



Organisational EFFECTIVENESS

Building the foundations

for sustainable performance

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WHY FOCUS ON OE?

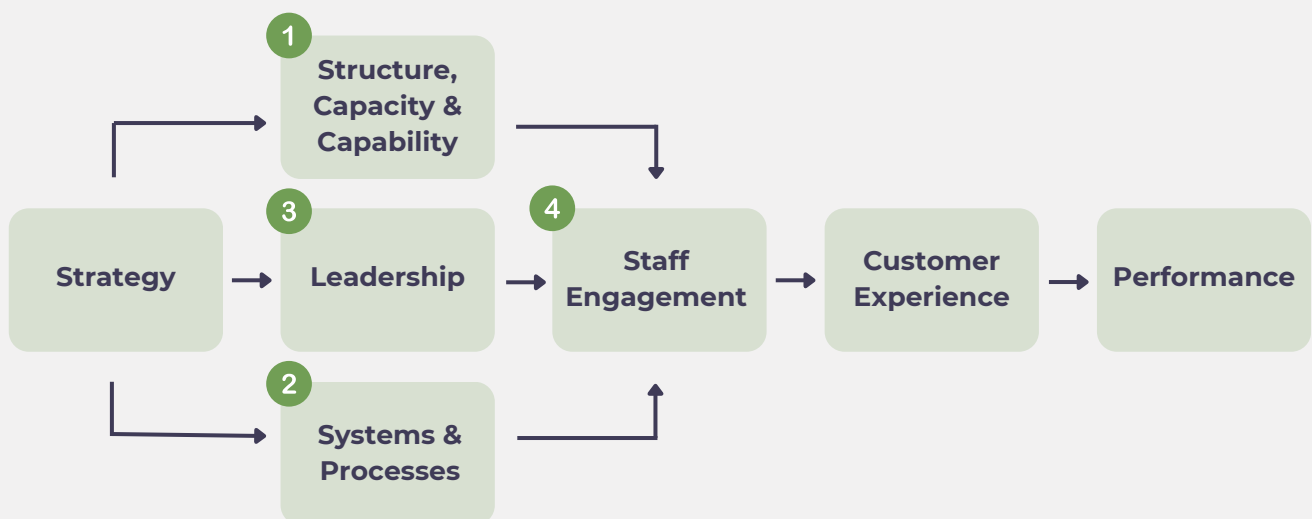
Organisational effectiveness provides a framework for assessing an organisation's capacity to execute its strategic intent. Benefits include:

- Improved execution of strategy
- Greater clarity and accountability across roles
- Reduced friction, rework and leadership fatigue
- Improved customer experience and consistency of service
- Increased engagement and retention
- Foundations for scalable and sustainable growth

HOW IS OE ACHIEVED?

Organisational effectiveness is achieved when a small number of core elements are aligned and mutually reinforcing.

- 1 A "fit for purpose" structure, where people understand expectations and accountabilities.
- 2 Systems and ways of working, that drive the right behaviours.
- 3 Capable and credible leadership.
- 4 A positive work environment



OE MODEL ELEMENTS

Core enablers -

- **Strategy** – clear and effective.
- **Structure, capacity and capability** - role accountabilities are known; staff have the right skillset and capacity to meet expectations.
- **Leadership** - leaders are trustworthy and decisive, and have the right skillset and capacity to lead.
- **Systems & processes** – systems are effective and supported by processes and procedures that foster consistent, accurate work practices.
- **Culture & values** - a set of shared, basic assumptions about how to behave and carry out work.

Outcomes -

- **Employee engagement** - aligned with both the job that they do and the organisation that they work for.
- **Customer experience** - needs are met and feedback is acted upon.

APPLYING THE OE FRAMEWORK

The Organisational Effectiveness framework is applied through a structured, phased pathway. Each phase builds on the previous one, ensuring that foundational issues are addressed before moving into detailed planning or execution.

The phases are not rigid or purely sequential. In practice, insights from later phases may inform earlier assumptions, however the structure provides clarity, discipline and momentum throughout the engagement.



PHASES

1. Discovery → 2. Synthesis & Alignment → 3. Roadmap & Action Planning → 4. Action Execution → 5. Measurement

Depending on the organisation's needs, the engagement may focus on remediation (addressing foundational issues), optimisation (enhancing capability once foundations are sound), or a combination of both. Where relevant, these streams are clarified during Synthesis & Alignment and confirmed during Roadmap & Action Planning.

PHASE 1: DISCOVERY

Purpose

To develop a clear, evidence-informed understanding of the organisation's current state, including the key issues, constraints and risks affecting performance.

Focus Areas

Discovery considers strategy, structure, leadership, systems and culture, with attention given to both formal documentation and lived experience.

Activities may include:

- Review of existing documentation (strategy, plans, role descriptions, organisational structure and relevant policies)
- Interviews with leaders and key stakeholders
- Targeted staff interviews or focus group discussions
- High-level assessment of engagement, clarity and capability

Discovery is diagnostic, not judgemental. The intent is to surface themes, patterns and root causes rather than symptoms, and to establish a shared fact base from which decisions can be made.

Engagement surveys may be used to support the Discovery phase (see Appendix A Engagement).



PHASE 2: SYNTHESIS & ALIGNMENT

Purpose

To align leaders around a shared understanding of the current state, the implications for strategic intent, and the changes required to move forward.

Focus Areas

This phase centres on sense-making, prioritisation and decision-making rather than solution design.

Key outcomes include:

- Shared understanding of key themes, issues and risks
- Agreement on what must change and what should be preserved
- Initial classification of findings into
 - Remediation** (foundational issues that must be addressed to stabilise effective execution)
 - Optimisation** (enhancements that strengthen capability and performance once foundations are in place)
- Clarity on constraints, dependencies and success measures

Alignment at this stage is critical. Without it, subsequent planning and execution efforts risk fragmentation, resistance or inconsistent leadership behaviours.

PHASE 3: ROADMAP & ACTION PLANNING

Purpose

To translate agreed priorities into a clear, practical plan for implementation.

Focus Areas

This phase bridges intent and execution, and confirms the recommended approach to sequencing and scope.



Key outcomes include:

- A clear roadmap aligned to strategic intent
- Defined actions with sequencing, dependencies and decision points
- Ownership and accountability for delivery
- Indicative timeframes and success indicators
- Confirmation of execution approach, for example:
 - **Execution focused on remediation first**, with optimisation sequenced into a subsequent program
 - **Parallel execution**, where remediation and optimisation proceed together (where capacity and risk allow)
 - **Optimisation-only execution**, where foundations are sound and the engagement is focused on capability strengthening

Action plans are designed to be usable and adaptable. They provide direction and momentum while allowing flexibility as conditions change.

PHASE 4: ACTION EXECUTION**Purpose**

To support implementation of agreed actions and embed changes into day-to-day operations.

Focus Areas

Execution support is tailored to the agreed roadmap and may include remediation actions, optimisation actions or both.

Activities may include:

- Establishing implementation governance (cadence, roles, decision points and tracking)
- Supporting leaders to implement role clarity, accountability and behavioural expectations
- Assisting with change communication and stakeholder engagement
- Advising on process or system improvements that enable consistent ways of working
- Coaching and support to sustain traction and reduce change fatigue

Execution is approached pragmatically, with emphasis on sequencing, clarity and follow-through



PHASE 5: MEASUREMENT

Purpose

To assess progress, validate impact and inform ongoing decision-making.

Focus Areas

Measurement considers outcomes across short, medium and longer-term horizons.

- **Short-term:** quality of discovery, clarity of decisions, and effectiveness of planning.
- **Medium-term:** leadership behaviours, consistency of execution and engagement indicators.
- **Long-term:** people and business outcomes such as retention, capability, productivity, service quality and sustainability.

Measurement is not treated as a compliance exercise. Insights are used to adjust course, reinforce effective behaviours and ensure the organisation continues to move toward its desired state.

MAINTAINING OE

Measurement is not an end point. Insights gathered through measurement inform ongoing decision-making, refinement and adjustment over time. Organisational effectiveness is sustained through continuous feedback loops, where leaders regularly reflect on what is working, what is not, and what must change to remain aligned with strategic intent. By embedding these review and learning practices into day-to-day operations, organisations maintain effectiveness beyond any single program of work and are better positioned to respond to future challenges and opportunities.



APPENDIX A: ENGAGEMENT

Sample Engagement Survey Questions

The following questions are provided as an illustrative reference to support the assessment of employee engagement, role clarity and leadership effectiveness during Discovery and Measurement phases. They represent common engagement themes such as expectations, support, recognition, development and connection.

These questions are not intended to form a definitive or prescriptive survey. They may be adapted, supplemented or selectively applied depending on organisational context, objectives and the specific focus of the engagement.

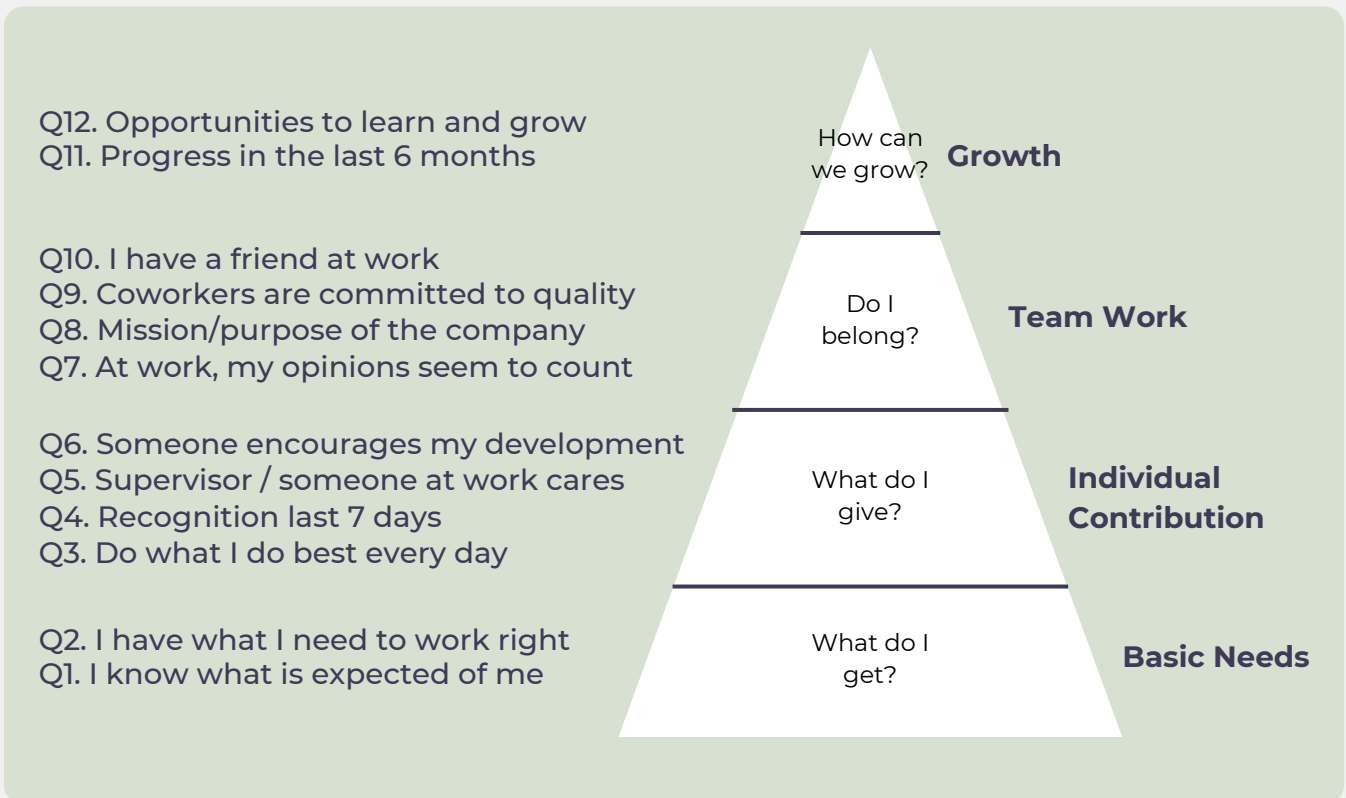
- Q1. I know what is expected of me at work.**
- Q2. I have the materials and equipment I need to do my work right.**
- Q3. At work, I have the opportunity to do what I do best every day.**
- Q4. In the last 7 days, I have received recognition or praise for doing good work.**
- Q5. My supervisor, or someone at work, seems to care about me as a person.**
- Q6. There is someone at work who encourages my development.**
- Q7. At work, my opinions seem to count.**
- Q8. The mission or purpose of my company makes me feel my job is important.**
- Q9. My associates or fellow employees are committed to doing quality work.**
- Q10. I have a friend at work.**
- Q11. In the last 6 months, someone at work has talked to me about my progress.**
- Q12. This last year, I have had opportunities at work to learn and grow.**



APPENDIX A: ENGAGEMENT

Engagement Hierarchy

This diagram illustrates a hierarchy of employee engagement needs and provides a lens for interpreting the engagement survey questions outlined on the previous page. The questions map to different levels of the hierarchy, highlighting how foundational factors such as role clarity and access to resources support higher levels of contribution, connection, growth and ownership. The model helps identify where engagement is being constrained and where attention may be required to strengthen overall organisational effectiveness.



CONTACT INFORMATION



0407 938 932



aaron@lifeinmyhands.com.au



www.lifeinmyhands.com.au