Building Internal Alignment

NOAH CISNEROS

Alignment Framework:

Friction & Unity

Complexity & Ownership

Friction

I. The Need for *Friction*

Friction leads to....

- Increased clarity
- Understanding
- Accuracy
- Quality

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This will lead to...

- Growth
- Innovation
- **Alignment**

I. The Need for *Friction*

Statistics Null Hypothesis: You prove your alternative hypothesis by testing its opposite, or null hypothesis.

Null	Alternative
“TAB Spend customers only care about the rate.”	“TAB Spend customers care about no fees.”
Gather enough data to **reject** the null hypothesis that “TAB Spend customers only care about rates.”	In this set up, you would not prove that “TAB Spend customers care about fees.”

I. The Need for *Friction*

Null Hypothesis on Friction

The lack of friction leads to

- One voice
- Mediocrity
- Preservation of the status quo
- Tradition
- Fixed viewpoint

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This will lead to...

- No growth
- No innovation
- Forced direction

I. The Need for *Friction*

Alignment = Emotional Maturity

Why? You have to be ok feeling uncomfortable from disagreement, alternative voices, and friction.

You cannot have **accurate** alignment without first **navigating** through friction.

Unity

II. The Need for *Unity*

The Dichotomy of Friction and Unity: Alignment is achieved through friction, but is only **impactful** when everyone joins forces together.

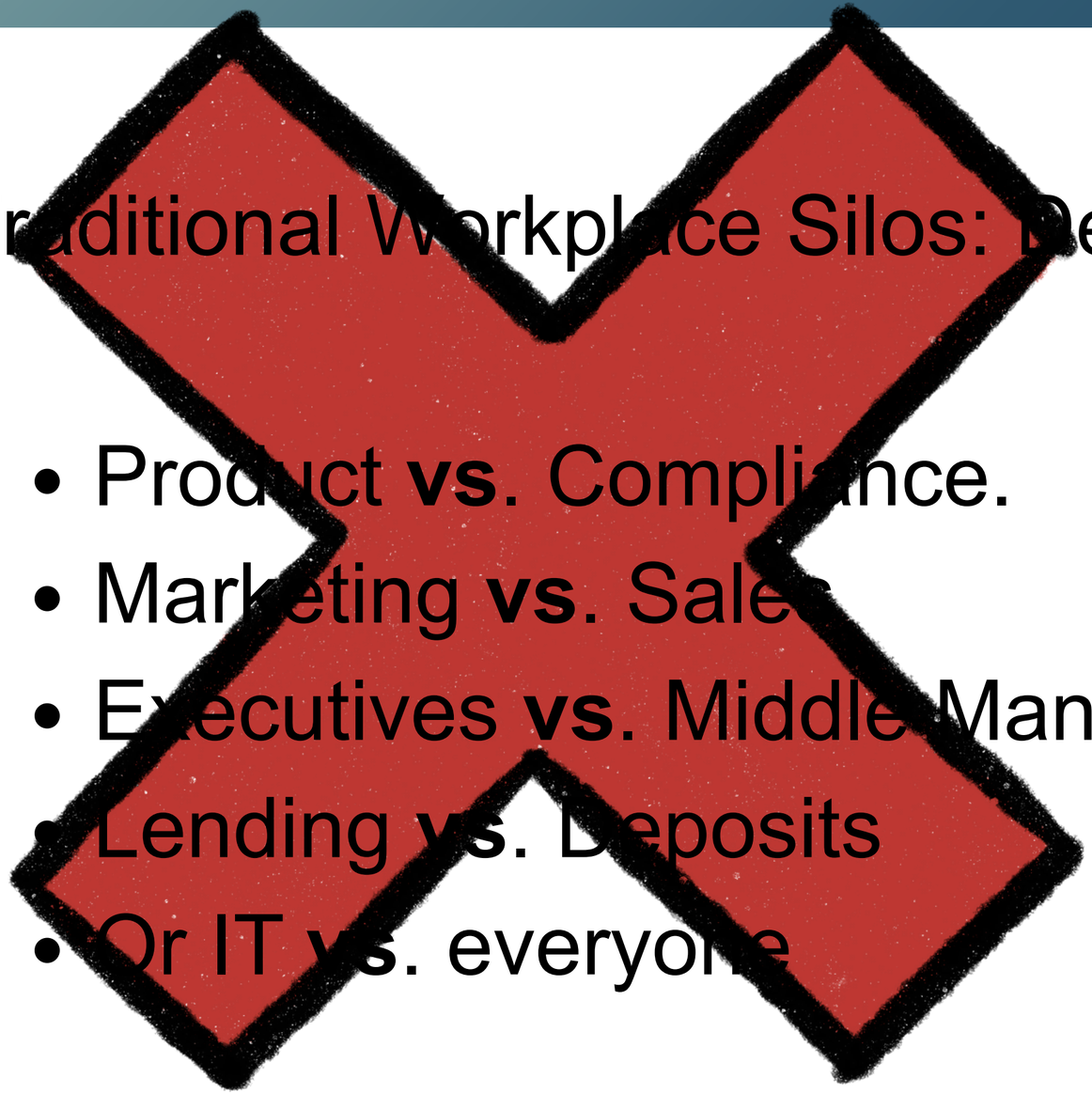
“One Team. One Fight.”

II. The Need for *Unity*

Traditional Workplace Silos: Department **vs**. Department

- Product **vs**. Compliance.
- Marketing **vs**. Sales
- Executives **vs**. Middle Management
- Lending **vs**. Deposits
- Or IT **vs**. everyone

II. The Need for *Unity*



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Not Alignment

Not Unity

II. The Need for *Unity*

Department vs. Department = Frustration

Frustration: Friction that everyone is trying to ignore instead of facing it.

WHERE DO YOU START?

II. The Need for *Unity*

Lack of unity is not driven by the amount of friction; it is driven by the lack of **prioritization**.

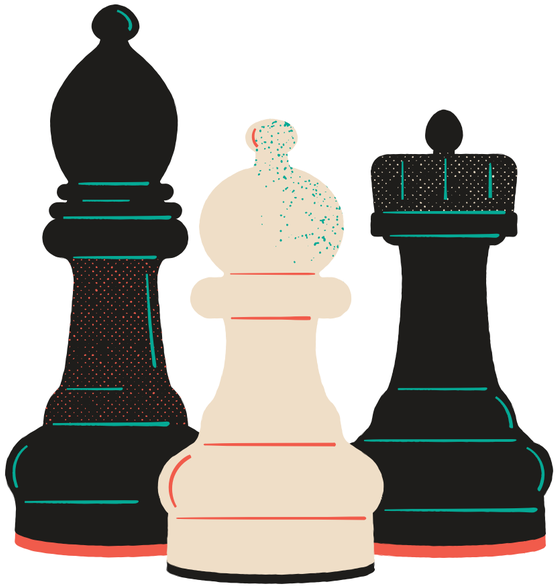
Having a common goal drives unity.

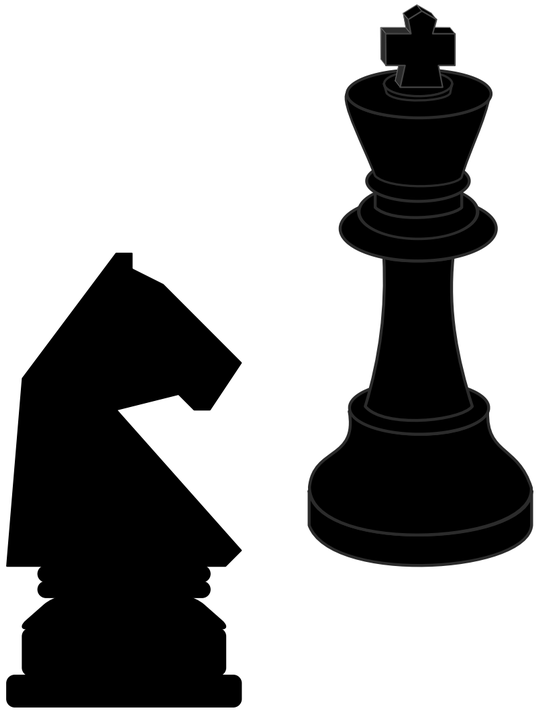
Complexity

III. The Need for *Complexity*

Chess

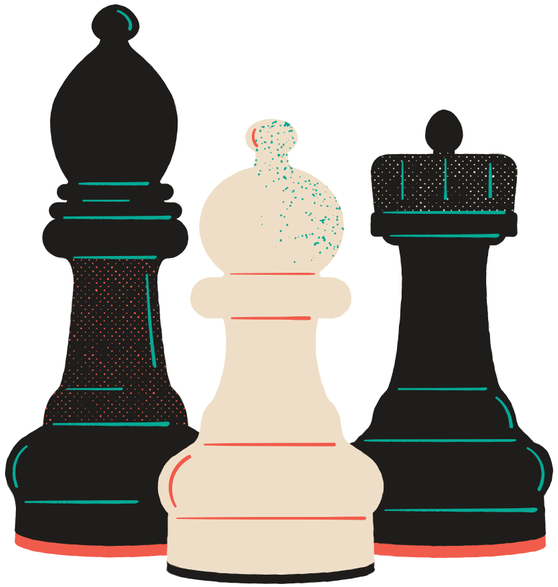
- Pawns have minimal but critical movement abilities
- Rooks & Bishops can move fast and deadly, with certain limitations
- Knights use a series of complex moves
- Queens hold all of the abilities
- Kings dictate whether the game is being won or lost.

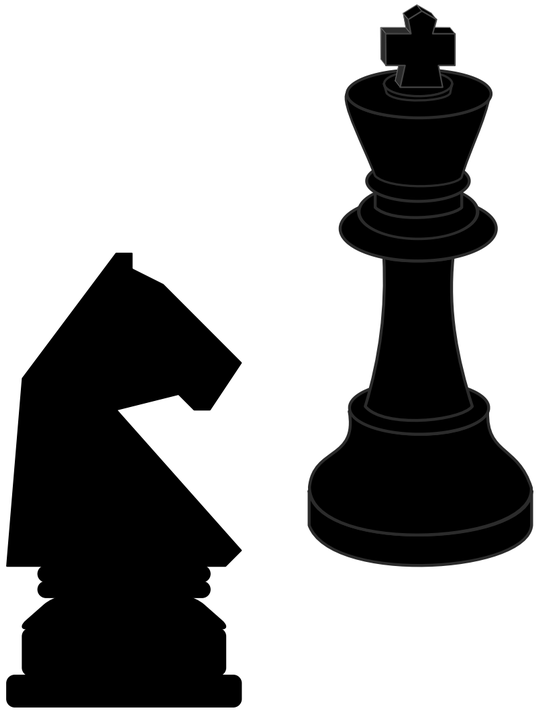




III. The Need for *Complexity*

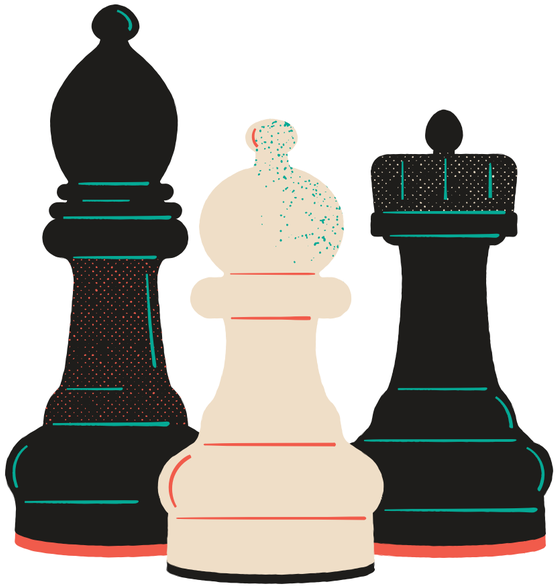
Despite having different abilities, functions, and roles, all pieces must move towards the same goal: winning.

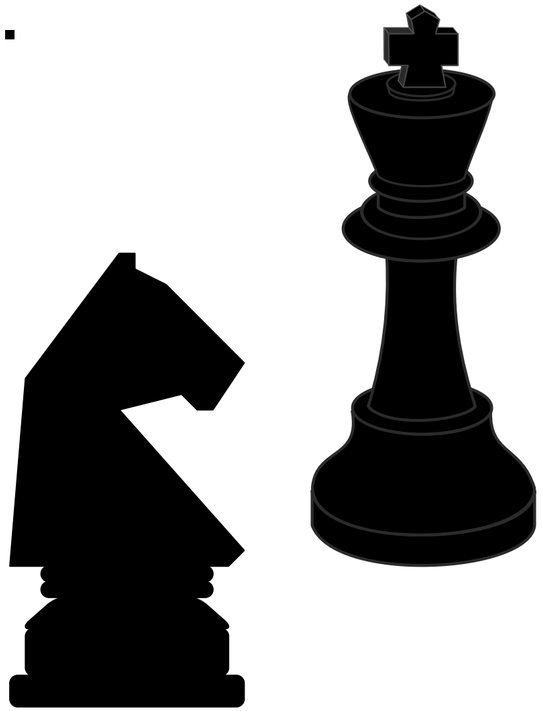




III. The Need for *Complexity*

Despite having different abilities, functions, and roles, all ~~pieces~~ of the **Departments** must move towards the same goal: winning.

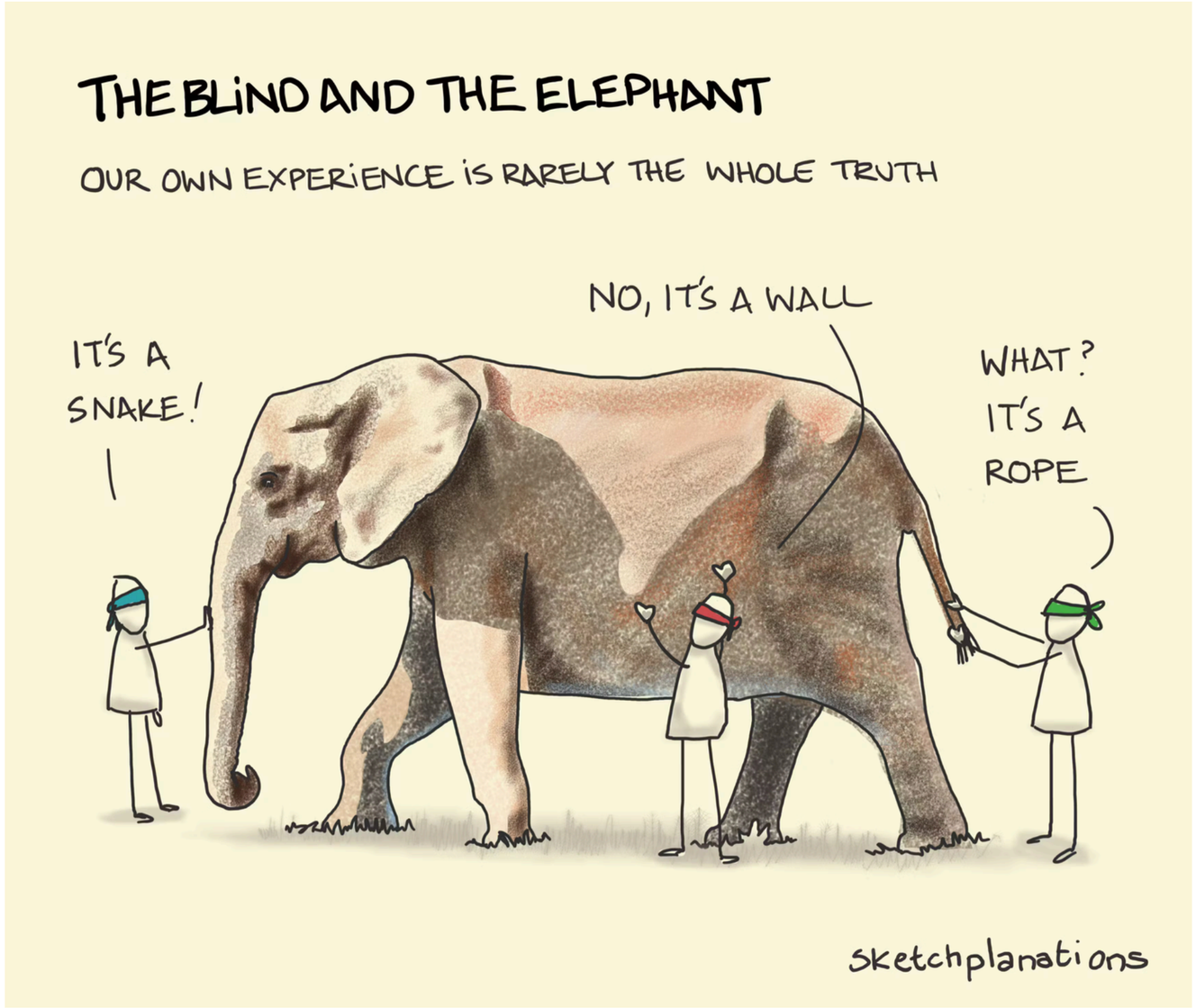




III. The Need for *Complexity*

Different business units can find internal alignment by:

1. **Celebrating** their differences
2. **Recognizing** their differences
3. **Translating** their differences



Ownership

IV. The Need for *Ownership*

Ownership is about...

Getting **product** owners to take more ownership

Getting **leadership** to take more ownership

Getting **employees** to take more ownership

Getting **vendors** to take more ownership

IV. The Need for *Ownership*

How can I get them to take ownership?

IV. The Need for *Ownership*

Ownership is not about...

Getting **product** [illegible] more ownership

Getting **leadersh** [illegible] more ownership

Getting **emplo** [illegible] ore ownership

Getting **ven** [illegible] to take [illegible] ownership

Not Alignment

Not Ownership

IV. The Need for *Ownership*

Ownership is about...

~~Getting **product** owners to take more ownership~~

~~Getting **leadership** to take more ownership~~

~~Getting **employees** to take more ownership~~

~~Getting **vendors** to take more ownership~~

YOU

IV. The Need for Ownership

If you cannot take ownership of ___, then ____ will stop you.

If you cannot take ownership of **aligning priorities**, then **a lack of resources** will stop you.

Alignment Framework:

- Friction
- Unity
- Complexity
- Ownership

- Unify Priorities:
  - Priority Grid
- Proactive Communication:
  - Product Brief

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THANK YOU

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