

The Art of Alignment

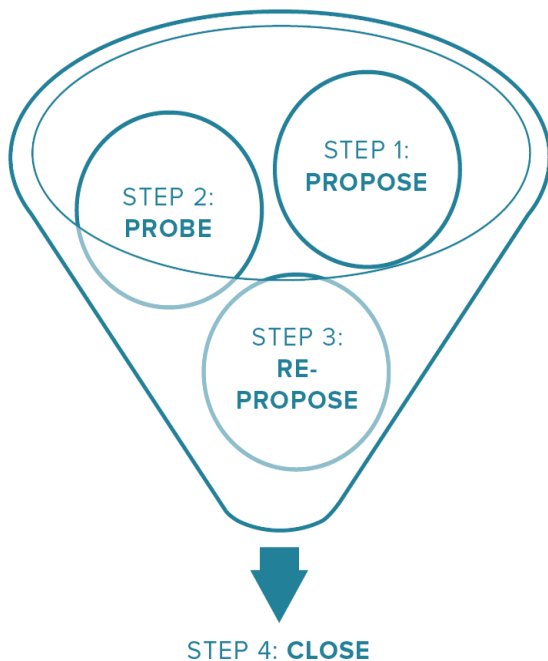
Leadership: The art of inspiring committed and aligned action toward a clear vision

The Art of Alignment is a process to help leaders guide groups from divergent thinking into convergent thinking to arrive at consensus around an action plan.

As a leader your job is to create the “cone” for the divergent ideas that come up until they converge into a clear vision. To create the “cone” open the conversation with the 3 P’s, Purpose, Past and Process.

1. **Purpose** – why you want to convene a group dialogue
2. **Past** – conversations leading up to the meeting, the context
3. **Process** – how you will work together to make the most of the time

After you have set up the conversation with the 3 P’s you can move the group towards convergence by following the 4 Steps of Alignment – Propose, Probe, Re-propose, and Close.



Step 1:

Propose: Leader presents a draft version of the decision to be made. Remember any proposal is a good start, even a bad proposal will help move the group forward as it clarifies what you don’t want.

Step 2.

Probe: Explore around the 5 Cs in this order:

Clarifications: What do you need to further understand?

Compliments: What do you like about the proposal?

Concerns: What concerns do you have?

Changes: What could be changed to address concerns and build commitment?

Commitment: How committed are you?

Step 3. Re-propose: Summarize the discussion into a new proposal

Step 4. Close: Review decisions, action items and document