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CULTURE FOR GROWTH

A starting guide to measuring your organisational performance

Organisational Health Handbook

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About Ignite Performance

IGNITE
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Ignite Performance empower businesses to achieve success by unlocking the full potential of their people. We work with your organisation to understand the core challenges, create and embed solutions that harness the full potential of your people to deliver your strategic and operational goals

IGNITE
PERFORMANCE

COACHING FOR SUCCESS

STRATEGIC DIRECTION

TALENT MANAGEMENT

LEARNING SOLUTIONS

EXCELLENCE IN LEADERSHIP

CULTURE FOR GROWTH

What is Organisational Health?

Organisational health is about the way in which organisations are set up to effectively deliver against defined performance goals, in the majority of organisations this is often about how well a workforce is set up to succeed.

Organisational health will cover many areas such as organisational structures, roles and responsibilities, workforce engagement levels, effective learning and education plans and most importantly the **climate and culture** of the organisation.

Why it Matters

In any organisation that employs people, it will be these people that will deliver the goals and outputs the organsiation seeks to achieve.

How effectively and efficiently this happens will depend upon on several factors from efficiency and ease of processes through to how valued employees feel.

Low Employee Engagement

Organsiations with low employee engagement or happiness will typically see:

Reduction in productivity

Higher levels of absence

Lack of cohesive teamwork across departments

High attrition

Lack of innovation

High attrition

All of which contribute to lower customer satisfaction, less profit and increased costs.

How to Measure Organisational Health

There are many ways to measure organisational health, the most effective is to define what the big **success measures** are for your organisation and then start to think about what will be needed to achieve them; for example, if customer satisfaction is key, then you might be focused on achieving a consistently great net promoter score... but what will make that score great?

It's likely that in any customer focused business the service your people deliver makes the customer experience great. To achieve this you need to have engaged, enthusiastic, knowledgeable and committed people, who will stay.

This all starts with considering the climate in which they work.

- What is working well?
- Are people happy and motivated?
- What are some of the barriers faced?
- What might need to change to drive the success you seek?
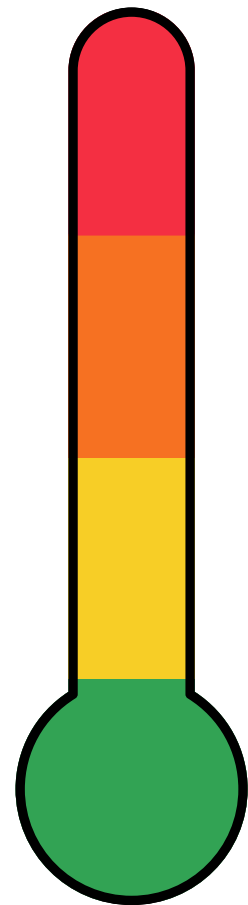
Measure Employee Engagement

Just like NPS measures customer satisfaction, E-NPS (employee net promotor score) is a universally accepted measure of employee engagement, the outputs of which are driven by one key question.

"How likely are you to recommend your workplace as a great place to work?"

It may seem simple but ask yourself, would you really recommend anything to anyone if you were not totally happy with it yourself?

It's not quite so simple as just achieving a great ENPS, organisations should be able to define the culture and climate they seek to achieve for their people and have their entire leadership team aligned, engaged and committed to bringing everyone along. For this you will have created a consistent leadership culture, defining behaviour and expectations in order to apply it.

To start exploring your organisation's health, consider these key questions and give them a score from 1 to 10. You could ask your leadership teams to contribute.

1. How effective are leaders and managers at being curious about why things are happening in the way they are, as opposed to jumping to conclusions?

1	2	3	4	5	6	7	8	9	10

Always jump to conclusions   **Always curious**

2. How consistent are managers at holding people accountable? (not allowing people to get away with poor service or behaviour)

1	2	3	4	5	6	7	8	9	10

Totally inconsistent   **Always consistent - high accountability**

3. How effective are leaders at giving permission for people to put it right (responsibly take their own initiative); even if it's outside the normal procedure?

1	2	3	4	5	6	7	8	9	10

Not allowed   **Everyone empowered to do what's right**

4. How effective are leaders at setting clear context for why your organisation needs to deliver the highest level of performance/service?

1	2	3	4	5	6	7	8	9	10

Unclear, lack of direction   **very clear, everyone's objectives are aligned**

5. How consistent are leaders at coaching and supporting people to achieve, not just conducting performance reviews?

1	2	3	4	5	6	7	8	9	10

Coaching and support does not happen   **We have a climate of continual support**

6. How good are managers at being close to your people, accessible and engaged with them (not hiding away in an office)?

1	2	3	4	5	6	7	8	9	10

Not connected or close   Know what people are thinking and feeling

7. How effective are leaders at creating a positive environment, not a blame focused culture

1	2	3	4	5	6	7	8	9	10

There is a blame culture   Everyone feels comfortable if they get things wrong

8. How effective are leaders at reframing negative thinking, directly challenging and getting people to see a different perspective or the full picture?

1	2	3	4	5	6	7	8	9	10

It doesn't happen   Great, leaders constantly reframe

9. How effective are leaders at removing the barriers that get in the way of improving performance (reducing admin, cleaning up processes etc.)?

1	2	3	4	5	6	7	8	9	10

Leaders say that's the way it is   Leaders encourage ideas and act on them

10. How good are leaders and managers at working across departments with others to get things done?

1	2	3	4	5	6	7	8	9	10

People work in silos   Excellent collaboration work co-delivered

How Did Your Organisation Score?

1. Total up all of your scores from the 10 questions

2. Check against the chart below for your first glance at your organsiational health

Score Range	Health Output	Potential Next Steps
10 - 30	At risk	• Contact us today for an initial chat to see how we can support you • Consider what may be some root causes and what can be done to address challenges
30 - 60	Seek to improve	• Lean into areas that are good. How can you do more of this? • Understand the areas to improve and decide where to start - work collaboratively.
60 - 80	Good level of organisational health	• Understand why things are going well, seek to maintain • What is good that can be taken to great?
80+	Great level of organisational health - winning teams	• Celebrate this and share what makes you a great place to work • Use this to help attract great talent and promote your organisation's commitment to great service.

Share Results and Explore Full Diagnostics

Whatever your score there is huge value in sharing this with your colleagues and fellow leaders. If you have scored high it's just as important to understand the reasons behind the score as it is to explore the root causes of the lower scores.

Regularly reviewing organisational health will ensure that action is being taken deliberately and success is not left to chance.

Full Discovery Diagnostics Available

To gain a full understanding of organisational health, a full diagnostic would need to be undertaken. This involves engaging stakeholders across all levels of the organsiation to take a deep dive into the culture and climate, covering everything from how leaders act and behave through the clarity of purpose, goals and values.

Please contact us for a free, no obligation initial chat if you would like to explore further how Ignite Performance Consultancy can help your business create a climate of success.