

Strategy Alignment Self-Check

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

Most organizations mistakenly assume that agreeing on, cascading, and communicating a strategy creates alignment. Use this self-check to spot where alignment may be breaking down and where to focus first to improve strategy execution. Answer based on how your organization works today, not how it is intended to work.

1. Clarity of Strategic Results	Not at all	Somewhat	Mostly	Completely
Are your strategic goals expressed as measurable results rather than broad aspirations or activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do teams have a common interpretation of the strategy and the intended results, even though their contributions differ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Execution Logic	Not at all	Somewhat	Mostly	Completely
Is there a structured way to show the cause-and-effect logic between team-level results and specific strategic results?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is it clear how strategic initiatives add up to the strategic results they are intended to achieve?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When a new initiative is proposed, is there a structured way to test whether it contributes to a strategic result, or does it get approved because it sounds reasonable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Visibility of Interdependencies	Not at all	Somewhat	Mostly	Completely
Can your teams see where their results depend on or directly influence another team's results?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is collaboration based on cause-and-effect logic among results, or does it rely mostly on culture, relationships, and governance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Would your teams know if improving one result or measure could negatively affect another result or measure?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Evidence of Results	Not at all	Somewhat	Mostly	Completely
Do your KPIs provide direct evidence of achieving results, or are they mostly tracking activity and output?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
During strategy reviews, do discussions focus on results, evidence, and cause-and-effect logic, or on explaining and defending activity, effort, and spending?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do performance reports create a coherent view of progress against the strategy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Interpreting Your Responses:

Look for the section with the weakest responses. Use those questions to start a conversation about what is unclear, what assumptions are being made, and what evidence is needed.

If your responses are primarily “Not at all” or “Somewhat” — Your intended results may not be clear enough to guide execution. Initiatives may make sense individually, but teams are likely working in parallel rather than as part of an integrated execution effort. Focus on making the intended results explicit and developing a clear cause-and-effect logic for execution.

If your responses are mixed across sections — Some parts of the strategy may be clear while others are still open to interpretation. This usually means teams are not working from the same results logic. Focus where the cause-and-effect logic among strategy, results, measures, and initiatives is not clear.

If your responses are primarily “Mostly” or “Completely” — Alignment to strategy 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.