

The Effective Organisation



What makes an organisation effective?

Some people think that technology will solve their businesses problems. Others believe that having the best workforce is the key to success. Yet another group of people rely on their business processes being flawless, and all their challenges will go away.

The truth is, all of them are right - kind of!

For an organisation to truly satisfy all of their stakeholders - shareholders, workforce, customers, suppliers, the environment and society as a whole - it needs to commit to adequately mastering all five elements of the *Effective Organisation*.

People in charge must realise they are more than just managers and *lead in a way that empowers their workforce* to be their best; in turn, the team members will achieve their greatest results if they progress from simply complying to *committing* to the desired results.

At some point, the company has to understand that its *business processes* can only become effective and efficient if they are designed and managed and not simply organically evolved.

The company does not need to (re)invent every single process, there are many proven methodologies they can incorporate. And yes, *technology* plays a key role in enabling the processes and can provide competitive advantages, as long as it's appropriate for the whole business.

Finally, everyone in the business must understand *why* the organisation exists, beyond just its obvious financial justification, and what the internal and external forces are that continually drive it to evolve and stay ahead of the curve.



Why

The organisation's continual driver for change and improvement; your purpose, your cause, your belief; the continually changing external forces, such as social or environmental expectations, technological disruption or economic realities.

Critical Success Factors (CSF):

- There is a clear and powerful 'Why' motivating all stakeholders, both internally and externally
- The 'Why' is continually communicated by leadership and clearly understood by all
- A variety of communications methods and styles are used to appeal to different learning methods
- People join the team or buy from the firm because they feel alignment of beliefs, vision and values



Processes & Methodologies

Lean end-to-end business processes, management processes and proven methodologies power the business and provide timeliness, role clarity and reliable results.

Critical Success Factors (CSF):

Processes have...

- owners
- RACIs
- metrics

Processes are...

- timely
- consistent
- defined and documented, not organic and
- enabled with appropriate tools & tech and governed



Enablers (Tools & Technologies)

Tangible tools and technologies that enable the desired behaviours, the value chain, management & business processes and promote data driven decision making.

Critical Success Factors (CSF):

- The tools and technologies are fit-for-purpose and some even provide a competitive advantage
- Enabling tools and technologies have been selected and implemented based on a deliberate but agile strategy, not driven by fads or shackled by legacy.
- There is a universal understanding that technology in and of itself is useless, unless it enables the desired outcomes
- New technology is consistently introduced using proven change management methods (>70% of tech projects fail due to the lack of this)



Commitment Culture

Compliance is hard to sustain as it must be perpetuated extrinsically. A committed workforce is motivated intrinsically and therefore more engaged, productive, accountable and willing to go the extra mile. This is the other side of the leadership coin.

Critical Success Factors (CSF):

- The workforce is hired not only for eligibility but also for suitability
- There is psychological safety and there is a tangible 'esprit de corps'
- Communications and expectations are clear, unambiguous and people are aligned on the 'Why?'
- There is openness, trust and accountability between team members of various organisational levels and departments
- A competency framework is in place and people are not subjected to 'sink or swim'
- Motivation is not purely financial



Empowering Leadership

Directing and motivating the workforce to achieve organisational goals by applying leadership styles appropriate to the maturity of the team members and allocating appropriate autonomy and responsibilities to them. Team members discharge their duties appropriate to their organisational levels, participate in decision making, which results in increased engagement, commitment and accountability.

Critical Success Factors (CSF):

- Leadership has integrity, is authentic and transparent in their intent
- Leaders trust their team members and delegate appropriately, do not abdicate
- Leaders display sincere enthusiasm and model desired behaviours
- Leaders communicate their expectations clearly and ensure they are understood
- Expectations of loyalty are reciprocal
- Leaders are competent and decisive managers
- Empowerment of the team is structured