

GAINING ALIGNMENT

WORKSHOP SIX

DECEMBER 2025

CONCEPTS & LEARNINGS

- Influence is more important than formal authority when it comes to driving change and achieving standout results
- Influence relies on alignment and shared goals—individuals and teams feeling that they are working toward a common outcome
- Misalignment (competing priorities, conflicting goals, disconnectedness) is inevitable in organizations, and must be addressed to succeed
- Leaders must act to bridge across competing motivations by understanding others’ priorities and seeking approaches for win-wins
- Alignment also relies on relationship-building, which can be challenging in the hybrid world. Whether building or maintaining relationships, infrequent and more formal interactions can limit connectedness
- Intentionality in relationship-building is key—identifying gaps in our internal networks and proactively exploring to uncover common ground with those we don’t know well
- Proactive connectivity, open communication, and building trust with peers in other departments positions us as leaders able to deliver stronger business results

IN YOUR MENTORING TIME

Program Timeline - Defining Next Steps

As we get ready for graduation, you will shift your attention to the definitive actions to build on the progress you’ve made.

What key skills do you need to master? What experiences do you need to have to be competitive for the roles you aspire to? What relationships do you need to build?

During your closing breakout, you discussed these topics as a Mentoring Group. Consider scheduling a one-on-one discussion with your Mentor to gain their insight.

So, ask yourself...

- How will I stay connected to my peers and Mentor after graduation?
- What type of relationship do I want with these people?
- What system will I use to stay connected with my peers and Mentor?
- How will I hold myself accountable to move my personal action plan forward?

Above all else, graduation is a time for celebration. You have made the commitment to the program. You have tried new things. You have grown your network. Well done! We look forward to the great things that lie ahead for you.

“It’s your turn to choose and define what success means to you. Now, others will try to define it for you, but yours is the only voice that matters.”

~Octavia Spencer

PLANNING FOR THE FUTURE

As you reach the end of this professional milestone, know that your journey isn’t complete until you discuss your program participation with your manager and anyone else who sponsored your participation in MANAGE.

- Record your growth in the form sent last month and then use the *Review, Record, Reward Discussion Guide* to prepare for and host a meeting with your manager to close the loop on the investment that has been made in you. (Note: You must submit the form to receive the discussion guide.)
- Share your successes, highlight how you have put learnings into practices, and demonstrate the impact that you are having on the organization.
- Leverage your graduation from MANAGE to discuss your career interests and future opportunities!