STRATEGY DEVELOPMENT USING 21ST CENTURY TECHNOLOGY

Excergy uses 21st century methodologies and proprietary processes in our strategy development projects to increase efficiency and result in more robust and actionable outcomes.

ALIGNMENT OPTIMIZATION TECHNOLOGY OVERVIEW

Alignment Optimization Technology is an innovative, technology-enabled service that supports group collaboration. The result? A group can translate their opinions on a shared topic into valuable, viable, and endorsed plans. Using an Alignment Cycle, groups can create their plans in less time than required by standard, qualitative-only methods and enjoy superior implementation success compared with conventional collaborations.

Fortune 500 and mid-size companies, utilities, government, and industry groups use Alignment Optimization to create strong alignment around strategic direction, organizational change, innovation, policies, business process improvements, and many other topics.

Excergy has applied Alignment Optimization methodology to build more effective strategic plans, technology roadmaps, and Organizational Change Management Plans.

> *"SchellingPoint was one of the reasons we chose Excergy. I really did not know what to expect from the SchellingPoint process, but was pleased with the depth and value of data it produced. Tying your recommendations back to the SchellingPoint results is extremely helpful. Supporting data is great."*
>
> — Andy Fusco, Vice President ElectriCities of North Carolina

THE NEED FOR ALIGNMENT OPTIMIZATION

Organizational leaders and consultants know that getting and keeping teams aligned is part of their job description. When asked how they were trained to do that, there is no good answer and lack of alignment is often cited as a key barrier to success. Leaders typically cannot describe alignment or the exact methods to create it. Nor can people measure alignment, they can only sense it. How can leaders manage what they cannot measure? Leading a group from "We each think this" to "We all agree to do that" can be like finding your way through a maze that unfolds at each turn. Hence the need for new methods and technology.

Leading business schools now teach the Alignment Optimization concepts and methods developed via alignment research. These concepts are based on academic work by Professor Thomas Schelling (Game Theory) and Chris Argyris (Action Science), as well as additional research into collaboration dynamics.
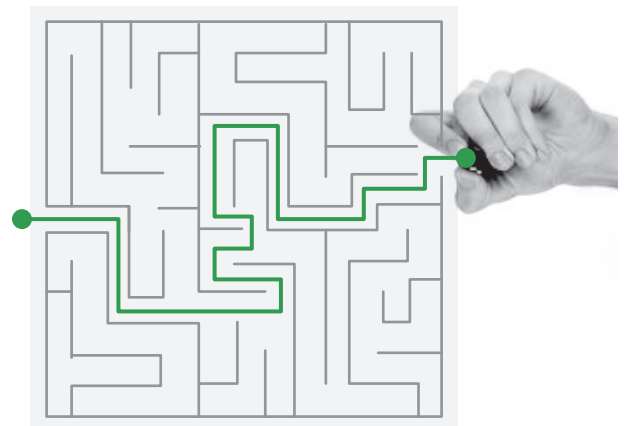
ALIGNMENT OPTIMIZATION DELIVERY

Alignment Optimization software is the technology used to create and adjust plans across a group of people with a shared topic. For strategy development, we use Alignment Optimization to gather inputs from any number of participants. The resulting responses and analysis are used as inputs to focused workshops with a smaller team — a team that now has the advantage of starting with critical organization-wide — and if desired, external — input.

In the example shown at right, where blue indicates "*I disagree with that statement*" and brown is "*I agree with that statement,*" the misalignment between Manager/Executives and Supervisors is clear. More importantly, this data pinpoints where action will need to be taken to gain alignment among organizational roles and achieve success.

Manager

Manager/Exec

Supervisor

Non-Supervisory
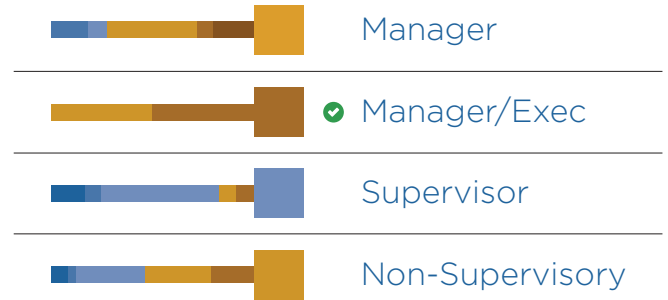
It is important that we implement the new technology to achieve our vision.

Alignment Optimization offers a wide range of unique features supporting effective and efficient alignment not found in other software typically used by consultants, such as simple online surveys, as follows:

- Three-step virtual conversation for efficient opinion gathering, sharing and reasoning
- Underlying action/inaction data model, advanced analytics and alignment visualization
- Calculation of alignment index, the standardized measure of degree of alignment
- Root causes of misalignment
- Actionable data output
- Collaborative design

BENEFITS OF USING ALIGNMENT OPTIMIZATION

Clients who have used Alignment Cycles call it the most exciting innovation in collaboration of the past several years. They enjoy the following benefits:

- Decreased time to completion of initiatives
- Significantly improved implementation success
- Minimized internal resistance to change
- Increased clarity and completeness of outcomes
- Fact- instead of personality-based reasoning
- Increased employee engagement

COORDINATED ACTION
Getting groups from
"We each think this" to
"We all agree to do that"

For more information, please contact Lynn Adams at ladams@excergy.com

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