

Strategy Alignment Self-Check

Are your teams aligned around the results your strategy is meant to achieve?

Organizations often assume that agreeing on, cascading, and communicating a strategy creates alignment. This is a mistake.

Use this self-check to spot where alignment across teams may be breaking down and identify where to focus first to improve strategy execution. For each statement, select the response that best reflects how your organization works today, not how it is supposed to work.

1. Clarity of Strategic Results	Not at all	Somewhat	Mostly	Completely
Your strategic goals express measurable results, rather than activities, initiatives, or broad aspirations.	☐	☐	☐	☐
Teams have a common interpretation of the strategy and intended results, even though their contributions differ.	☐	☐	☐	☐
2. Execution Logic	Not at all	Somewhat	Mostly	Completely
You have a structured way to show the cause-and-effect logic between team-level results and strategic results.	☐	☐	☐	☐
It is clear how all the strategic initiatives add up to achieve the results intended by your strategy.	☐	☐	☐	☐
When new initiatives are proposed, you have a way to test whether they will directly contribute to the strategic results.	☐	☐	☐	☐

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3. Visibility of Interdependencies	Not at all	Somewhat	Mostly	Completely
Your teams can see where their results depend on or directly influence another team's results.	☐	☐	☐	☐
Collaboration across teams is based on cause-and-effect logic among results, not just direction, governance, or personal relationships.	☐	☐	☐	☐
Your teams know when improving one result or measure could negatively affect another result or measure.	☐	☐	☐	☐
4. Evidence of Results	Not at all	Somewhat	Mostly	Completely
You have KPIs that provide direct evidence of achieving strategic results (not just activity, milestones, and outputs).	☐	☐	☐	☐
Your strategy reviews focus on results, evidence, and cause-and-effect logic more than defending activity, effort, and spending.	☐	☐	☐	☐
Performance reports create a clear view of progress against strategy.	☐	☐	☐	☐

Interpreting Your Responses:

Look for the alignment dimension with the weakest responses. Start a conversation there: What is unclear? What assumptions are being made? What evidence is needed?

If your responses are primarily “Not at all” or “Somewhat” — Your intended results may not be clear enough to align execution across teams. Initiatives may make sense individually, but teams are likely working in parallel rather than as part of an integrated execution effort. Focus on clarifying the results your strategy is intended to achieve.

If your responses are mixed across dimensions — Some parts of the strategy and intended results may be clear while others are not. This usually means teams are not working from the same results logic. Focus where the cause-and-effect logic connecting strategy, results, measures, and initiatives is not yet clear.

If your responses are primarily “Mostly” or “Completely” — Alignment to strategy across teams appears strong. The opportunity now is to use evidence to validate the cause-and-effect logic and confirm whether the strategy is producing the intended results.