



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

- ❖ As an organization’s leader, do you spend too much of your time putting out fires?
- ❖ Would you rather be growing your organization and making it better?
- ❖ Do you wonder why everyone is not rowing in your desired direction?
- *Do you lead an organization of \$5M-\$100M in annual revenue?*
- *Is your organization a “1.0 org” transitioning to 2.0, or 2.0 to 3.0, or preparing for an exit transition?*
- *Are you open to learning and implementing new ideas?*
- *Are you willing to invest in yourself and your senior leadership team?*

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 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.

Testimonial:

“I met Joe Chiarella in June of 2015, and we began a 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 Creamer, Founder/President, PsyTech Solutions**



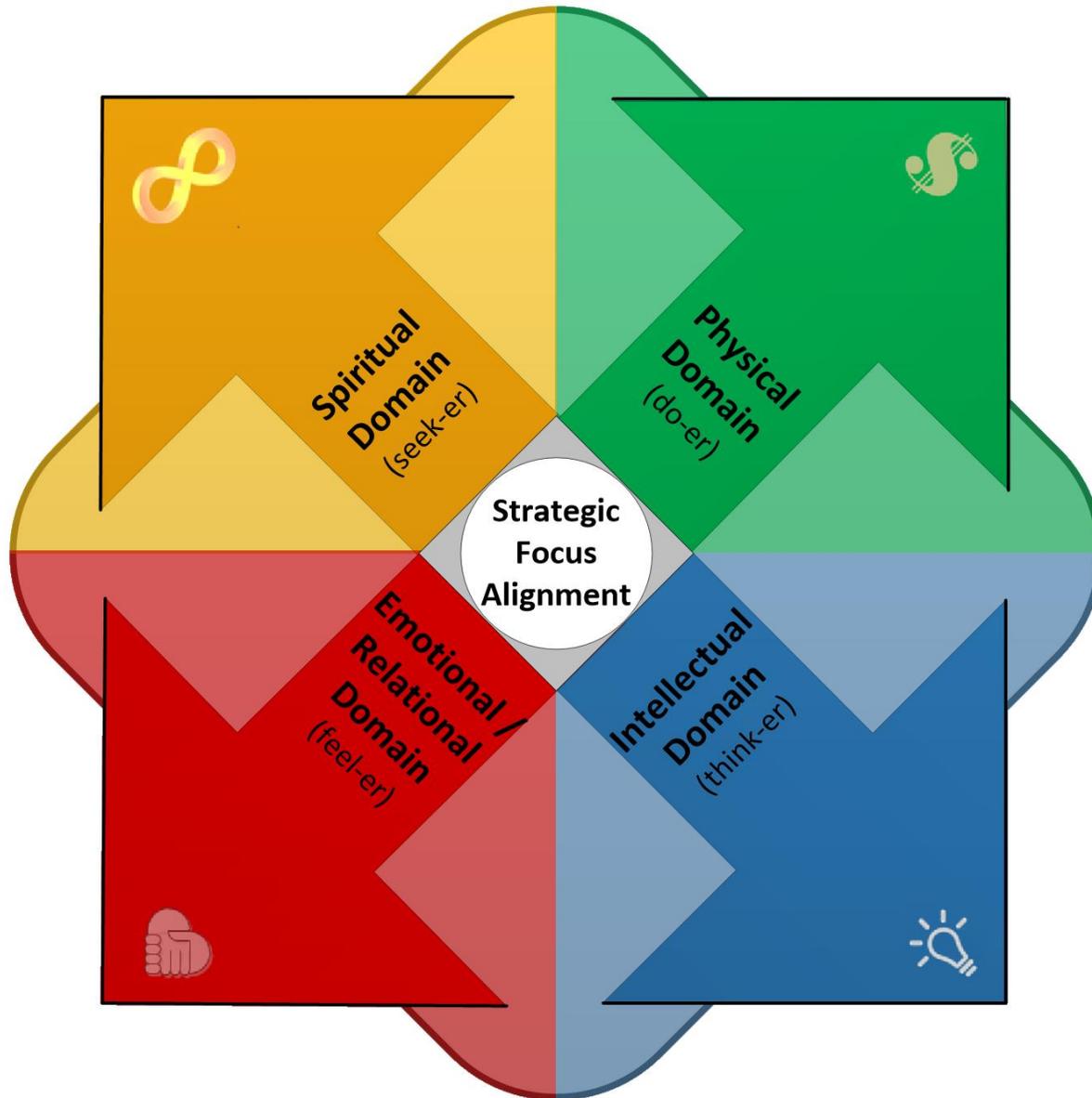


Figure 1 – The Individual Domains

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 attention – 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)

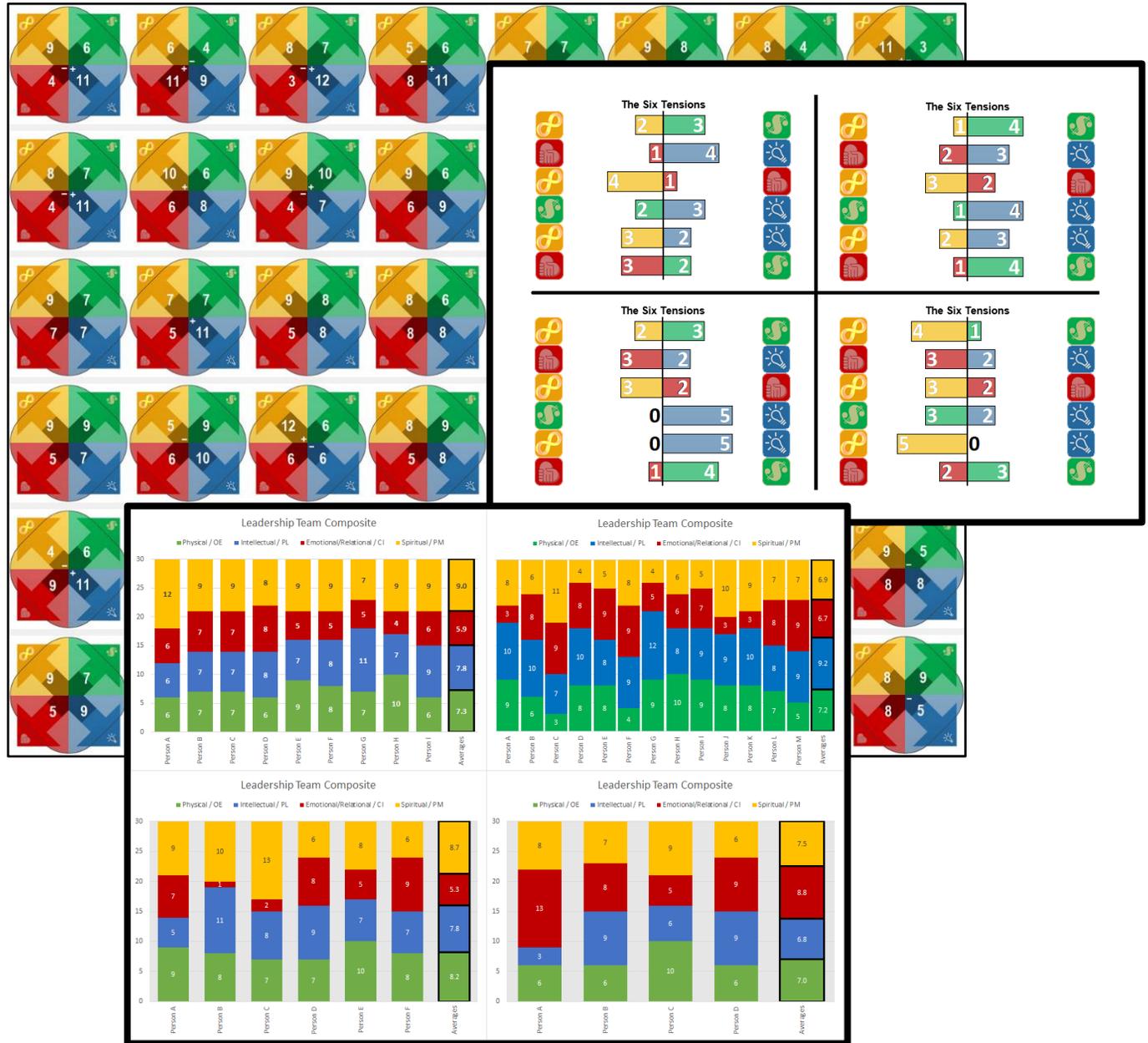
Strategic Focus Alignment, LLC has developed a tool to measure the relative ranking of the Individual Domains.

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.



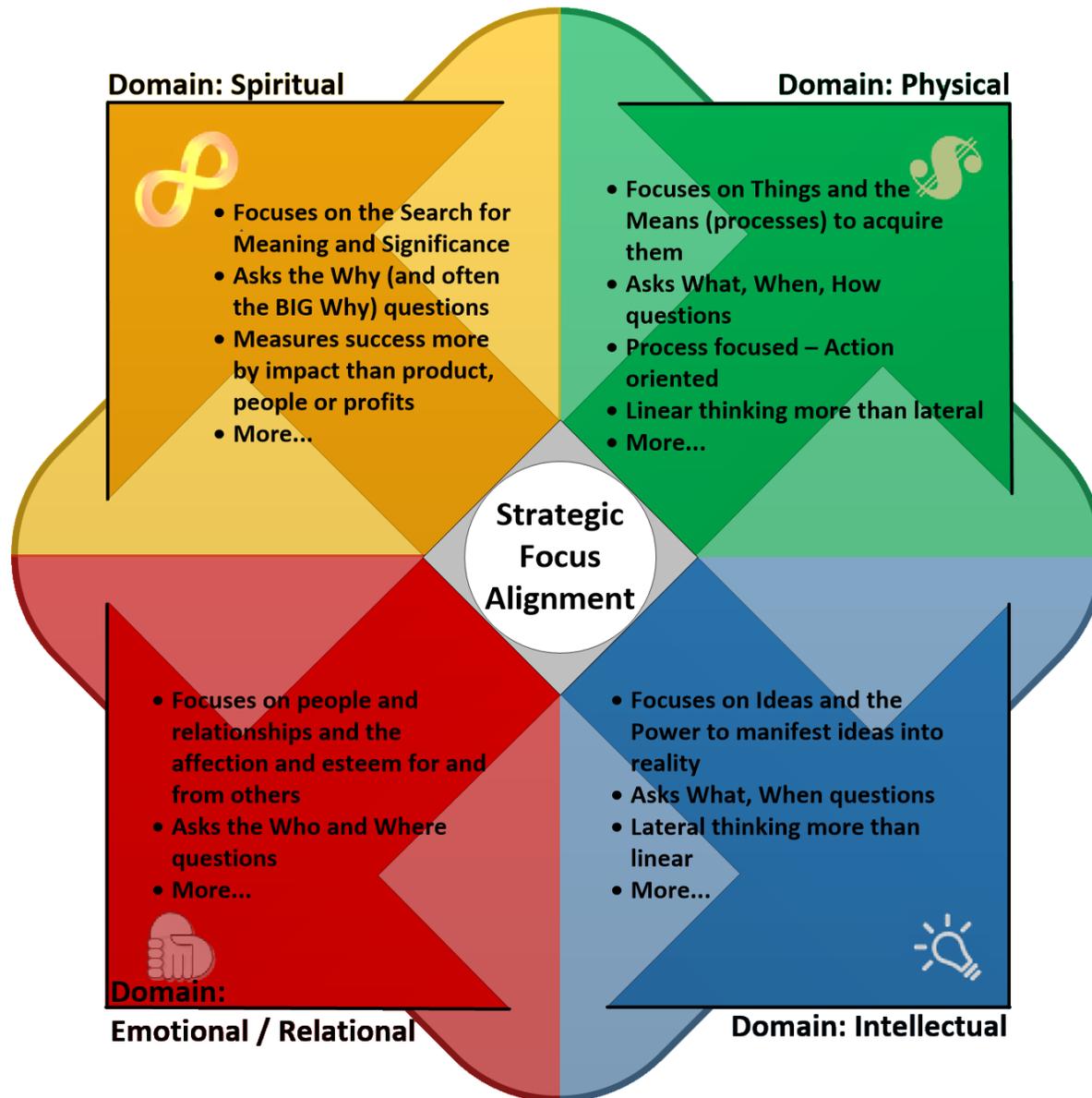


Figure 3 – BRIEF descriptions of the four Individual Domains

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.

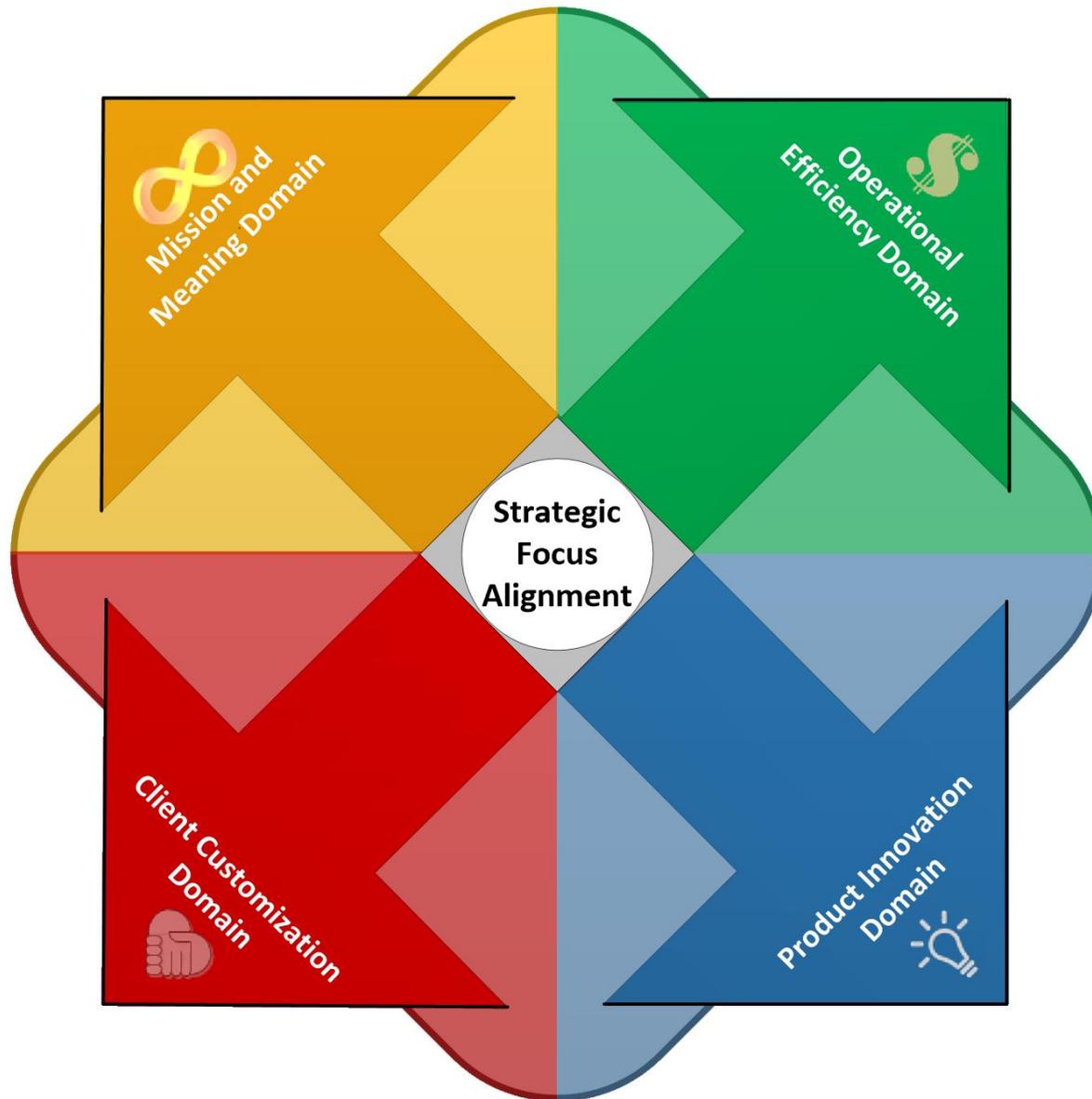


Figure 4 – Organizational Focus

Every organization must spend time and energy in four domains of **focus**.

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 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 **Focus** 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.

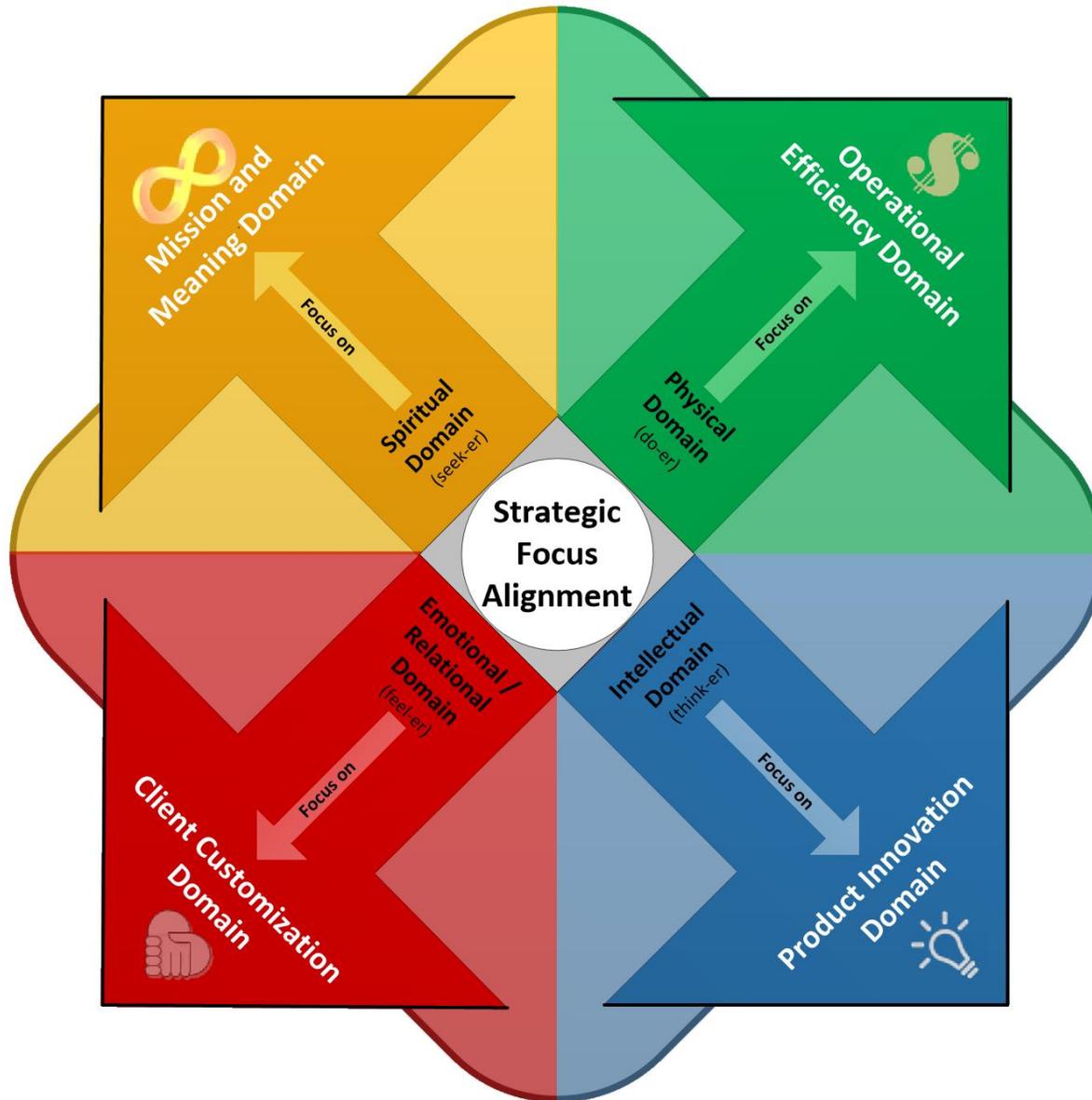


Figure 5 – “Four = Four”

Organizations are built by people.

People have four domains.

Organizations have four focuses.

What if each of the Individual Domains relate to each of the Organizational Focuses? 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**.

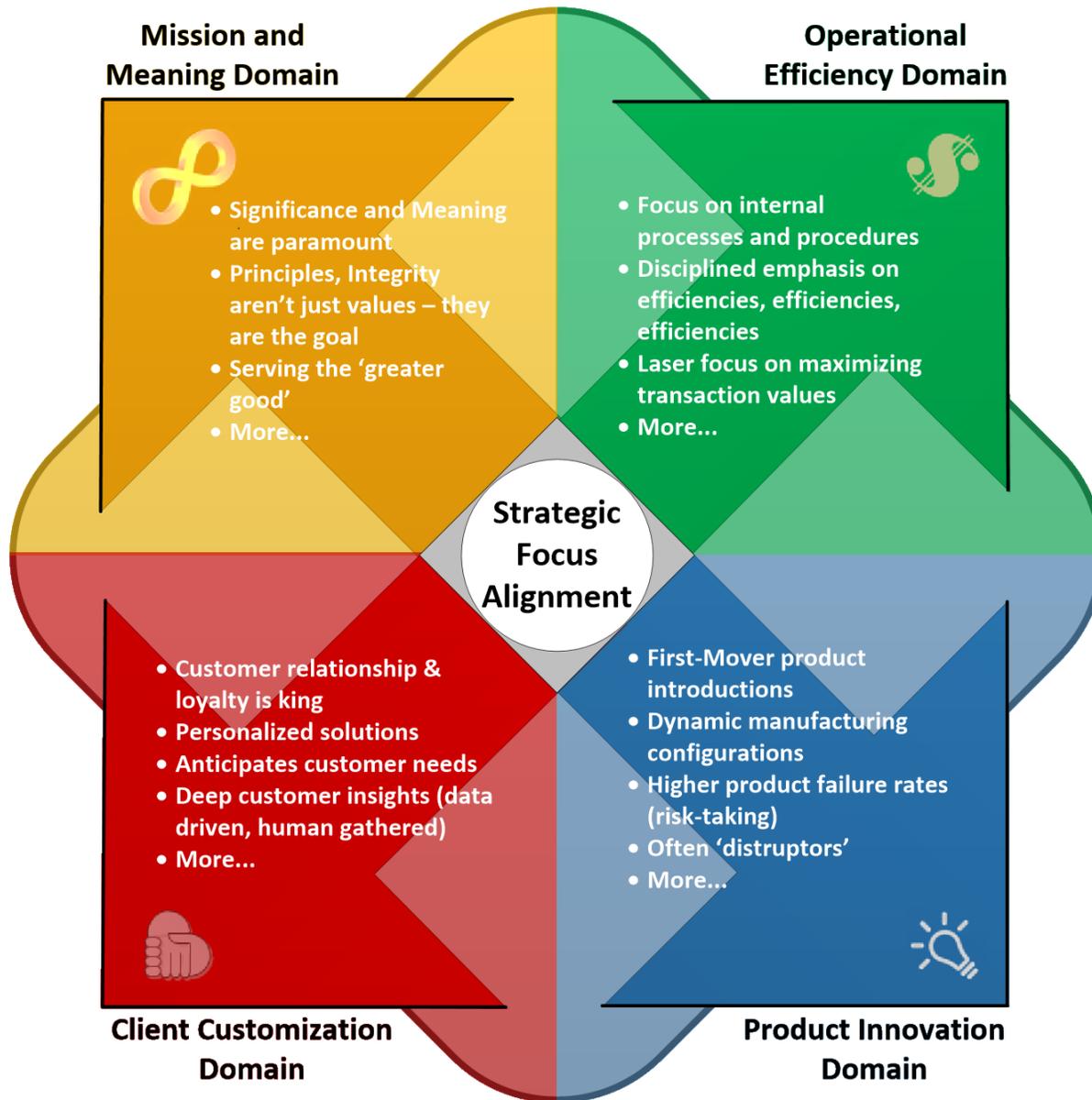


Figure 6 – BRIEF descriptions of each of the four Organizational Focuses & Types

At left are a *few* attributes of each Organizational Focus.

There are also four 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.

Which are you?

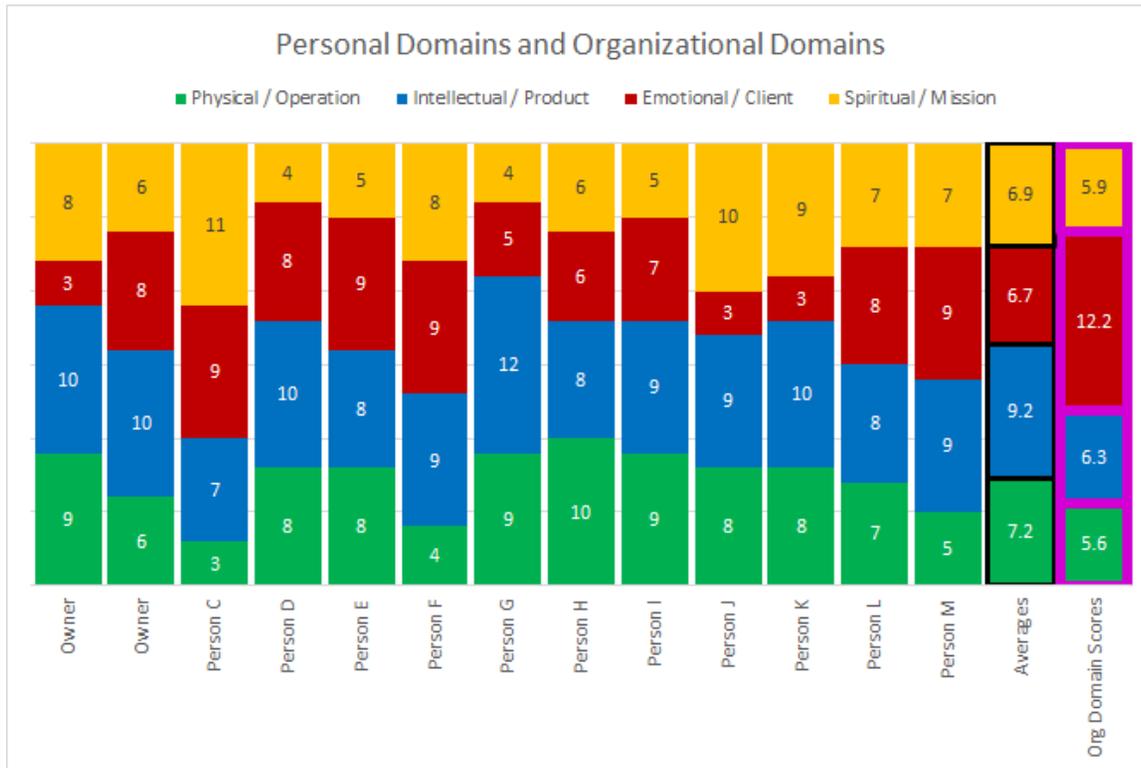


Figure 7 – Alignment of Individual Domains and Organizational Focus

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

Note carefully the two far right stacked bars in comparison. The black border shows the average Individual Domain (composite) of the leadership team of this organization. The stacked bar next to it (fuchsia border) shows the relative priority of Organizational Focuses. 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.

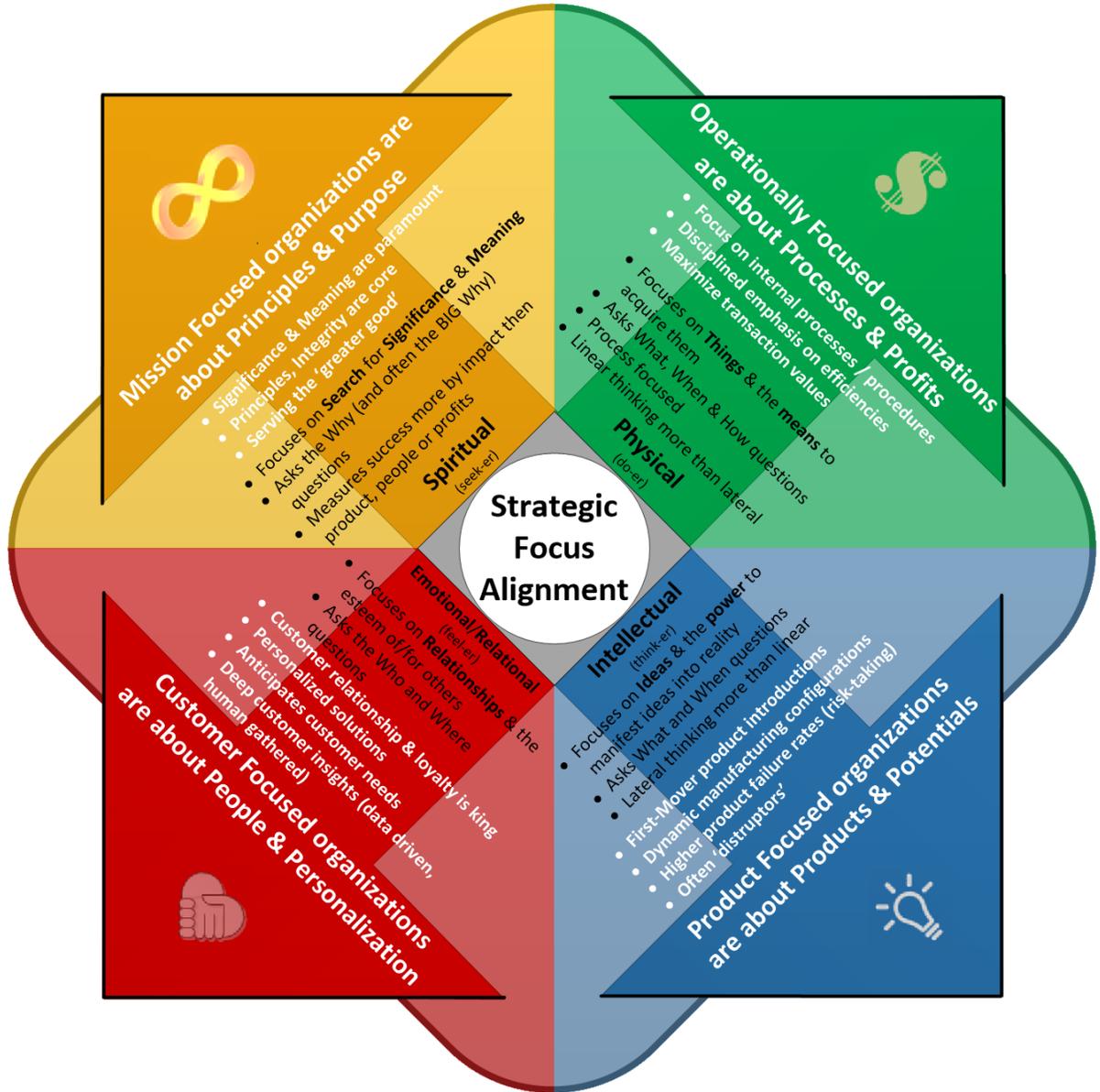
Figure 8 – Putting it all Together

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 Contact@StrategicFocusAlignment.com to arrange a free 30-minute consultation.

Get Aligned!
Get Focused!
Build a better organization!

© Copyright – 1995-2023 – Joe Chiarella – All Rights Reserved.
Strategic Focus Alignment, LLC
www.StrategicFocusAlignment.com

Testimonials:

Sean Bull, COO – RolkaLoube, LLC (2023): *“My company contracted with Joe to help the owners work on business continuity and succession planning. The owners also asked Joe to work with some senior staff members to help them grow into the future leaders of the organization. In my time working with Joe, he’s challenged me to get outside of my comfort zone and think beyond the traditional business models. His coaching has helped me tremendously because it’s given me multiple approaches to solve challenges personally and professionally. If you are willing to put the work in and be open to those difficult continuous improvement discussions, then I cannot recommend working with Joe enough.”*

Amanda Witters, Founder/CEO - HH Group Management & Relive Everyday (2021): *“When I first started with Joe - I did not know the first thing about REALLY running a business. I followed the advice of someone who did many things wrong but still wound up successful. Joe was able to orient me on a clearer path towards understanding business. During our time together, he was the mentor I really needed. Joe was supportive during times of crisis, and when I became stubborn, pushed me to better myself as a leader. Joe recognized my strengths early on and encouraged me in areas he believed I would excel while pointing out where I should consider hiring to fill my company's gaps. Without Joe, I would not be where I am today - I am incredibly grateful for having met him. Joe is a patient and caring individual. I will always cherish the time we had together as he facilitated me not only becoming a savvier business owner, but also a better person.”*

Bahram Yusefzadeh, Chairman V2R (2020):

“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.”

Daryl Gibson, Thought Leader, Futurist and Sr. Innovation Facilitator - DefenseWerx (2018):

“Joe is one of those very rare individuals able to seamlessly fuse highly developed analytical capabilities with an artist's creativity. He is a visionary with the ability to seamlessly transform a concept from something theoretical into a valuable product or service. His accomplishments speak for themselves in this regard. What impresses me the most, however, is his deep level of commitment to creating the best world for those around him. He gives of his valuable time freely to assist others through gentle and humble leadership, mentoring and guiding the development of Human lives. To know Joe is to admire and respect him, as I have grown to do over the years. I feel that my life has been deeply enriched through our interactions and consider myself very fortunate know this kind and Godly man. I wait with great excitement and expectation to see where his talents will take him next!”

Scott Markle, Owner/CEO: West Coast Labs (2016):

“Most would agree that without a vision you will perish. Not just personally, but professionally. I have had the privilege to work with some great minds in my InfoSec career. No one has helped me understand, decide, and move forward with a vision like Joe. If you have an opportunity to spend time with him, take heed to his counsel as it is very sound. What is unique about Joe is the models are based in his experience in and around companies in different stages in business life cycle, as well as playing many different roles. This is not just about theory, it is learning where you are at so you can adjust and get to where you want to go. It is no surprise that Joe would rather spend his time sculpting. For now, he is busy providing the tools and the confidence for executives to face the big rock they are staring at and make one cut at a time. Each one with the awareness of what the business will look like when you have completed the work set before you.”

Michael Hund, Esq., Partner: McNeese, Wallace and Nurick (2015):

"I have known Joe for nearly 20 years and throughout that time he has always impressed me with his intellect and passion for service, often without expectation of personal gain. Joe can always be counted on to do the right thing and the honorable thing, without compromise. He can also be counted on to exercise the highest levels of skill, care and judgment. He has a vast array of good attributes and qualities, the sum total of which are rarely found in one single person."

Karel Obluk, Partner: Evolution Equity Partners (formerly CTO, AVG) (2010):

"Joe is one of those few people with strategic thinking and at the same time sense and passion for detail. He can come up with completely new and innovative ideas, create business cases and make sure that all fits into one place and is delivered; really a character of many skills. Great guy to work with!"

Roger Thompson, CEO TCS Labs (2010):

"Joe helped me start Exploit Prevention Labs, which we eventually sold to AVG. His official role was product manager, where he displayed a great eye for design, but he also built our initial (and excellent) stats database and website. As we grew, Joe also showed that he was a great judge of talent, by hiring some excellent database and web guys to build on his initial work. Joe only knows one pace to work, which is full on."

Greg Mosher, VP of Product Development, Versprite Security (2010):

"I have worked closely with Joe for nearly 4 years. In this time I have come to know him as one of the hardest working, honest, business savvy individuals that I have ever had the pleasure of being associated with. For our organization Joe was instrumental in forming the strategic goals which ultimately led to the company's success. Joe also has the unique ability to always maintain a clear focus on that 'big picture' even while mired in daily tactical issues. I know that Joe would have a significant positive impact on any organization that was fortunate enough to have him."

Marsha Davis, Executive Director: Murata Business Center (2005):

"Joe is all about integrity. When he investigates the inner workings of a company, his assessment is honest, clear and encompasses the best interest of the business. Joe's dogged determination and commitment makes him a trusted and valued partner in working for the success of a business. I have experienced Joe's ability to understand and clearly communicate what is needed for a business to move from a startup to becoming a player in the market. He understands the business cycle process and what it takes to develop a competitive business."

Treff LaPlante, President: Express Dynamics (2005):

"We basically entrusted the future of our company to Joe's thoughtful consideration. We let Joe look into our proprietary code because he has a unique level of trustworthiness; He is one of the few people from whom we are more interested in a promise than a legal agreement. We chose Joe because he has a nuanced understanding of the stages of technology development, and the powerful impact of an analyst's recommendation. We knew he would tell the truth, but we knew he wouldn't use a broadsword where a scalpel was required."

Bob Bales (1953-2017), CEO: DataMotion (formerly Co-Founder/CEO of PestPatrol, acquired by CA) (2004):

"Joe joined the PestPatrol team at a critical point in our evolution. Joe worked with our development team to architect and design the core engine that performs all the critical functions of our product. His architecture provided the basis for the creation of our SDK, which became a key factor in the overall success of the company. It enabled third party developers to integrate PestPatrol in a variety of applications. Joe's unique ability to envision our product as well as pay attention to the details, added significant value to the company."