

ELEVATE IMPACT ADVISORY · SIGNATURE INSIGHT 002 · COLLECTION ONE

Leadership Alignment Review

We All Left the Same Meeting...

Shared language does not
guarantee shared understanding.

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Leadership Alignment Review

We All Left the Same Meeting...

Leadership teams often leave important conversations believing they are aligned. The same words have been heard, the same decision has been discussed and the same direction appears to have been established.

But what each person has understood may not yet be visible.

This Signature Insight is a focused experience of organisational thinking designed to make shared understanding visible.

There are no scores. No right answers.

Simply an opportunity to place individual interpretations alongside one another and notice what becomes visible before moving into implementation.

What This Experience Is Designed to Make Visible

Shared understanding — what different people have actually understood and carried forward from the same organisational conversation.

Alignment or misalignment may become visible, but neither is the conclusion participants are expected to reach. The experience is designed to place individual interpretations alongside one another so the team can see what is shared, what differs and what those differences may reveal.

What to Protect

Difference before reconciliation.

Protect the period in which individual interpretations remain visible alongside one another before participants begin explaining, correcting or combining them.

Different interpretations are not automatically evidence of misunderstanding or failure. Some may reflect valuable differences in perspective or emphasis.

Others may matter significantly for implementation.

The purpose is to become curious about those differences before deciding what they mean.

What Not to Rush Towards

Agreement, correction or consensus.

Do not rush towards producing a single “correct” interpretation of the original conversation, resolving every difference or determining who understood it properly.

Those conversations may eventually become useful, but they should follow recognition rather than replace it.

Make understanding visible before trying to make it shared.

01

Begin Individually

Choose one recent leadership meeting that resulted in an important decision, priority or direction. Everyone should reflect on the same conversation.

Without discussion, complete this sentence in your own words:

The three most important things we agreed to focus on are...

Capture your own understanding without referring back to meeting notes, minutes or other records.

Complete this individually before anyone shares their thinking.

Use the language that makes sense to you. There is no need to align terminology at this stage.

You'll be invited to share your thinking with the group.

02

Make Your Thinking Visible

Share your responses side by side where everyone can see them.

Read each person's thinking slowly.

Do not group, reconcile or rewrite the responses yet.

Resist the temptation to explain, clarify or justify.

Simply notice.

03

Notice Together

What do you notice?

Where is your understanding remarkably similar?

Where does similar language appear to carry different meanings?

Which priorities appear consistently?

Which appear only once?

What surprises you?

What appears to have been understood differently?

What are you not yet sure how to interpret?

Allow curiosity—not judgement—to guide the conversation.

04

Reframe

Now move from noticing the differences to becoming curious about what may have created them.

Shared understanding is not created simply because everyone heard the same conversation.

Discuss together.

Which differences seem important?

Which differences seem less important?

Why might these differences exist?

What might they be telling you about how people made sense of the same conversation?

Which differences might reflect useful diversity of perspective?

Which could create confusion during implementation?

What might have helped some understandings become shared while others remained individual?

05

Reflect

What has become more visible?

Pause before trying to resolve every difference.

Capture your thinking in whatever way best supports your context. You might continue the discussion, record a few collective insights, annotate your responses, compare what emerged with the original meeting notes, or simply allow the conversation itself to become the outcome.

Sometimes the most valuable outcome is not something you write down, but something you begin to see differently.

06

Take Forward

As you leave this experience...

What feels most important to take forward?

Perhaps that's a conversation, a question, greater clarity, a new curiosity or simply a deeper appreciation of how shared understanding is created.

There is no expectation that every team will leave with the same conclusions. Nor is identical interpretation necessarily the goal.

Sometimes recognising where understanding is shared—and where it begins to diverge—is the most valuable outcome.

Meaningful implementation begins before action.

It begins by understanding what people are actually carrying forward.

07

Another Lens

When you're ready...

Shared understanding is rarely created in just one setting.

You may wish to revisit this experience using a different organisational conversation.

For example:

- a whole staff meeting;
- the launch of a new initiative;
- a professional learning session;
- a strategic planning day;
- a middle leadership meeting;
- or a conversation with students, families or governing bodies.

Choose one conversation or context and repeat the experience using the same core prompt, adapted only where necessary.

Then notice what changes.

Where does shared understanding appear strong?

Where does it appear more fragile?

Which contexts reveal remarkable consistency?

Which reveal greater variation?

*What might those differences be telling you about
how shared understanding is created across your
organisation?*

Complete the original experience before exploring another lens.

*The value lies not in repeating the experience, but in noticing what becomes visible when the
context changes.*

CONTINUE YOUR THINKING

RELATED FRAMEWORK

Direction × Belief Culture Map™

SUPPORTING FRAMEWORK

Impact Gap™

STORY FROM PRACTICE

Story 002 — When Everyone Understands

If this experience has surfaced questions your leadership team would value exploring more deeply, I'd be delighted to continue the conversation.

elevateimpactadvisory.com · Begin the Conversation

EIA SIGNATURE INSIGHTS

Designed to make what matters more visible.

Every EIA Signature Insight is a focused experience of organisational thinking, grounded in evidence-informed inquiry and designed to strengthen the conversations that shape meaningful and sustainable improvement.

CREATED BY KATHERINE ADCOCK · ELEVATE IMPACT ADVISORY

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