

PATHBUILDERS[®]
MANAGE

SUMMER 2025

**GAINING
ALIGNMENT**

**DECEMBER 2025
SESSION SIX**



GAINING ALIGNMENT

DECEMBER 2025 | SESSION SIX

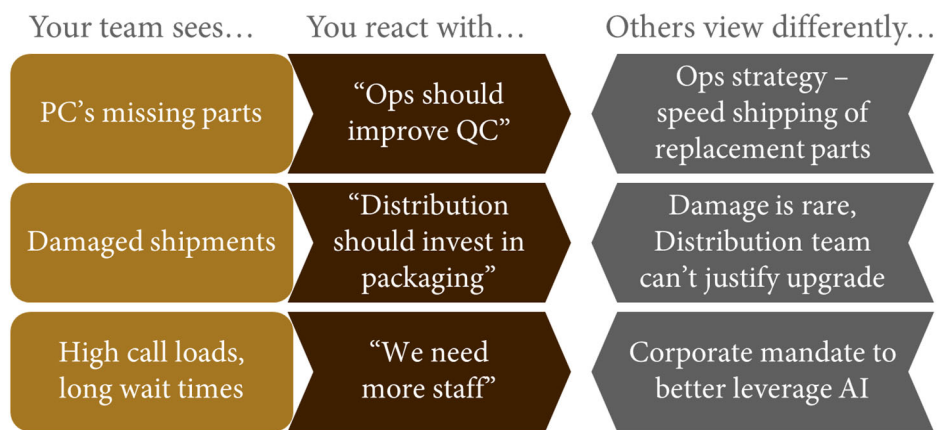
WHAT DOES MISALIGNMENT LOOK LIKE?

- Key measures aren't visible to others
- Few “headlines” about the work of the team
- Feel underappreciated

Yet...

- You KNOW that the work matters!
- How can you name the conflict and create alignment for your team?

PERSPECTIVES IN CONFLICT



YOUR SUCCESS RELIES ON ALIGNMENT

Alignment to the organization

- Company purpose
- Core values
- Key goals - corporate and area



Alignment across the organization

- Shared objectives
- Necessary support
- Positive work environment

ALIGNMENT DEFINED

alignment, noun

1. The proper positioning or state of adjustments of parts (as of a mechanical device) in relation to each other
2. An arrangement of groups or forces in relation to one another

~Merriam-Webster Dictionary

NOTES

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ALIGNMENT TO COMPANY AND TEAM



ALIGNMENT TO COMPANY AND TEAM—EXAMPLE



NOTES

ALIGNMENT TOOL

Now, let's see where you are in alignment or misalignment with your organization's overall goals and team goals. Start with a key company goal, it could be related to purpose, strategic or operational objectives. Then, name the your team's goals, and the supporting/supported team's goals. This will lead you to understanding what you need to help your department.

KEY COMPANY GOAL

What is most important this year? (revenue, product development, efficiency, etc.)

SUPPORTING TEAM GOALS

Where might this team's goals conflict with ours?

MY TEAM'S GOALS

How does our team enable the company to achieve its goal?

SUPPORTED TEAM GOALS

Where might this team's goals conflict with ours?

MY PRIORITIES

What do I need to deliver in order to help my department achieve our goals?

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COMPETING MOTIVATIONS

Company

- Achieving stated objectives
- Operating within defined constraints
- Operating profitably, returning to shareholders

Yourself

- Completing objectives
- Learning and growing, trying new things
- Building career path
- Having flexibility
- Enjoying the work

Supporting/Supported Teams

- Achieving their teams' objectives - which could conflict with yours!
- Relying on your outputs
- No surprises
- Building their own career paths

BRIDGING—WHEN MOTIVATIONS COMPETE

- What do you need?
- What do the other 'players' need?
- What is the relative importance of your needs?
- How much room do you have to 'negotiate'?
- What approaches will you take to achieve a positive outcome together?

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BRIDGING - WHEN MOTIVATIONS COMPETE (EXAMPLE)

	ME/MY TEAM	OTHER TEAM/ORGANIZATIONS
Needs	To deliver a successful person-to-person payments solution to the market	To minimize risk of unauthorized access to personal identifiable information (PII)
Approach	Bring IT Security Team to the table early to discuss the project Be open to hear their concerns on how PII is being address in the project plan. Get their input on what needs to be tested before rollout	
Actions	Agree on standards and disclosures for LinkedIn campaign content Create drafts of posts and allow time for legal review/feedback Share agreed upon posts with marketing director for sign-off	

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BRIDGING - WHEN MOTIVATIONS COMPETE

	ME/MY TEAM	OTHER TEAM/ORGANIZATIONS
Needs		
Approach		
Actions		

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DISCUSSION

- What's your reaction to the approaches for bridging competing motivations? Do these resonate?
- When have you experienced your needs conflicting with the needs of another team/individual?
- What actions can you take to be better aligned with others?

CREATING ALIGNMENT FOR OURSELVES AND OUR TEAMS

- Map of Key Connections—these relationships are critical for your success
- Common Ground—consider making time to focus on connect points
- Connect to Mission—Identify the company goal that you support
- Bridging Competing Motivations—Name the needs, seek shared goals, and craft your approach

KEY TAKEAWAYS

- Your ability to get things done relies on aligning your action both to the organization and with others across departments/areas
- Perspectives naturally conflict, so it is key to bridge competing motivations
- Influence requires busting of silos that stifle creativity and create risk
- Your internal network gives you social capital to get things done

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REFLECTING ON YOUR JOURNEY

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CELEBRATE THE LEARNINGS

Mentees

- New concepts
- Views on growth as a leader
- Stories of success and failure
- Ideas on career plans
- New business connections
- Advice and suggestions

Mentors

- Understanding of highly motivated employees
- Inspiration of fresh thinking
- Insights into your leadership style
- Different takes on well-known topics

DISCUSSION: SHARING KEY LEARNINGS

With your group, discuss the three most valuable things that you learned from this experience. Consider:

- Particular story
- Great book or website
- Certain question
- Feedback on your style
- Fresh idea
- Change of perspective
- Your influence skills
- Challenge to do something
- Personal connection

WHAT'S NEXT FOR THE MENTEES

Don't let your Mentor get away without asking, "What's next for my development?"

- Focusing on development areas
- Seeking out new roles and opportunities
- Building relationships

CLOSING THE LOOP

- Your organization invested in you and your development
- Expectation of a return in that investment
 - Hold a meeting with your manager or sponsor
 - Discuss what you are doing differently and how your organization is impacted
 - Share how you are positioned for moving forward
 - Reassure investment was impactful and timely



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YOUR JOURNEY: CHECKPOINT

Congratulations on your completion of the MANAGE program! There is no doubt you have grown both professionally and personally over the past six months. The end of the program is a great time to:

Reflect on your growth | Consider how you can contribute to your organization in new ways | Plan your future development | Meet with your manager to demonstrate why this was a great investment

CELEBRATING SUCCESS

With your mentoring group, discuss the **three most valuable things that you are taking away** from this experience – an insight, a story, a burning question, a great resource, a particular piece of feedback, a challenge, or even a personal connection. How are you different from six months ago?

1.

2.

3.

WHAT'S NEXT FOR THE MENTEE

Your professional development should continue long after the program ends. Take time with your group to discuss what additional opportunities they see for you to grow. Consider the following:

FOCUS AREAS (highlighting a new developmental area or continuing to focus on an area from MANAGE)	
ROLES / OPPORTUNITIES (a specific role from your career map, a project team or task force, etc.)	
RELATIONSHIP BUILDING (connections to make, relationships to nurture, associations to join)	

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MAPPING THE RETURN ON INVESTMENT

- How are you performing at a higher level as a result of this program?

- How are you able to contribute to your organization and impact others in a new or more effective way?

SHARING KEY ACCOMPLISHMENTS

- What growth milestones or accomplishment are you most proud of achieving during the program?

DISCUSSING CAREER OPPORTUNITIES

- Considering your next steps, what areas or new roles interest you within your organization?

- As you reflect on your key learnings, why do you feel ready and prepared for new opportunities?

- Considering your career progression, what support will you need from your manager or sponsor going forward?

Share your thoughts with us before January 6th to receive a personalized discussion guide!