

**DIVERSITY**

**ALIGNMENT**

INTERNATIONAL

"The invisible threads of a compelling vision weave a tapestry that binds people together more powerfully than any strategic plan. And people, not the business plan alone, determine the outcome. Success depends on what an organisation's people care about, what they do, and how they work together."

Goleman,  
Boyatzis &  
McKee  
The New Leaders

## THE ISSUE:

Together with developing flatter organisation structures, companies are re-aligning themselves around business processes, rather than functions, and many companies are also seeking to align operations across country boundaries. Issues may include:

- Lack of understanding and commitment to the new vision.
- Lack of understanding of the required changes to working practices.
- Attachment to a functional or country mindset.
- Incongruent functional/country objectives and measures, that may be good for the function/country, but not for the business as a whole.
- Poor understanding of different cultures, viewpoints and ways of thinking.
- Poor communication between functions and countries.

### ELEMENTS OF SEA CHANGE PROGRAMMES THAT ADDRESS THE ISSUE:

- Developing self control and self confidence.
- Recognising and valuing one's own skills, strengths and characteristics.
- Managing ambiguity and dealing with personal uncertainty.
- Challenging legacy and cultural attitudes, habits and assumptions.
- Recognising and valuing the skills, strengths and characteristics of others and making use of diverse talents across boundaries.
- Developing interpersonal relationships based on openness, honesty and trust.
- Active listening and sensitivity to the beliefs, opinions and feeling of others.
- Effective influencing, persuasion, communication and briefing skills.

### OUTPUTS & RESULTS

- Cross functional/international teams aligned around a shared vision, with shared objectives.
- Teams aligned around key business processes.
- Teams using all of the diverse skills of team members.
- Teams sharing information and communicating across functional and country boundaries.
- Teams with interpersonal relationships based on openness, honesty and trust.
- Improved business performance.