



— ORGANIZATIONAL INTELLIGENCE · THE ALIGNMENT PHASE

# Evidence-Based Alignment

*An executive workbook for testing what you  
believe you have learned.*

The picture of an organization feels most complete at exactly the moment it has never been checked. This workbook is the check: the four checks for what you believe, a worksheet for the beliefs themselves, and a side-by-side reading of what your leadership team already agrees on.

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# Test the picture before it becomes a plan.

Work from what you already have: the notes from your listening conversations, the formal materials of the business, and the ordinary numbers it produces. Nothing here asks anything new of the organization. Fill the pages in on your own, then check what survives in the open, one conversation at a time.

## 1 · RECURRENCE

It arrived from unrelated conversations, not one vivid story.

Count sources honestly. A belief that traces to a single memorable conversation is an impression, not yet a pattern. Several unrelated voices, with no reason to coordinate, make it organizational.

## 2 · RECORD

It lives in your notes, not only in your memory.

Memory smooths and sharpens. Reread the record and let it correct the narrator: themes you remember as universal may appear twice; things you barely registered may appear a dozen times.

## 3 · RECOGNITION

The people closest to the work see it too.

Describe the pattern back plainly: "Here is what I keep hearing. Does this match what you see?" Detail and precision mean you have it right. Hesitation and redirection are data too.

## 4 · REALITY

Customers, the numbers, and the market support it.

For each belief the organization holds most confidently, ask what outside the building would have to be true, and look. Agreement inside is a finding; only the outside check makes it a foundation.

## THE ONE RULE

Test patterns and shared beliefs, never private judgments about individuals. Check in the open, hold conclusions lightly, and let the organization correct you. The care is also what keeps the picture accurate.

## Write the beliefs down.

Unwritten beliefs cannot be tested. List the conclusions you are actually carrying about the business, the organization, and what should change first. For each one, run the four checks before it earns a place in your plans.

|                                                           |                                                                                          |                                                                          |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <p><b>THE BELIEF</b></p> <p>1</p> <hr/> <hr/> <hr/> <hr/> | <p><b>WHERE IT CAME FROM</b></p> <p><b>UNRELATED SOURCES</b></p> <hr/> <hr/> <hr/> <hr/> | <p><b>CHECKED</b></p> <p><b>WHAT CHANGED</b></p> <hr/> <hr/> <hr/> <hr/> |
| <p><b>THE BELIEF</b></p> <p>2</p> <hr/> <hr/> <hr/> <hr/> | <p><b>WHERE IT CAME FROM</b></p> <p><b>UNRELATED SOURCES</b></p> <hr/> <hr/> <hr/> <hr/> | <p><b>CHECKED</b></p> <p><b>WHAT CHANGED</b></p> <hr/> <hr/> <hr/> <hr/> |
| <p><b>THE BELIEF</b></p> <p>3</p> <hr/> <hr/> <hr/> <hr/> | <p><b>WHERE IT CAME FROM</b></p> <p><b>UNRELATED SOURCES</b></p> <hr/> <hr/> <hr/> <hr/> | <p><b>CHECKED</b></p> <p><b>WHAT CHANGED</b></p> <hr/> <hr/> <hr/> <hr/> |
| <p><b>THE BELIEF</b></p> <p>4</p> <hr/> <hr/> <hr/> <hr/> | <p><b>WHERE IT CAME FROM</b></p> <p><b>UNRELATED SOURCES</b></p> <hr/> <hr/> <hr/> <hr/> | <p><b>CHECKED</b></p> <p><b>WHAT CHANGED</b></p> <hr/> <hr/> <hr/> <hr/> |
| <p><b>THE BELIEF</b></p> <p>5</p> <hr/> <hr/> <hr/> <hr/> | <p><b>WHERE IT CAME FROM</b></p> <p><b>UNRELATED SOURCES</b></p> <hr/> <hr/> <hr/> <hr/> | <p><b>CHECKED</b></p> <p><b>WHAT CHANGED</b></p> <hr/> <hr/> <hr/> <hr/> |

Hold each entry lightly. A lone observation is not dismissed; it is a question you carry until it is confirmed or retired.

# Where the team agrees, and where it only seems to.

Take the alignment questions from the listening tour, asked identically of every senior leader, and read the answers together. Note where they cluster and where they spread. On questions that should have one answer, the differences are the discovery.

|                                                              |                                                 |                                            |
|--------------------------------------------------------------|-------------------------------------------------|--------------------------------------------|
| What are the organization's top three priorities right now?  | <p>WHERE ANSWERS CONVERGE</p> <hr/> <hr/> <hr/> | <p>WHERE THEY DIFFER</p> <hr/> <hr/> <hr/> |
| How will we know, a year from now, that we succeeded?        | <p>WHERE ANSWERS CONVERGE</p> <hr/> <hr/> <hr/> | <p>WHERE THEY DIFFER</p> <hr/> <hr/> <hr/> |
| Who owns the most important decisions in your area?          | <p>WHERE ANSWERS CONVERGE</p> <hr/> <hr/> <hr/> | <p>WHERE THEY DIFFER</p> <hr/> <hr/> <hr/> |
| What is the single biggest constraint on our growth?         | <p>WHERE ANSWERS CONVERGE</p> <hr/> <hr/> <hr/> | <p>WHERE THEY DIFFER</p> <hr/> <hr/> <hr/> |
| What should the incoming leader change first, and not touch? | <p>WHERE ANSWERS CONVERGE</p> <hr/> <hr/> <hr/> | <p>WHERE THEY DIFFER</p> <hr/> <hr/> <hr/> |

Agreement is a finding, not a verdict: a team can align around yesterday's truth. Check shared beliefs against customers, the numbers, and the market.

## CONTINUE THE LEARNING PATH

- › The series cornerstone: Organizational Intelligence
- › Phase 1 · The Executive Listening Tour (with interview guide)
- › Phase 2 · Beyond the Org Chart (with analysis canvas)
- › Phase 3 · Evidence-Based Alignment (this article)