



“An ounce of strategic focus today, avoids a pound of urgent action tomorrow.”

- ❖ As the leader of your organization, are you spending too much of your time putting out fires?
- ❖ Would you rather be growing your organization and making it better?
- ❖ Do you wonder why everyone in your organization is not rowing in your desired direction?
- ❖ Do you have a Growth Mindset and do you “listen, learn, think and apply”?

If you answered yes to these questions, let’s talk; **Strategic Focus Alignment** can help.

Case Study:

In 2006, five seasoned startup professionals and I formed a new company to produce and sell a product that solved a cyber security problem. We raised capital, hired staff, released a product, garnered international attention, and were acquired 22 months after formation for millions of dollars – yielding about 500% return for our investors. More importantly, the product we developed and sold, protects hundreds of millions of computer users around the planet to this day. Some have said that company was like “capturing lightning in a bottle.”

When we formed our company, we all committed to the **Strategic Focus Alignment (SFA)** model and method. Each of our **Individual Domains** were assessed and we deliberately chose our ranked order of **Organizational Domains (Focus)** for our company in alignment with those findings. When a certain situation developed in the marketplace that drove a “make or break” decision for our company, the six founders had a single conversation that took less than an hour. Using the model and language of SFA, were able to make a clear strategic decision that catapulted our success.

SFA works.

Testimonials:

“I met Joe Chiarella in June of 2015, and we began a coaching relationship that proved to be very profitable for me both professionally and personally. He shared his Strategic Focus Alignment (SFA) white paper with me. That was the start of a radical change for my company [which was in trouble]. With Joe’s guidance all the way, our company is [now] making a healthy profit and our revenue has risen by over 15% per year. Last month (Dec 2018), I was able to sell the company to the buyer of my choice. The new owner continues to be impressed with how well our company is run. They buy many companies to build and expand them, and they told me that many of the companies they have bought, which are much larger than ours, were not run nearly as well.

In summary, Strategic Focus Alignment has had a powerfully positive influence on our company. I believe that Joe Chiarella and SFA will benefit any company that chooses to employ them.” – Mike Kremer, Founder/President, PsyTech Solutions

“I cannot tell you how much I have learned from you. Thank you for your efforts on my behalf. With courtesy and grace, you dig right to the essence of the subject matter at hand and with great care inquire and guide to the right conclusion. Through your ability to selflessly see thru the situation, take the risk to focus on the essence of the matter and logically and methodically, by questioning and offering alternative thoughts, guide your subject to the right conclusions. If I were to select words that describe you, I would probably start with Godly, man of character, man with integrity, strategic thinker, focused, thoughtful, thorough, caring and righteous. Those who work with you and get your counsel are blessed with your wisdom.” – Bahram Yusefzadeh, Chairman V2R



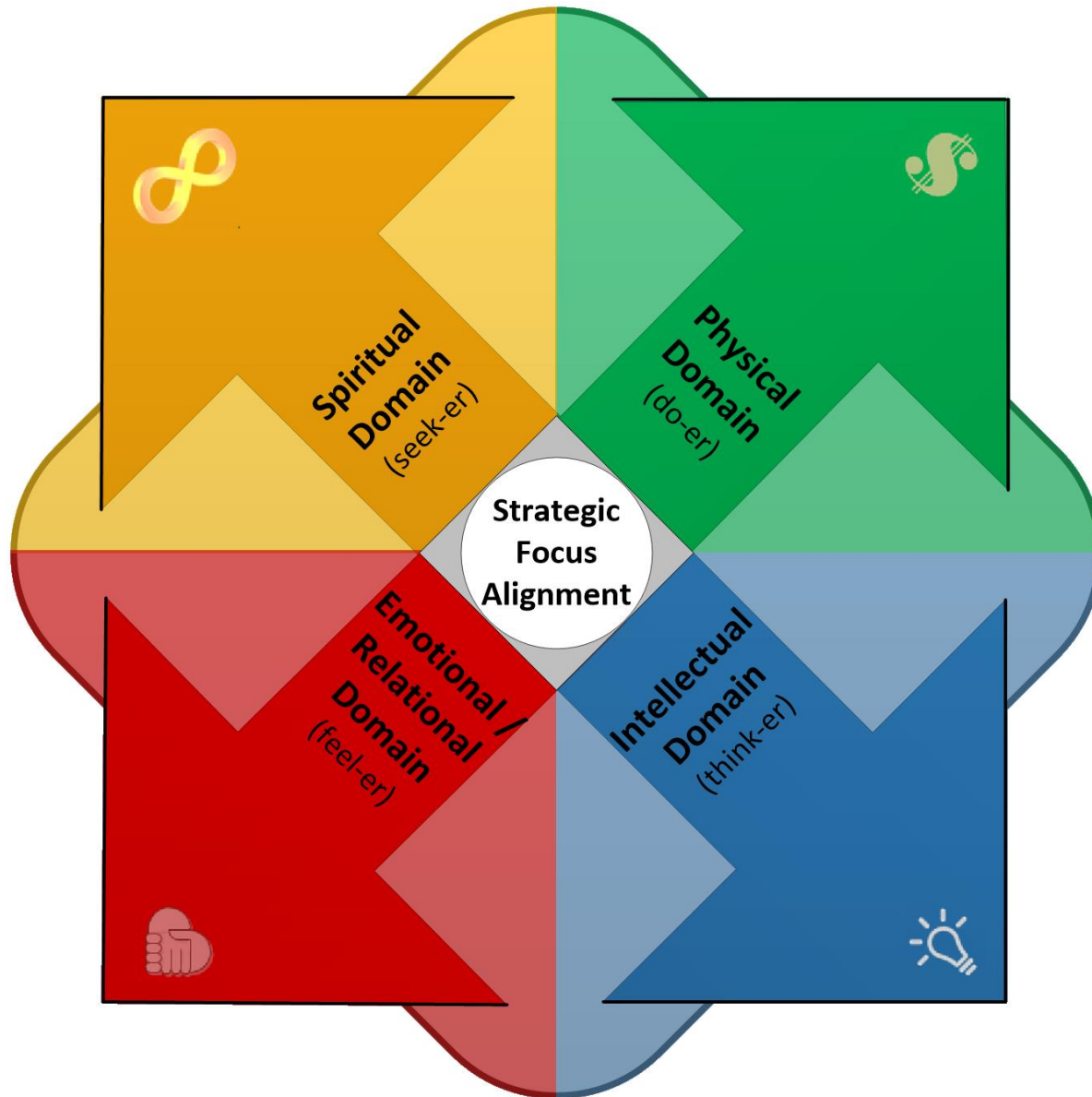


Figure 1 – The Individual Domains

Every person lives in four domains.

We have bodies. We live in a **Physical** world. And because we are physical – we *DO* things (interact) with other physical things.

We also have a mind, an **Intellect**. We live in the world of thoughts. We are self-aware. We *THINK*.

We have Emotions and we are social creatures. We have a heart that cares for others and desires to be cared for by others. We desire **Relationship**. We *FEEL*.

We also all operate from some system of beliefs and principles; we believe in something outside ourselves. We *SEEK* to connect with and understand whatever drives our “higher nature” – this is our **Soul**.

But while all four of these domains are present within us, each of us has a unique “ranking” of them in terms of priority in our lives. Where we choose to spend our time, our energy, our personal focus – is different for each of us.

What if knowing these four domains (and their relative ranking) had a profound impact on the achievement of your organization?

Figure 2 – A Sampling of Individual Domain Scores (Anonymized)

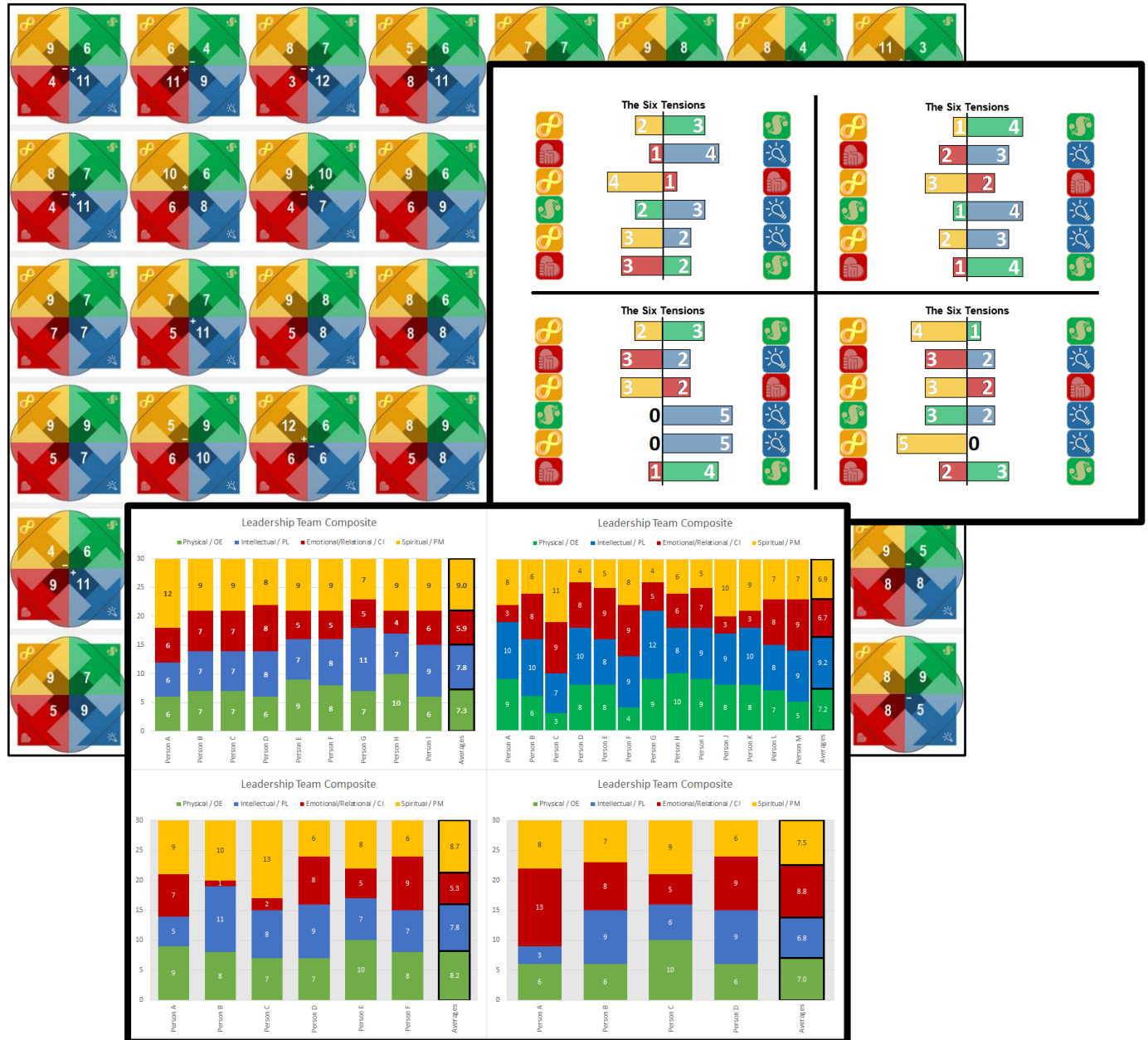
Strategic Focus Alignment, LLC has developed a tool to measure the relative ranking of the Individual Domains.

At right, you can see a sampling of unique individuals and their Domain Rankings, as well as four leadership team composites for comparison.

There are over 2400 possible unique ranking arrangements. You won't often find someone else with your same ranking.

You can also see a sample of the "Six Tensions" for four anonymous people. The "Six Tensions" are a deeper view of the four Domains in action. There are over 46,000 possible arrangements of these Six Tensions. This is where a great deal of nuance is seen in how people live out their four Individual Domains.

It is these Six Tensions that drive our daily decision-making in our lives and in our organizations.



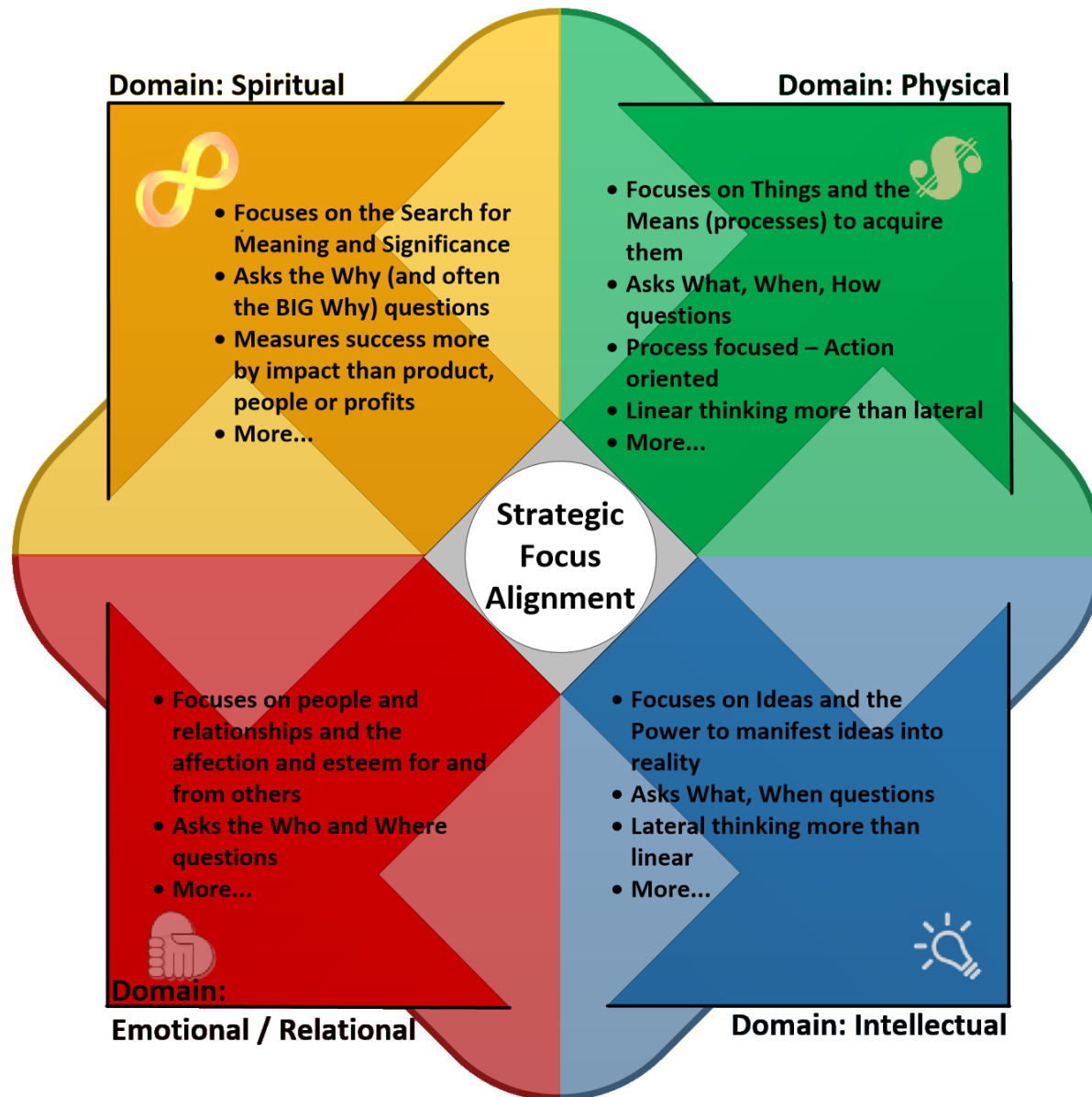


Figure 3 – BRIEF descriptions of the four Individual Domains

Each of the four Individual Domains exhibit certain common characteristics. Again, all of us have all four of these Domains within us. We all, in differing proportion, focus our time and energy on the Physical world, on our Thoughts and Ideas, on People and Relationships we care about, and on “Higher Things.”

It is important to note that these domains do not point to abilities or skills. Someone who scores high in the Intellectual domain is no more a genius than someone scoring low in the Emotional/Relational domain is a psychopath. This is about individual priorities, focus and interest – not ability.

There is some data to suggest that the priority of these can and does change over time. Age, experiences, and circumstances can change our priorities.

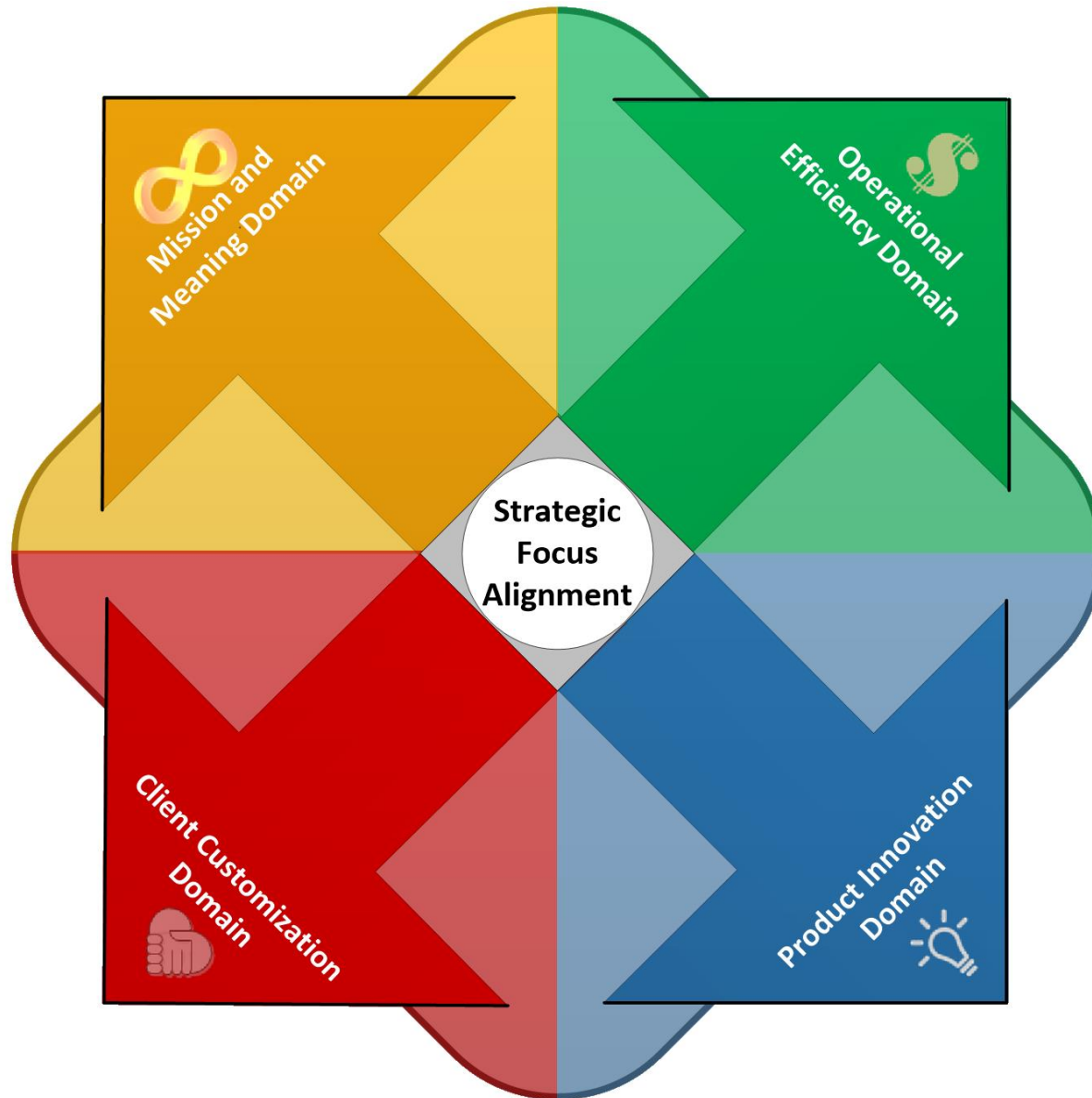


Figure 4 – the Organizational Domains

Every organization must spend time and energy (focus) in four domains.

Each organization must have a **PRODUCT** (or service as their product). That is, they must **PRODUCE** something that others find valuable in some way.

Each organization must have **CLIENTS**, customers, or consumers, (someone who makes use of and values what the organization produces).

Every organization must **OPERATE** themselves in order to produce what they produce and provide it to whomever consumes it.

And every organization must have a **WHY** – that is – a reason (**MISSION**) for existing.

The most successful organizations deliberately choose their ranked Domain order and maintain the discipline to execute based on that ranked order. This is **H A R D** to do well. But those that do, are leaders in the marketplace.

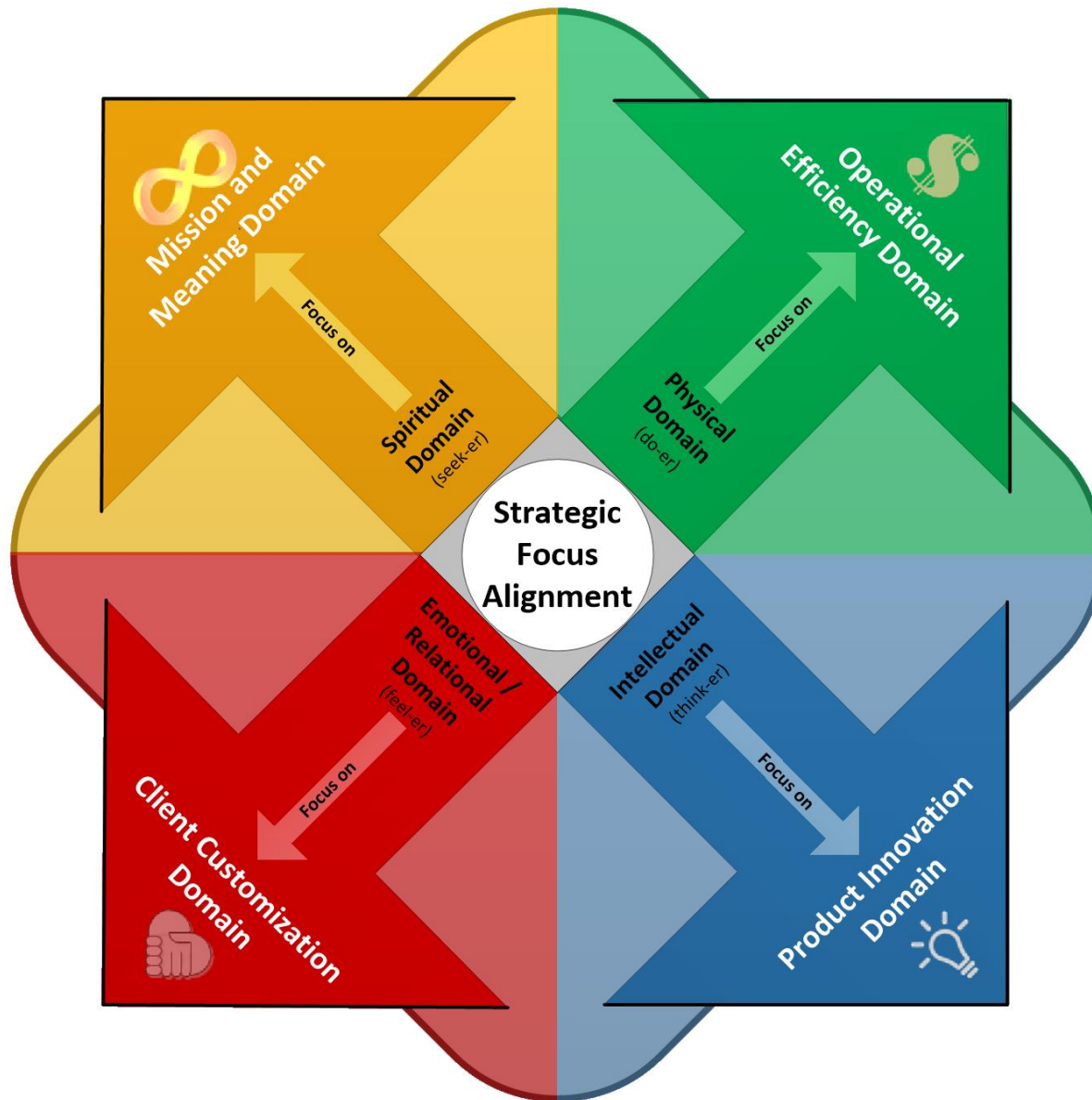


Figure 5 – “Four = Four”

Organizations are built by people.

People have four domains.

Organizations have four domains.

What if each of the Individual Domains relate to each of the Organizational Domains? What would that relationship look like?

Strategic Focus Alignment illustrates these relationships.

Those for whom their **Physical** domain is primary – they tend to build organizations where the primary focus is **Operational Efficiency**.

For those whose **Intellectual** domain is primary – they tend to focus on **Product Innovation**.

When the **Emotional/Relational** domain is first – they tend to focus on building **Customized** solutions for **Clients**.

Lastly, when the **Spiritual** domain is dominant – the focus is on building something **Significant** and full of **Meaning**.

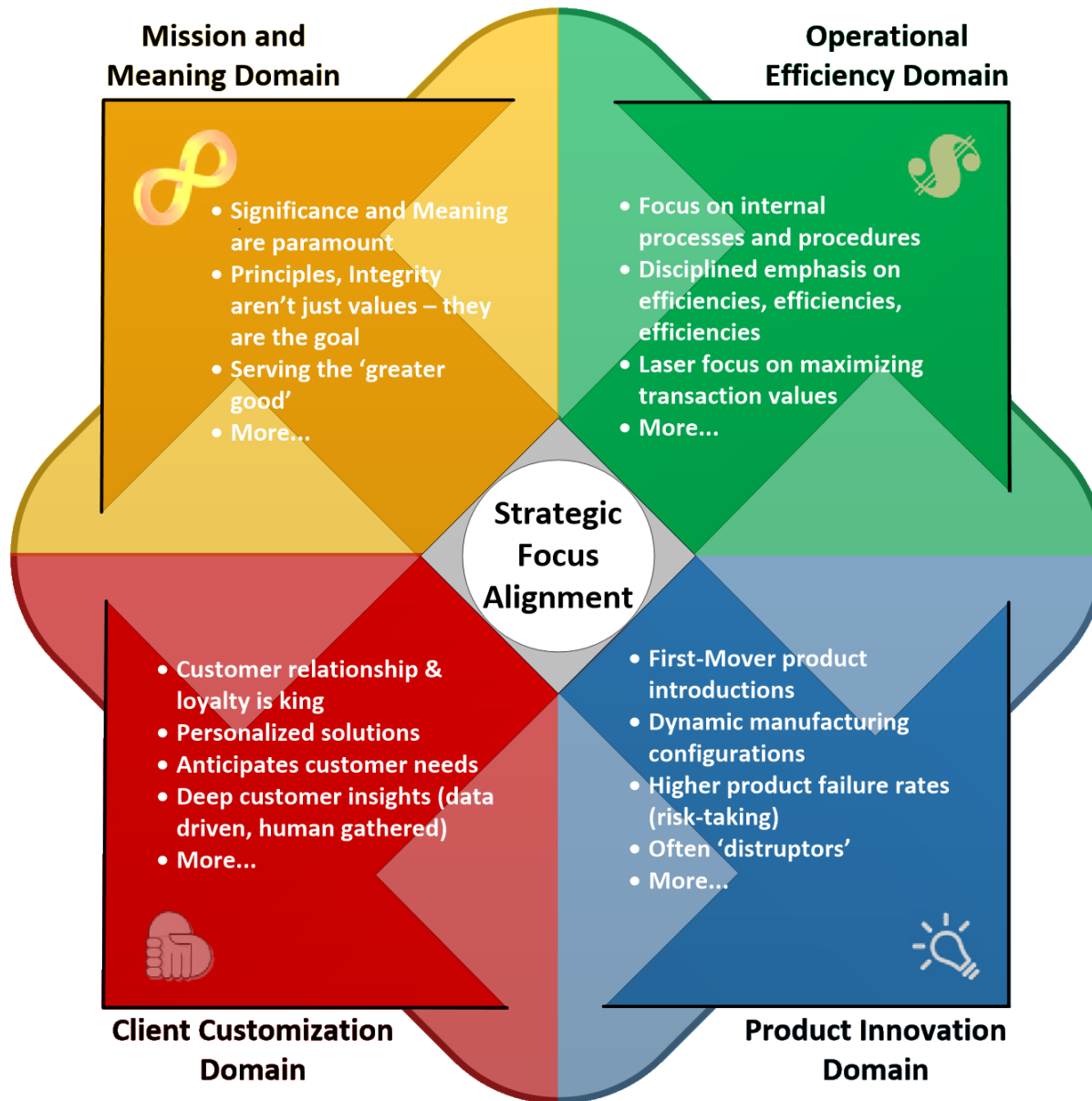


Figure 6 – BRIEF descriptions of each of the four Organizational Domains

Each Organizational Domain has different priorities. At left are a few attributes of each Organizational Domain.

There are also four kinds of organizational types.

“The Monolith”: Some organizations do not realize their full potential because they focus on only one domain to the exclusion or detriment of the other three.

“The Delusional”: Some organizations are not as successful as they could be because they try to focus on all four domains equally all the time. This is impossible as each Domain can be mutually exclusive in terms of resources from the other three.

“The Dreidel”: Some organizations do not achieve as much as they could because they focus on a different domain every day, month, week, or hour. These spinning tops thus thrash a lot with no direction.

“The Achiever”: The organization that achieves the most, is the one that knows the most effective approach is to rank the order of priority of these Domains and instill the discipline to use that ranking consistently.

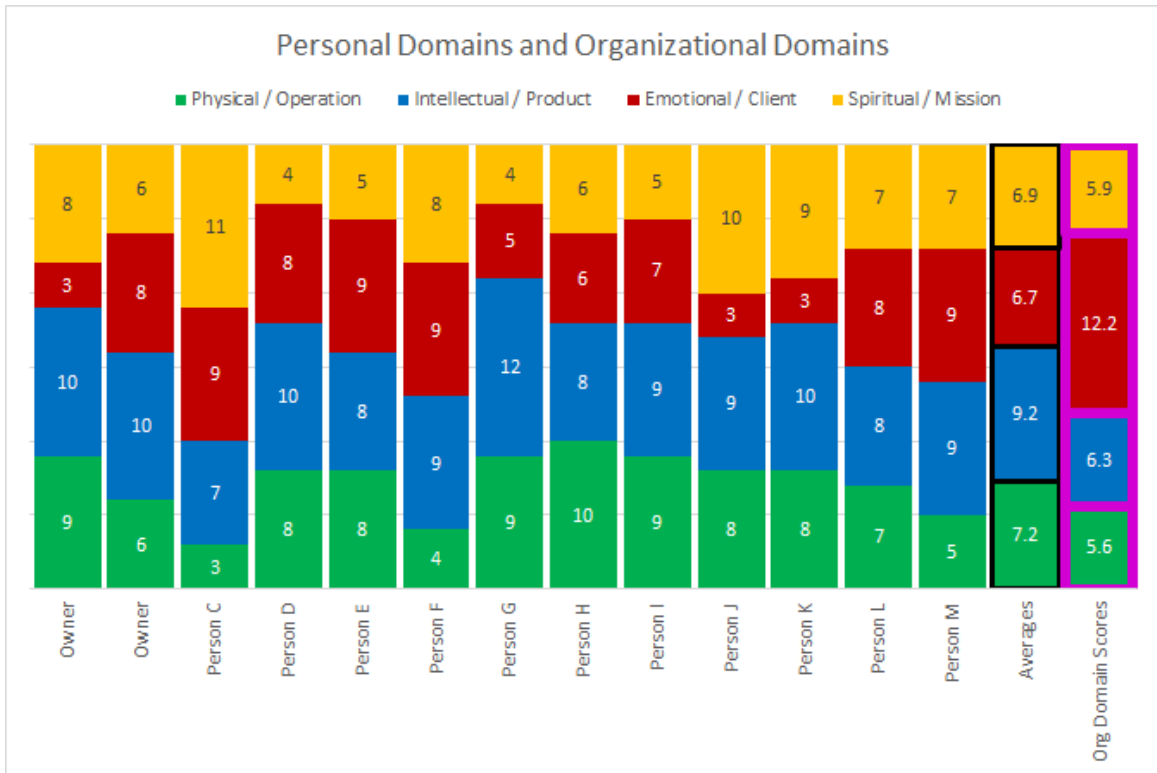


Figure 7 – Alignment of Personal and Organizational Domains

The adjoining graphic illustrates the alignment, or mis-alignment, of the Personal Domains of the leadership team of an organization, and the Organizational Domains.

Note carefully the two far right stacked bars in comparison. The black border shows the average Personal Domain (composite) of the leadership team of this organization. The stacked bar next to it (fuchsia border) shows the relative priority or focus of the Organizational Domains. As you can see, the primary focus of the organization is the Red or Client Customization focus. However, the composite focus of the personal domains is highest in the Blue domain of Intellect and Product Innovation.

This misalignment causes turbulence in decision-making, dissatisfaction by leadership with direction and focus and a whole lot of misunderstandings. The net result for this organization is “failing to grow quickly enough.”

SFA illuminates these misalignments and helps navigate the hard work of re-alignment and, subsequently, higher performance.

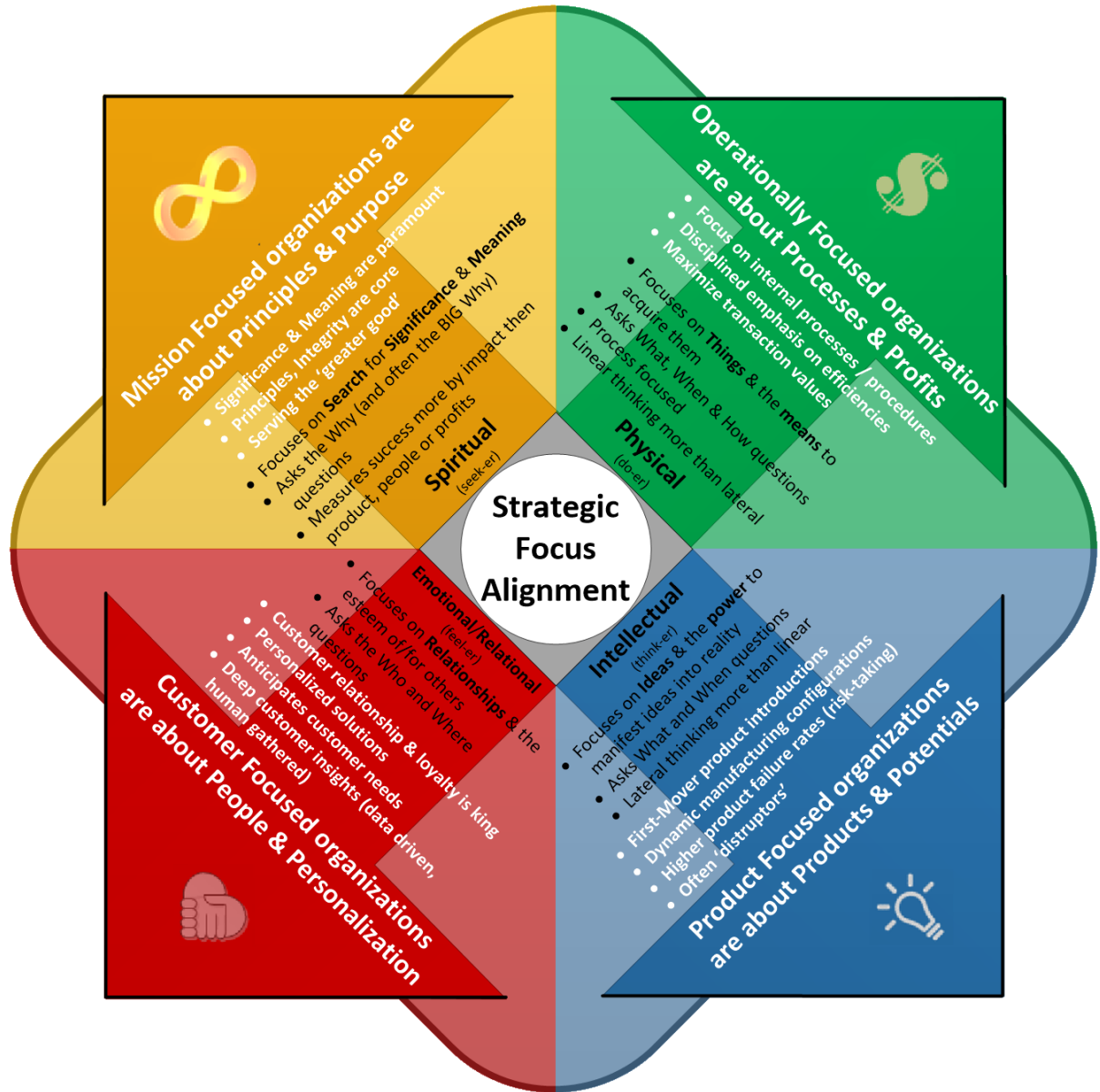
Figure 8 – Putting it all Together

In addition to my own software companies over the last 20+ years, I've always consulted with other companies. Now, I help executives succeed more. In the last 15 or so years, I've worked with a range of organizational leaders in high-tech, wellness, distribution, nutritionals, federal contracting, retail, insurance, education, agri-business, non-profit, systems integration, and more.

In every case I have applied SFA. I've seen the success that happens when it is used – and I've seen the reverse when it is ignored.

No, it is not a "magic bullet" that will instantly fix your organization or turn it from a modest success to a unicorn overnight (but maybe eventually). But I assure you that if you learn the model and apply it – your organization will become... better. Your organization will achieve more. Along the way – you will also become a better-version-of-yourself.

If you own or lead an organization – better is within your grasp.





Strategic Focus Alignment is a model, a method, a lens, a tool, a vocabulary, and indeed a strategic weapon that, when properly used can accelerate the success of any organization.

To learn more about the model and how it might help you and your organization be more successful, email Joe Chiarella today at SFA@JoeChiarella.com to arrange a free 30-minute consultation.

Get Aligned!
Get Focused!
Build a better organization!

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