

‘Kite’ Assessment
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Indicate on the scales that follow your assessment of how things currently work in your organization by circling the number on each scale that you feel is descriptive. You will be positioned somewhere between the statement on the left and the statement on the right. Please answer for your area of responsibility.

1. Agenda

People in my area of responsibility have differing opinions on what our key priorities are	1 2 3 4 5 6 7	Everyone in my area of responsibility has a common point of view of key priorities
People’s meetings and schedules are not aligned with strategic objectives	1 2 3 4 5 6 7	People spend time in meetings and on activities that are well aligned with strategic goals
My agenda is driven primarily by reaction to short-term operational pressures	1 2 3 4 5 6 7	My agenda is driven primarily by the strategic priorities of my business unit

2. Norms and Culture

People are not held accountable for the commitments they make	1 2 3 4 5 6 7	People are held accountable for the commitments they make
In our business unit, it is not really acceptable to challenge one another directly	1 2 3 4 5 6 7	In our business unit, it is acceptable to directly challenge one another
People in different parts of our organization have distinctly different values – there is no common culture here	1 2 3 4 5 6 7	Even if they work in different parts of the organization, people share a common set of values – there is a strong common culture here

3. News and Communication

It is a struggle for me to get relevant information to execute my strategy	1 2 3 4 5 6 7	It is easy for me to get the information that I need to execute my strategy
Communication of strategic issues is deficient	1 2 3 4 5 6 7	Communication of strategic issues is excellent
In our organization, we tend to use relatively few channels of communication with respect to strategic issues	1 2 3 4 5 6 7	In our organization, we use many channels of communication with respect to strategic issues

4. People and Structure

I am not confident that we have the right people in the right roles in our business unit	1 2 3 4 5 6 7	I am confident that we have the right people in the right roles in our business unit
We don't spend enough time on issues of recruiting, training and developing our people	1 2 3 4 5 6 7	We spend appropriate amounts of time recruiting, training and developing our people
Our structure frequently gets in the way of implementing our strategy	1 2 3 4 5 6 7	Our structure makes it easy to implement our strategy

5. Resource Allocations

Mechanisms and processes for allocating resources are poorly understood	1 2 3 4 5 6 7	Mechanisms and processes for allocating resources are well understood
My personal incentives are not well aligned with our strategy	1 2 3 4 5 6 7	My personal incentives are perfectly aligned with our strategy
We tend to let projects go on for too long, even if they are not delivering good results	1 2 3 4 5 6 7	We are good at stopping projects if they do not look promising

6. Leadership and Symbolism

We have a large number of symbolic disconnects between stated strategy and observed leadership behavior	1 2 3 4 5 6 7	The symbolic messages sent by our leadership are consistent with stated strategy
It's hard for me to think of a symbolic communication that would be equally resonant across all of our organization	1 2 3 4 5 6 7	It's easy for me to come up with examples of resonant cross-company symbols

Having scored each of the elements, what do you make of the pattern? What might you do about gaps in the organization's alignment?