



ORGANIZATIONAL ALIGNMENT ASSESSMENT

Where is the disconnect between vision and execution?

INFORMED Clarity	INTERESTED Connection	INVOLVED Ownership	INSPIRED Commitment
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This diagnostic provides an initial view of the conditions that help organizations translate strategy into sustainable execution. Rate what is **actually happening today**, not what is intended to happen.

Organization / Team: _____

Participant / Role: _____

Date: _____

Turning Vision Into Alignment. And Alignment Into Action.

Connecting People. Strategy. Execution.

How to Complete the Assessment

Think about your organization, team, or a specific strategic initiative. Rate each statement from 1 to 5. Answer based on current experience and observable behavior.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Scoring: Each dimension contains five statements and has a maximum score of 25. The total assessment score is 100.

1. INFORMED

Do people understand where you're going?

Clarity is the foundation of alignment. People cannot effectively execute a strategy they do not understand.

#	Statement	1	2	3	4	5
1	People understand our organization's current strategic priorities.	■	■	■	■	■
2	Leadership communicates a clear and consistent vision for where the organization is going.	■	■	■	■	■
3	Employees understand what is expected of them in supporting organizational priorities.	■	■	■	■	■
4	Important organizational changes are communicated with enough context for people to understand both what is changing and why.	■	■	■	■	■
5	Leaders across the organization communicate priorities and expectations consistently.	■	■	■	■	■

Informed Score:

_____ / 25

2. INTERESTED

Do people understand why it matters?

Awareness alone does not create commitment. People need to see relevance, value, and a meaningful connection between organizational priorities and their work.

#	Statement	1	2	3	4	5
6	Employees understand why our current priorities matter to the organization's success.	■	■	■	■	■
7	People can see how organizational priorities connect to their individual roles and responsibilities.	■	■	■	■	■
8	Leaders communicate the benefits and intended outcomes of major initiatives - not simply the required actions.	■	■	■	■	■
9	Employee concerns, questions, and resistance are acknowledged and addressed constructively.	■	■	■	■	■
10	People generally demonstrate genuine interest in helping the organization achieve its priorities.	■	■	■	■	■

Interested Score:

_____ / 25

3. INVOLVED

Are people participating in making it happen?

People are more likely to take ownership of what they have meaningful opportunities to influence, contribute to, and help execute.

#	Statement	1	2	3	4	5
11	Employees have meaningful opportunities to contribute ideas and perspectives to initiatives that affect their work.	■	■	■	■	■
12	Appropriate stakeholders are engaged early enough to influence decisions - not simply informed after decisions are made.	■	■	■	■	■
13	Teams understand their responsibilities and are actively participating in executing organizational priorities.	■	■	■	■	■
14	Leaders actively seek and use feedback during implementation.	■	■	■	■	■
15	Employees have the resources, authority, support, and tools needed to contribute successfully.	■	■	■	■	■

Involved Score:

_____ / 25

4. INSPIRED

Will people sustain the momentum?

Sustainable execution requires more than compliance. People need trust, confidence, purpose, and belief in where the organization is going.

#	Statement	1	2	3	4	5
16	Employees generally trust leadership to make decisions in the organization's best interest.	■	■	■	■	■
17	Leaders consistently model the behaviors and commitments they expect from others.	■	■	■	■	■
18	People can see meaningful progress toward organizational goals.	■	■	■	■	■
19	Contributions and successes are recognized in ways that reinforce desired behaviors and outcomes.	■	■	■	■	■
20	People demonstrate energy, ownership, and commitment to sustaining organizational priorities over time.	■	■	■	■	■

Inspired Score:

_____ / 25

Calculate Your 4-In Alignment Score

Transfer each dimension score below, then add them together.

Dimension	Score	Primary Condition
Informed	____ / 25	Clarity
Interested	____ / 25	Connection
Involved	____ / 25	Ownership
Inspired	____ / 25	Commitment
TOTAL ALIGNMENT SCORE	____ / 100	

What Does Your Score Mean?

85-100 | ALIGNED & ACTIVATED

Your organization demonstrates strong conditions for translating vision into execution. Protect what is working while examining individual dimensions for targeted improvement.

70-84 | CONNECTED, WITH GAPS

Many foundations for alignment are present, but one or more areas may be limiting execution. Focus on the four individual scores, not only the total.

55-69 | ALIGNMENT AT RISK

Meaningful gaps may exist between organizational intent and employee experience. Identify the lowest-scoring dimension and explore the barriers behind it.

40-54 | SIGNIFICANT DISCONNECT

Results suggest substantial gaps between vision, people, and execution. Address underlying alignment conditions before adding more activity or communication.

20-39 | CRITICAL ALIGNMENT GAP

A significant disconnect may exist between leadership intent and workforce experience. A deeper organizational diagnosis may be appropriate.

Your 4-In Alignment Profile

Your total score is useful, but the pattern across the four dimensions often provides the most actionable insight.

Dimension	Your Score	If Low, Explore...
INFORMED	____ / 25	Clarity: Do people truly understand the direction and expectations?
INTERESTED	____ / 25	Connection: Do people understand why the work matters to the organization and to them?
INVOLVED	____ / 25	Ownership: Are people meaningfully participating or simply being asked to comply?
INSPIRED	____ / 25	Commitment: Are trust, belief, recognition, and momentum strong enough to sustain the work?

Your Lowest Dimension: _____

Your Primary Alignment Opportunity: _____

Reflection & Action Planning

What result surprised you most?

Where do you see the greatest disconnect between leadership intent and employee experience?

What is one action leadership could take in the next 30 days to improve alignment?

What additional information or stakeholder input is needed before taking action?

From Assessment to Action

The 4-In Organizational Alignment Assessment® provides an initial view of where alignment may be strong and where disconnects may exist. The next step is understanding **why**. A deeper organizational diagnostic can examine differences across leadership levels, departments, teams, stakeholder groups, or strategic initiatives.

- Organizational Alignment Diagnostic
- Leadership Alignment Session
- Executive Strategy Session
- Team Alignment Workshop
- Change Readiness Assessment
- AI Adoption Readiness Assessment
- Customized 4-In Implementation Roadmap

TURN VISION INTO ALIGNMENT. AND ALIGNMENT INTO ACTION.

Schedule a 4-In Strategy Conversation to examine your results, identify where the disconnect may be occurring, and determine the most effective path forward.

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Use Notice: The 4-In Organizational Alignment Assessment® is a proprietary diagnostic based on The 4-In Method®. Assessment results are intended to provide organizational insight and should be considered alongside additional qualitative and quantitative information. All rights reserved.