

On The Same Page

How alignment drives strategy, unites teams, and delights customers.

Most organisations fail in the gap between intent and behaviour, in the invisible forces that operate in the spaces between the org chart. The strategy is usually sound. What breaks is the translation into everyday action. On The Same Page is the book, and the Five Pillars are the method that makes that gap visible.



Everyone thinks they are aligned. *Almost no one is.*

Alignment is assumed far more often than it is real. The numbers tell the story.

82%

of senior executives believe their organisation is aligned.

23%

of the wider organisation can say what the strategy actually is.

9%

of managers can rely on colleagues to deliver.

The gap between intent and behaviour is where most organisations quietly come undone. The Five Pillars make it visible.

The Five *Pillars*.



Strategy

The choices that set direction for everything else.

Strategy is the discipline of making real choices about where the organisation will compete, how it will win, and what it will deliberately set aside. When strategy is unclear, everything downstream gets harder. People work hard on the wrong things. Trade-offs that should be made in the room get pushed out to individual judgement. The Strategy pillar is about making those choices explicit, testable, and shared.



Leadership

What leaders actually do, not what they say.

Leadership is the standard, set by what leaders do day to day, and held consistently at every level. Leaders set it by walking the talk, or failing to. It shows in how leaders empower others too, whether they give people enough context to act on their own judgement and back the initiative that follows. The Leadership pillar looks at the standard an organisation is really setting, and the work of raising it.



Teamwork

The discipline of working effectively across functions.

Teamwork covers the structural design and operating practices that turn a group of individuals into a working team, and a collection of teams into a working organisation. Decision rights, handoffs between functions, meeting design, the rhythm of how the team reviews its own work. The Teamwork pillar is about the connective tissue that determines whether the org chart actually produces anything.



Culture

The operating system. What happens when no one is watching.

The patterns that hold whether anyone is looking or not. Culture is the operating system underneath everything else. The patterns that hold whether or not anyone is watching, the behaviours that get rewarded and tolerated, the things that go unsaid because they don't need to be said. The Culture pillar works on the small operating practices that shape how people actually behave, and shifts the lived culture closer toward one that supports where the organisation is trying to go.



Brand

The brand you have, against the brand you intended.

Brand is the external scoreboard. It's the version of your organisation that exists in the heads of customers, partners, employees, and the wider market. The Brand pillar treats that as evidence. It reads what the outside world actually experiences and traces it back to what is being done to produce it. Change the cause and the brand follows.

Although I typically explain them in the same order, the pillars are not a sequence. They are five views of the same organisation, and the work usually starts wherever the friction is greatest.

Bridging the gap between *intent & behaviour*.

Most organisations don't fail because their strategy is wrong. They fail in the gap between intent and behaviour. That gap is invisible until you know what to look for.

The five pillars exist to make that gap visible. Each names one of the places the gap tends to live. Together they give you a way of seeing an organisation that the org chart cannot.

Document vs. Reality

It shows up as confident strategy documents that produce no change in behaviour.

Cultural Fiction

As cultural statements that the people inside the organisation read as fiction.

Disconnected Leadership

As leaders working hard on what they believe is the right thing, while the rest of the organisation does something else.

HOW THEY CONNECT

Five pillars, one *system*.

The value of the five is in treating them as a system. A strategy problem is often a leadership problem. A culture problem often starts in teamwork. You fix the gap by reading across all five.

WHO IT IS FOR

Senior leaders

Facing misalignment and the everyday failures of translation between intent and delivery.

HR and people leaders

Building the next generation of leadership and a language for how the organisation works.

Founders and CEOs

Scaling past fifty people, where the informal glue stops holding on its own.

Consultants and coaches

Looking for a diagnostic framework that names what they can see but could not quite explain.

GET THE NOTES

Follow the book as it *takes shape*.

Early chapters, frameworks as they are tested, and a first look at the finished work. Sign up for the manuscript notes.

James Allen james@creativehuddle.co.uk creativehuddle.co.uk