

# Leadership Alignment Diagnostic

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A Self-Assessment Framework for Evaluating Your  
Leadership Team's Alignment

**LearnWell**

# Introduction

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## Purpose of This Diagnostic

The Leadership Alignment Diagnostic is a self-assessment tool designed to help leadership teams evaluate how well they are aligned across four critical dimensions of organizational effectiveness. Misalignment at the leadership level creates confusion, slows decision-making, and wastes valuable resources throughout the organization.

This diagnostic helps you identify specific areas where your leadership team may be experiencing alignment gaps, enabling you to focus improvement efforts where they will have the greatest impact.

## How to Use This Diagnostic

This assessment works best when completed by all members of your leadership team, followed by a structured discussion of results. Here's the recommended process:

1. **Individual Assessment (20 minutes):** Each team member completes the assessment independently, rating their level of agreement with each statement on a scale of 1-5.
2. **Score Calculation:** Calculate your scores for each dimension and your overall alignment score using the rubric provided.
3. **Compare Results:** Gather as a team and compare individual scores to identify areas of consensus and divergence.
4. **Team Discussion:** Focus your conversation on the areas with the lowest scores or the greatest variance between team members.
5. **Action Planning:** Identify 1-2 priority areas for improvement and commit to specific next steps.

### Important Note

The value of this diagnostic comes not from the absolute scores, but from the conversations they enable. Pay particular attention to questions where team members have significantly different scores—these often reveal important underlying assumptions or misunderstandings.

# Time Required

Individual completion: Approximately 20 minutes

Team discussion: 60-90 minutes recommended

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# Section 1: Strategic Priority Clarity

This dimension assesses whether your leadership team has a shared understanding of organizational priorities and can make consistent trade-off decisions.

**1. Our leadership team can articulate our top 3-5 strategic priorities in a consistent way.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**2. When facing competing priorities, we have clear criteria for making trade-off decisions.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**3. Our teams receive consistent messages about priorities from different leaders.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**4. We regularly review and adjust priorities based on changing business conditions.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**5. Resource allocation decisions reflect our stated priorities.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**6. We can say "no" to good ideas that don't align with our priorities.**

**1**

Strongly Disagree

**2**

Disagree

**3**

Neutral

**4**

Agree

**5**

Strongly Agree

# Section 2: Decision Rights and Authority

This dimension evaluates whether roles, responsibilities, and decision-making authority are clearly defined and understood across the leadership team.

**7. It's clear who has final decision-making authority for key decisions in our organization.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**8. Leaders feel appropriately empowered to make decisions within their areas of responsibility.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**9. We rarely experience "decision-making by committee" that slows down progress.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**10. Decisions made stay made—they aren't constantly revisited or overturned.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**11. Role boundaries are clear enough that we don't have frequent turf battles.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

12. We have effective processes for escalating and resolving cross-functional issues.

|                        |               |              |            |                     |
|------------------------|---------------|--------------|------------|---------------------|
| 1<br>Strongly Disagree | 2<br>Disagree | 3<br>Neutral | 4<br>Agree | 5<br>Strongly Agree |
|------------------------|---------------|--------------|------------|---------------------|

# Section 3: Cross-Functional Coordination

This dimension measures how effectively different parts of the organization work together to achieve shared objectives.

**13. Different functions collaborate effectively rather than operating in silos.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**14. Information flows smoothly across organizational boundaries.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**15. Handoffs between teams happen smoothly without things falling through the cracks.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**16. We have effective forums for coordinating across functional boundaries.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**17. Leaders prioritize organizational success over functional success.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**18. Cross-functional initiatives move forward efficiently without excessive meetings or delays.**



**1**

Strongly Disagree

**2**

Disagree

**3**

Neutral

**4**

Agree

**5**

Strongly Agree

# Section 4: Accountability and Ownership

This dimension assesses whether leaders take clear ownership of commitments and hold themselves and others accountable for results.

**19. When leaders commit to something, they consistently follow through.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**20. We have a culture where it's safe to raise concerns about missed commitments.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**21. It's clear who owns each major initiative or outcome in our organization.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**22. We regularly review progress against commitments and address gaps quickly.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**23. Leaders take ownership of problems rather than deflecting blame.**

|                               |                      |                     |                   |                            |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| <b>1</b><br>Strongly Disagree | <b>2</b><br>Disagree | <b>3</b><br>Neutral | <b>4</b><br>Agree | <b>5</b><br>Strongly Agree |
|-------------------------------|----------------------|---------------------|-------------------|----------------------------|

**24. We have effective metrics and tracking systems for key initiatives.**

**1**

Strongly Disagree

**2**

Disagree

**3**

Neutral

**4**

Agree

**5**

Strongly Agree

# Scoring Rubric

## How to Calculate Your Scores

### Step 1: Calculate Dimension Scores

Add up your ratings for all questions within each dimension, then divide by the number of questions to get your average score for that dimension.

| Dimension                     | Questions | Calculation       | Your Score |
|-------------------------------|-----------|-------------------|------------|
| Strategic Priority Clarity    | 1-6       | Sum of Q1-6 ÷ 6   | _____      |
| Decision Rights and Authority | 7-12      | Sum of Q7-12 ÷ 6  | _____      |
| Cross-Functional Coordination | 13-18     | Sum of Q13-18 ÷ 6 | _____      |
| Accountability and Ownership  | 19-24     | Sum of Q19-24 ÷ 6 | _____      |

### Step 2: Calculate Overall Alignment Score

Add up all 24 question ratings and divide by 24 to get your overall alignment score.

**Overall Alignment Score = Sum of all 24 ratings ÷ 24 = \_\_\_\_\_**

## Score Interpretation Ranges

| Score Range | Level                 | Interpretation   |
|-------------|-----------------------|--|
| 4.5 - 5.0   | Exceptional Alignment | Your leadership team demonstrates strong alignment. Focus on maintaining this alignment as the organization grows and changes. |

| Score Range      | Level                 | Interpretation   |
|------------------|-----------------------|--|
| <b>4.0 - 4.4</b> | Strong Alignment      | Your team is generally well-aligned with some areas for improvement. Focus on dimensions with the lowest scores.                                 |
| <b>3.5 - 3.9</b> | Moderate Alignment    | Alignment gaps exist that are likely creating friction and inefficiency. Prioritize 1-2 dimensions for focused improvement.                      |
| <b>3.0 - 3.4</b> | Significant Gaps      | Alignment issues are likely having a noticeable impact on organizational performance. Consider a more comprehensive alignment initiative.        |
| <b>Below 3.0</b> | Critical Misalignment | Significant alignment issues are likely creating confusion, conflict, and wasted effort. Leadership team alignment should be an urgent priority. |

# Interpretation Guide

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## Understanding Your Results

The value of this diagnostic comes from the conversations it enables, not just the numerical scores. As you review your results, consider both the absolute scores and the patterns you observe.

## What Different Score Patterns Mean

### Pattern 1: Consistently Low Scores Across All Dimensions

**What it means:** Your leadership team may be experiencing fundamental alignment challenges that affect all aspects of how you work together.

**Common symptoms:**

- Frequent conflicts or confusion about who owns what
- Important decisions that get delayed or revisited repeatedly
- Different leaders giving teams conflicting direction
- Frustration from middle managers about unclear priorities or expectations

**Recommended focus:** Consider a comprehensive leadership alignment initiative. Start with Strategic Priority Clarity as a foundation—it's difficult to improve other dimensions without first establishing shared priorities.

### Pattern 2: High Variance Between Team Members

**What it means:** Team members have significantly different perceptions of how well-aligned you are. This is often more concerning than low average scores.

**Common symptoms:**

- Leaders seem surprised by each other's perspectives in meetings
- Different parts of the organization operate with different assumptions
- New leaders struggle to understand "how things really work"

**Recommended focus:** Focus discussion on the questions with the highest variance. These represent areas where team members have different mental models or experiences. Building shared understanding here is critical.

## Pattern 3: One Dimension Much Lower Than Others

**What it means:** You have a specific alignment gap that's creating disproportionate friction.

**Recommended focus:** See dimension-specific guidance below.

## Dimension-Specific Guidance

### If Strategic Priority Clarity Is Your Lowest Score:

#### Common root causes:

- Too many priorities competing for attention
- Priorities that are too vague or aspirational
- Failure to translate strategy into clear choices
- Leadership team that hasn't truly aligned on trade-offs

#### Priority actions:

- Facilitate a session to clarify and limit your top 3-5 strategic priorities
- Define clear decision criteria for trade-off situations
- Establish a regular cadence for reviewing and adjusting priorities
- Create a simple tool for testing whether initiatives align with priorities

## **Dimension-Specific Guidance (continued)**

### **If Decision Rights and Authority Is Your Lowest Score:**

#### **Common root causes:**

- Unclear role definitions or overlapping responsibilities
- Inconsistent delegation practices across the leadership team
- Tendency to involve too many people in decisions
- Fear of making wrong decisions leading to excessive checking

#### **Priority actions:**

- Map out key decision types and clarify who has final authority for each
- Identify and resolve areas of overlapping or unclear responsibility
- Establish norms about when to consult vs. inform vs. decide independently
- Practice delegating decisions and trusting leaders to own outcomes

### **If Cross-Functional Coordination Is Your Lowest Score:**

#### **Common root causes:**

- Organizational silos reinforced by structure or incentives
- Lack of formal mechanisms for coordination
- Leaders who optimize for their function rather than the whole
- Poor information sharing across boundaries

#### **Priority actions:**

- Establish regular cross-functional forums for coordination
- Clarify handoff points and ownership for cross-functional processes
- Review whether incentives encourage collaboration or silos
- Model collaborative behavior at the leadership level

### **If Accountability and Ownership Is Your Lowest Score:**

#### **Common root causes:**

- Unclear ownership of outcomes and initiatives
- Weak tracking and follow-through systems



- Culture that avoids difficult conversations about performance
- Tolerance for missed commitments without consequences

### Priority actions:

- Establish clear ownership for every major initiative and outcome
- Create better tracking systems for commitments and progress
- Build skills and norms for constructive accountability conversations
- Review whether consequences for missed commitments are consistent

## Common Alignment Gaps and Their Symptoms

| Alignment Gap                        | Common Symptoms  |
|--------------------------------------|--|
| <b>Strategy-Execution Disconnect</b> | Good strategic plans that don't translate to action; day-to-day work doesn't reflect stated priorities; resource allocation disconnected from strategy |
| <b>Decision Gridlock</b>             | Slow decision-making; important decisions require escalation; decisions get revisited; unclear who has authority to decide                             |
| <b>Siloed Organization</b>           | Poor coordination across functions; things falling through the cracks; duplicate efforts; "us vs. them" mentality between functions                    |
| <b>Accountability Vacuum</b>         | Unclear ownership; missed commitments without consequences; finger-pointing when things go wrong; lack of follow-through                               |

# Next Steps

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## Making the Most of Your Results

Completing this diagnostic is just the first step. The real value comes from what you do with the insights it provides. Here's how to turn your results into meaningful improvements.

### 1. Discuss Results as a Team

Schedule a dedicated session (60-90 minutes) to review results together. Use this structure:

- **Share individual scores (15 min):** Have each team member share their overall score and dimension scores. Look for patterns and outliers.
- **Discuss variance (20 min):** Identify questions where team members had significantly different scores. Explore why—what are people seeing or experiencing differently?
- **Identify themes (15 min):** What patterns emerge? Which dimensions are strongest/weakest? Are there specific questions that stand out?
- **Prioritize focus areas (20 min):** Given your scores and business context, which 1-2 areas would have the biggest impact if improved?
- **Commit to next steps (20 min):** What specific actions will you take? Who owns what? How will you track progress?

### 2. Identify 1-2 Priority Areas for Improvement

Resist the temptation to tackle everything at once. Choose your focus based on:

- **Impact:** Which gap is creating the most friction or limiting performance?
- **Foundational:** Some dimensions enable others (strategic clarity often comes first)
- **Urgency:** Are there business needs or changes that make certain alignments more critical now?
- **Readiness:** Where does the team have energy and willingness to make changes?

### 3. Create Specific Action Plans

For each priority area, define:

- **Desired outcome:** What would "good" look like? What would be different?
- **Root causes:** What's driving the current state?
- **Specific actions:** What will you do differently?
- **Ownership:** Who is responsible for driving each action?
- **Timeline:** When will you take action and review progress?
- **Success metrics:** How will you know if you're making progress?

## 4. Consider Deeper Assessment and Support

This diagnostic provides a high-level view of alignment. If you've identified significant gaps or want to go deeper, LearnWell's **Leadership Alignment Assessment** provides:

- Structured interviews with each leadership team member
- Analysis of organizational documents and data
- Detailed findings report with specific recommendations
- Facilitated session to review results and create action plans
- Optional follow-on support to implement improvements

### Want to Learn More?

Visit **[www.learnwell.com](https://www.learnwell.com)** to explore how we help leadership teams build alignment and drive organizational effectiveness.

Contact us to discuss your results and explore how we can support your team's development.