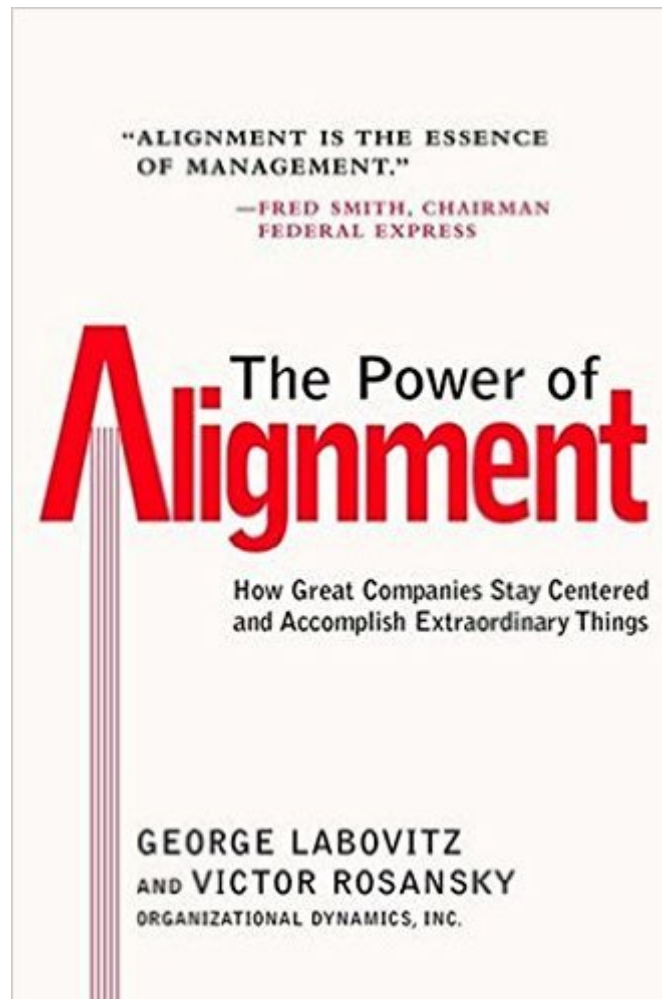


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# The Power Of Alignment: How Great Companies Stay Centered And Accomplish Extraordinary Things



## Synopsis

Misaligned companies, like cars out of alignment, can develop serious problems if not corrected quickly. They are hard to steer and don't respond well to changes in direction. This groundbreaking book shows you how to get -and keep -all the vital elements of your organization aligned and headed in the same direction at the same time. Managers must now keep their people centered in the midst of change, deemphasize hierarchy, and distribute leadership by distributing authority, information, knowledge, and customer data throughout their organization. Alignment is a response to the new business reality where customer requirements are in flux, where competitive forces are turbulent, and where the bond of loyalty between an organization and its people has been weakened. The old linear approach to management has given way to one of simultaneity -to alignment. As pioneers of the alignment concept, the authors have developed this unique approach based on their work with leading companies throughout the world. The Power of Alignment is packed with war stories and the firsthand perspectives of industry leaders. You'll learn how world-class organizations, including Federal Express, the Jet Propulsion Laboratory, Columbia/HCA Healthcare, Citizens Utilities, AirTouch, and UNUM achieved extraordinary business results. Now, through the authors' expertise, you'll see how alignment can work for your organization. In essence, alignment links the five key elements of an organization -people, process, customers, business strategies, and, of course, leadership -to obtain breakthrough results, chief among them, sustained growth and profit, loyal customers, and a high-performing work force. The Power of Alignment: \*

- \* Offers a clear framework for aligning and linking the crucial elements that build and sustain a company's success
- \* Provides self-assessment tools as well as benchmarking measures for evaluating an organization's critical competencies
- \* Enables managers to create a work force where each employee can relate his or her activities to the goals and strategic objectives of the company
- \* Helps a company determine when and where it is out of alignment, and gives descriptions of such common company pathologies as "The Phantom Limb Syndrome," "Strategy Interruptus," and "Dead Man Walking"
- \* Prescribes specific steps for getting an organization back on track toward a single, shared vision of its goals

Essential reading for all managers and executives, The Power of Alignment offers a new way to reestablish focus and sustained energy, and is a dynamic approach for staying balanced and achieving extraordinary levels of performance. "This book is savvy, detailed, timely, and clearly written. I highly recommend it for any leader facing the challenges posed by global business today." - Dana Mead Chairman and CEO, Tenneco Former Chairman National Association of Manufacturers "It's not only the stars that have to be in alignment to reach your destination, it's all the internal processes, rewards, and drivers. Read The Power of Alignment,

and while you may not unlock the secrets of the universe, you will overcome the barriers to corporate success." - William L. Boyan President and COO John Hancock Mutual Life Insurance Company. "This important book goes beyond TQM and reengineering by creating a new approach called Alignment. The authors show that great companies manage to link strategy and people and integrate customer needs with continuous improvement processes." - Peter Augustsson President and Group Chief Executive AB SKF. "The Power of Alignment gets to the heart of a critical element of organizational leadership, namely focus. Every leader who reads it will undoubtedly do some serious soul-searching about the consistency of corporate vision, goals, management systems, and incentive mechanisms." - Louis E. Lataif Dean Boston University School of Management.

## Book Information

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## Customer Reviews

The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things by George Labovitz and Victor Rosansky, \*\*\*\*\* What follows is an excerpt of an article written by Steve Gibbons of The Principal Financial Group for the National AQP periodical: "The main thing is to keep the main thing, the main thing!" We've heard it before and it makes sense. But, in today's busy world where the leader's job looks more like a juggling act - it's hard enough identifying the main thing, let alone keeping it the main thing. Well, help is out there in form of an insightful, well-written book by George Labovitz and Victor Rosansky - The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things. This book cuts through the consultantese and helps the reader understand alignment and why it is critical to

organizational success in a straightforward easy to understand manner. The first things I discovered in reading the book was how freely the authors share good usable information. The book is full of best practices you can read one day and put to use the next. For every concept they share - there's an anecdote to illustrate it and specific practices or tools to effectively implement the concept. The book's premise is based on the belief that for a business to be successful it must, "align the four essential elements that together create growth and profits: strategy, customers, people, and processes." It is only through an approach that aligns all four elements that organizations achieve long term success. The authors lay out the fundamentals of alignment, how it's created and maintained, and creating a self-aligning organization.

This is an absolute masterpiece that reminds all business managers that if an activity is not aligned with the overall objectives of the organization then it should be abandoned or not embarked upon and that profits come only after relentless focus on people and service. The authors describe the overall objective of the business or organization as The Main Thing and remind us how critically important it is to make sure that The Main Thing remains the main thing in the business otherwise the forces and efforts exerted in the business are at risk of working against each other. Yes, departments can meet their immediate or departmental goals and objectives but actually not get the business any closer to its overarching goal if things are not properly aligned. I've seen far too many businesses operate with a silo mentality where silo goals are almost completely detached from overall corporate goals. This condition has led to devastating results in management, branding, marketing and acquisition strategies. The authors remind us how important it is to make sure everything is aligned and remains in alignment. Does everyone in your business know how their objectives are tied to the overall objective or mission in your organization? Do they really understand how all other employees' objectives are tied to the overall Main Thing? If not then "The Power of Alignment" will help you understand how to bring about organizational and cultural change that will allow your business to prosper and endure.

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