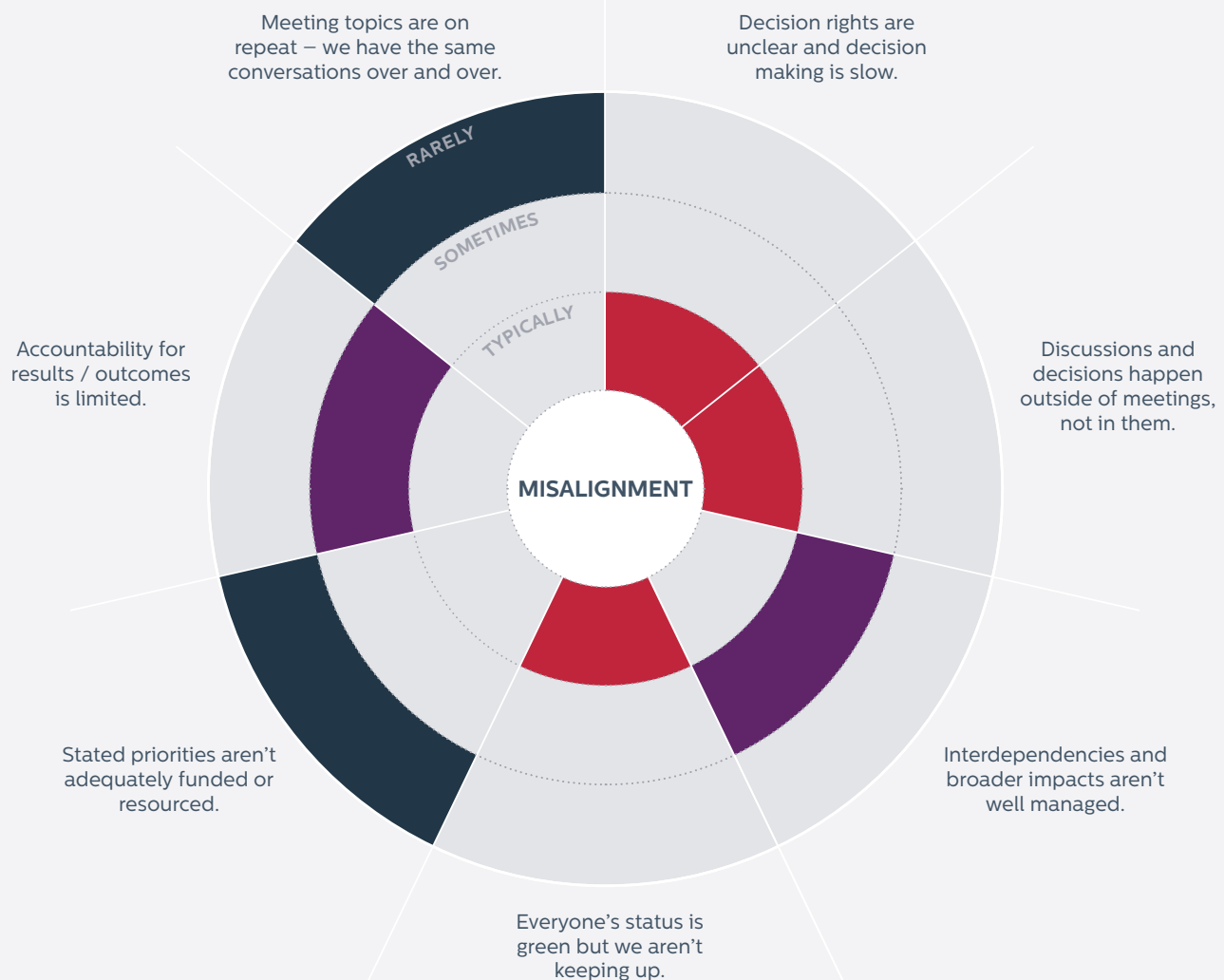
Alignment comes from clarity on shared goals, a connection to each other and the business that supports decision making, commitment to ways of working to deliver together, and the courage to hold yourself and others accountable to how to deliver as a team.

Misalignment is problematic at any level of an organization, and all teams can benefit from focusing on getting better aligned. It is especially dangerous with enterprise-level leaders who need to work together to bring the full capabilities and power of the area or company to bear on market-impacting challenges.

The urge to go 'heads-down' or to 'stay in my lane' is deeply embedded in many people, and it is often a default way of working for leaders. It is easier, can be more satisfying, and feels comfortable to stay in an area of expertise, with clear boundaries around decision making authority and span of control. But the mindsets and group dynamics that support that attitude create severe limitations and can blind leaders to both the risks and potential opportunities that exist between them.

The first step in addressing misalignment is recognizing how it shows up on your team. Turn the page to try our *KARRIKINS Alignment Evaluation Tool*™ for yourself!

Meeting topics are on repeat — we have the same conversations over and over.

Decision rights are unclear and decision making is slow.

RARELY

SOMETIMES

TYPICALLY

Accountability for results / outcomes is limited.

Discussions and decisions happen outside of meetings, not in them.

MISALIGNMENT

Stated priorities aren't adequately funded or resourced.

Interdependencies and broader impacts aren't well managed.

Everyone's status is green but we aren't keeping up.

With every team, we see and hear common signals of misalignment.

This tool is an opportunity to see what signals are loudest for your team or organization, and to get a quick visual assessment of the degree of alignment or misalignment you experience.

INSTRUCTIONS: For each statement, think about whether you hear something similar within your group. Is it something you **rarely** experience, **sometimes** experience, or **typically** experience?

When you are done, take a look at what you've created and how aligned or misaligned you think your team or group might be. This is a great way to have a rich discussion with your colleagues about the impact of misalignment in how you work together to deliver.

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