
Alignment Analysis™ (Sample) Report – CONFIDENTIAL

Client: : (This is an actual report which the client gave permission for us to use as a sample changing the names of the participants to insure confidentiality.)

Date : 4 June 2003

Team Leader : Charles Mills (President)

Business Unit : Senior Management Team

Participated team members

C Mills	[CM, Team Leader]
T Davis	[TD]
A White	[AW]
S Langeland	[SL]
Z Thomas	[ZT]
A Garth	[AG]
C Smoke	[CS]
M Bush	[MB]
J Pinkington	[JP]
S Michaels	[SM]
L Lyons	[LL]
T Barrett	[TB]
J Franks	[JF]

Introduction

During the week of Monday 10 March 2003, ABC, Inc. led by C Mills undertook an Alignment Analysis™ using expert assistance from CPD's consultant (www.cpdinfo.com). The Analysis was implemented swiftly and effectively with good response from all team members.

See the results and conclusions below. Should you wish to discuss the report in more details, please contact us on cpdaa@cpdinfo.com.

Objectives prioritized

After correspondence with team leader and two team members, the following objectives were determined as relevant for ABC, Inc. to achieve during the period from now to 1 February 2004.

- A - Increase revenue with new clients
- B - Increase revenue with existing clients
- C - Improve productivity – revenue/administrative costs ratio
- D - Improve marketing and sales strategy
- E - Design and usage of information knowledge base
- F - Developing a particular business unit's (unspecified for confidentiality) skill set
- G - Development of ABC's culture, values and beliefs
- H - Continuous development of existing and new products
- I - Improve quality and branding of all aspects in ABC

These objectives were defined as a result of using *Web Based Form 1* and procedure with reference to Process Step 1 and 2.

Combined results

The team as a whole suggests these as the most important objectives to achieve from now to 1 February 2004:

1. Increase revenue with new clients
2. Increase revenue with existing clients
3. Improve marketing and sales strategy
4. Improve productivity – revenue/administrative costs ratio

Team as a whole results vis-à-vis the most important objectives to achieve from now to 1 February 2004

Below you will find the correlation of the team as a whole as they relate to each of the most important identified objectives.

Objective / Team	Team score
1. Increase revenue with new clients	46% of the team members is aligned by this objective being the 'Most important'.
2. Increase revenue with existing clients	46% of the team members is aligned by this objective being the 'Next to most important'
3. Improve marketing and sales strategy	38% of the team members is aligned by this objective being the 'Next to most important'
4. Improve productivity	38% of the team members is aligned by this objective being the 'Neutral'

As a general score indicating acceptable alignment, the team as a whole will be most productive with a score of 75% or above related to the respective objectives.

Individual results vis-à-vis the most important objectives to achieve from now to 1 February 2004

The individual results provide a picture of how each member of the team correlate to the group of 4 most important objectives suggested by the team as a whole.

Objective / Team Member	TD	AW	SL	ZT	AG	CS	MB	CM	JP	SM	LL	TB	JF
Group of 4 most important objectives	75%	69%	75%	63%	69%	75%	75%	69%	75%	75%	75%	69%	38%

75% and above:

The team member is aligned with the group of top 4 most important objectives to an acceptable level for optimal group performance.

Below 75%:

The team member is not aligned with the group of top 4 most important objectives to an acceptable level for optimal group performance.

Individual results

The individual results exhibiting how each member of the team correlate to another member of the team will be submitted after a specific discussion with Team Leader (CM) regarding facilitation process. This is essential in order to respect each individual's right of privacy and implementation of due process.

Primary conclusion and recommended next step

The team could benefit from a higher correlation of the four top objectives and productivity could be enhanced with a higher percentage of alignment. A higher percentage could be achieved by a discussion, which would allow participants to discuss the meaning of the phrases used for objectives. So often miscommunication occurs as a result of a lack of alignment on the 'deep structure' of what words mean. Therefore, we would recommend a session for the team to discuss the meaning of the objectives in order to increase understanding and subsequently the percentage of alignment. We have found a higher correlation and 'good' understanding of the meaning of the objects significantly enhances productivity and consequently the achievement of desired organizational goals increasing the achievement of business results.