

"No single perspective reveals the whole. We see parts, not the system."

# The Organizational Alignment Model

## A Simplified View

ORGANIZATIONS ENDURE WHEN INTERNAL ALIGNMENT MATCHES EXTERNAL REALITY.

Failure is rarely sudden. It is usually the accumulation of small misalignments over time.

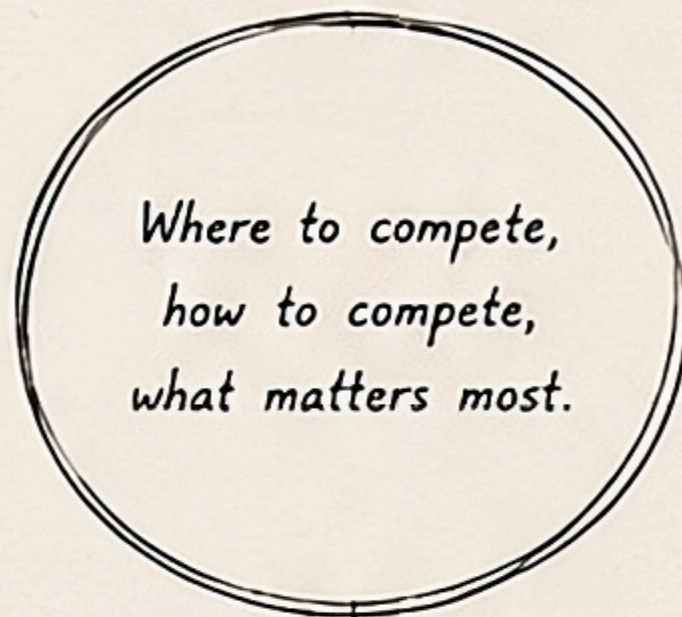
### 1. OUTSIDE THE ORGANIZATION

The environment creates pressure.

-  Market shifts
-  Competition
-  Technology
-  Customer behavior
-  Industry dynamics
-  Regulation & economic factors

### 2. STRATEGY

How we choose to compete.



### 3. KEY CAPABILITIES

The few things we must be exceptionally good at.


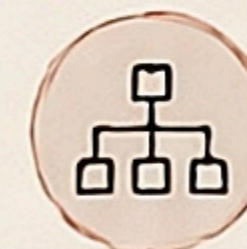




### 5. EXECUTION

Make it real.  
Consistent action creates results.

### 4. INSIDE THE ORGANIZATION

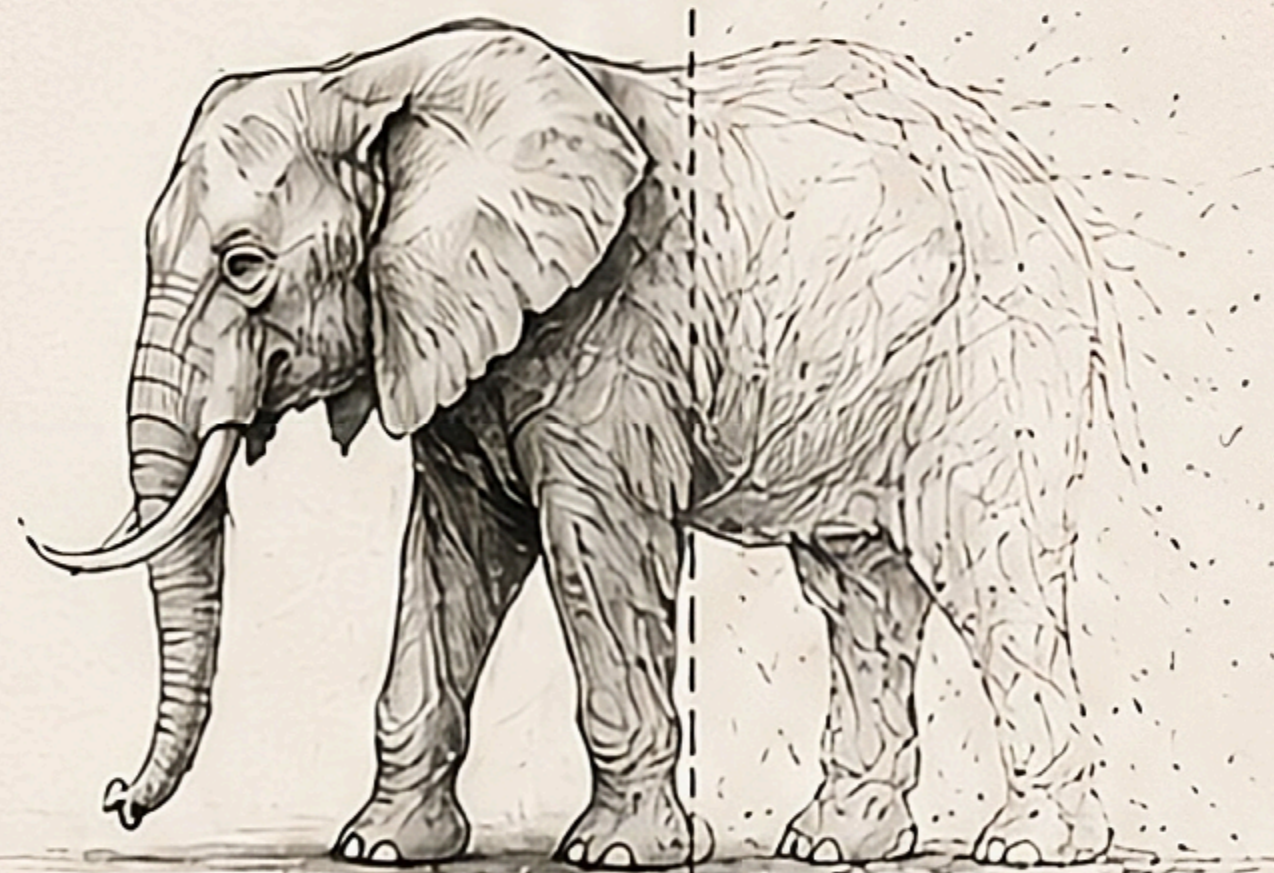
We must align to build those capabilities.

-  **PEOPLE**  
Talent, leadership, incentives
-  **STRUCTURE**  
Roles, coordination, hierarchy
-  **CULTURE**  
Values, norms, behaviors
-  **SYSTEMS**  
Processes, workflows, governance

### ALIGNMENT

Fits strategy, capabilities and the organization.

- ✓ Capabilities are built
- ✓ Decisions reinforce the strategy
- ✓ Execution compounds
- ✓ Adaptation happens
- ✓ The organization endures

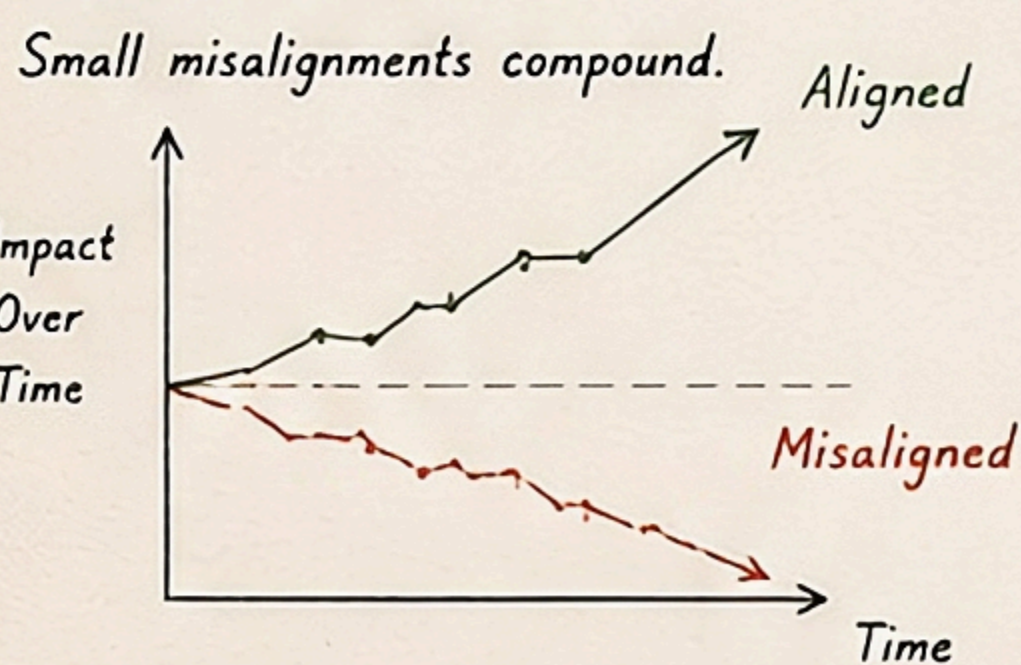


### MISALIGNMENT

Gaps between strategy, capabilities and the organization.

- ✗ Outdated assumptions persist
- ✗ Incentives drive the wrong behavior
- ✗ Execution erodes
- ✗ Adaptation slows
- ✗ Slow decline compounds

### KEY INSIGHT




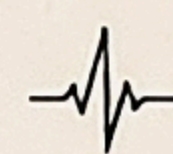


The gap between reality and the organization widens—quietly.

### REFLECTION QUESTIONS

- ? Where are we playing right now?
- ? What capabilities must we develop to win?
- ? Is our organization built to develop those capabilities?
- ? What incentives drive the behaviors we truly need?
- ? Where are small gaps today that could become big problems tomorrow?

### PRACTICAL TIPS

-  Scan the outside world constantly.
-  Be explicit about strategy and key capabilities.
-  Align people, structure, culture and systems—deliberately.
-  Review alignment regularly. Adjust early. Stay adaptive.

### CORE TRUTH

Strategy defines what matters.  
Organizational alignment determines whether it can happen.

### REMEMBER

There is no permanent alignment.  
Only continuous realignment.

