



The Connective Tissue that Produces High-Performing Companies.

Many executives think purpose is paramount to business success. Others believe a rock-solid go-to-market strategy is what defines market leaders. Some see the company's core values as the cornerstone of organizational success. And still other executives

believe telling a differentiated, customer-centered corporate story is what drives business performance.

The truth is, each of these executives are right ... and they are all wrong.



Individually, these four dimensions of your business will only lift organizational performance so much ... for so long. However, when all four are fully aligned and activated — companies can achieve sustained growth and positive business results.

At OnMessage, we work with C-suite executives and business leaders to establish clarity and alignment across all four of these critical links in the organizational performance chain:

1 Purpose (North Star)

Your reason for being, the mark your company wants to leave in the universe.

2 Go-to-Market Strategy

Your vision and mission as well as annual enterprise strategic initiatives.

3 Core Values

Shared mindset, behaviors and actions across the business.

4 Corporate Story

Your company's positioning, value proposition and promise to customers.

All four of these dimensions are critical to achieving clarity up and down your organization. All four must be aligned to drive sustained business results. Collectively, they represent the connective tissue that creates high-performing, market-leading companies.

While most executives have spent some time documenting and defining each of these elements, very few have done the work that is required to strategically align and activate these dimensions across the entire organization.



Even fewer executives have done what it takes to weave these dimensions into the fabric of their business. Why is this so critical to business success? Without organizational clarity and alignment across all four dimensions, things like this occur on a regular basis ...

- > Executives say one thing in external messaging and another through internal communications.
- > Leaders launch initiatives that are in conflict with or have no connectivity to the company's purpose, vision or mission.
- > Managers and frontline employees make decisions that do not align with the company's core values.
- > Everyone seems to be overworked and busy but their collective efforts never produce the desired business results.

As a C-suite executive, you can't expect consistent words and actions to take root up and down the organization if your Purpose, Go-to-Market Strategy, Core Values and Corporate Story are not clearly defined and aligned. When these critical dimensions are not connected and clearly communicated — there is nothing for leaders, managers and employees to

connect with. There is no connective tissue that will drive cohesive organizational performance — from team to team, department to department or division to division.

It's just a fact: Lack of alignment and clarity negatively impact sales, customer retention, employee engagement and business performance.

Executives who are humble enough to admit this and brave enough to do something about it — will achieve success. Those who don't will continue in search of other "organizational levers" to pull in hopes of finding one that produces sustainable, material business results. To that group, we say ... "Let us know when you find them."



This article is an excerpt from CEO Communicator, the monthly magazine published by OnMessage. This publication is specifically for C-Suite and Communications Executives who want to improve organizational clarity, alignment and performance. To download full issues of CEO Communicator Magazine, go to www.itsonmessage.com.

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James F. O'Gara is the CEO and Founder of OnMessage a leading B2B Communications Consultancy. Mr. O'Gara has spent thousands of hours formulating winning go-to-market strategies and stories for dozens of Fortune 100 companies and hundreds of high-growth businesses. O'Gara's expertise in go-to-market strategy development, Voice of Customer research, messaging and positioning, as well as customer-centric culture development, has earned him the respect of executives around the world. His ability to breakdown strategy, sales, marketing and positioning challenges in complex industries has been invaluable to CEOs, CCOs and CMOs at a number of leading companies. James is also an active member of the Forbes Communications Council and his thought leadership often appears on Forbes.com.

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About OnMessage:

OnMessage is the B2B communications consultancy executives call when it counts. When strategic shifts in the business take place, when financial performance is on the line and when the message absolutely must deliver material business results. OnMessage specializes in helping C-suite and communications executives ...

- > Reposition and differentiate their businesses
- > Produce laser focused messaging / positioning for new product and service launches
- > Establish clear, compelling messaging for specific industries and geographic markets
- > Communicate changes in vision / strategy or leadership inside and outside of their organizations
- > Develop effective communication programs in support of M&A integration and other organizational changes

For the last 16 years, OnMessage has earned trust and respect from executives around the world.

- > Trusted Advisor to 100's of C-Suite Executives
- > 500+ B2B Mid-Market and Fortune 1000 Companies Served
- > 600+ Strategic Messaging Engagements Delivered
- > +250 Successful Product Messaging/Positioning Platforms Developed
- > 75+ Years of Combined M&A Communication & Integration Experience
- > 50+ Years of Combined Organizational Communications Expertise
- > 16-Years of Consistently Exceeding Client Requirements

Let us earn your trust. Request an engagement briefing and learn more about our firm at www.itsonmessage.com.