



Embracing change with
power and purpose

Organisational Effectiveness

Stephen Harrison, PMP

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Abstract: Introduces a model that identifies process and context for creating an effective organisation.

Organisational effectiveness is doing the right things (products, services), using the right technology and resources in the right way, and being able to adapt to changing circumstances. It requires long-term vision, planning and organisational development coupled with short-term response management.

The world is full of crises, and it is essential we deal with them in a manner that responds to the issue at hand and does not jeopardise the long-term viability of the organisation. So often when approaching problems within organisations the Mr Fix It hat is placed on and organisational triage is performed. Priorities are assigned to the problems faced based on immediacy, and a fix is applied. Crisis-driven triage can never create a better organisation. It simply slows down the process of busting at the seams. True effectiveness requires a holistic approach. It recognises the current issues, problems and priorities, and places these into a context that accounts for the vision of where the organisation wants to go and what it seeks to be. It must consider the following aspects:

- **Ends** — establish a clear and vivid description of where the organisation is going (the vision) and under what overarching and guiding principles (the values)
- **Organisational Leadership** — translate ends into strategy through planning and leadership to manifest vision into reality, clear communication with all appropriate stakeholders, ensure governance performance is based on clear and sound roles, responsibilities and relationships, accountability, and enhance the agreed common purpose.
- **People** — Employees, contractors, consultants, suppliers or those holding some other relationship with your organisation are its lifeblood and energy. A more cohesive and lasting result may be realised by considering them, their needs, the value they bring and the wisdom they hold, and involving them in building the organisation.
- **Means** — Systems, processes, facilities and other means for performing and producing as an organisation must be tailored and aligned with the other aspects.
- **Emerging pressures** — Issues arise constantly and do invade or infect the organisation and need to be addressed to stay healthy. Short-term triage is carried out with long-term outcomes clearly in focus.

A Whole Organisation Balances...

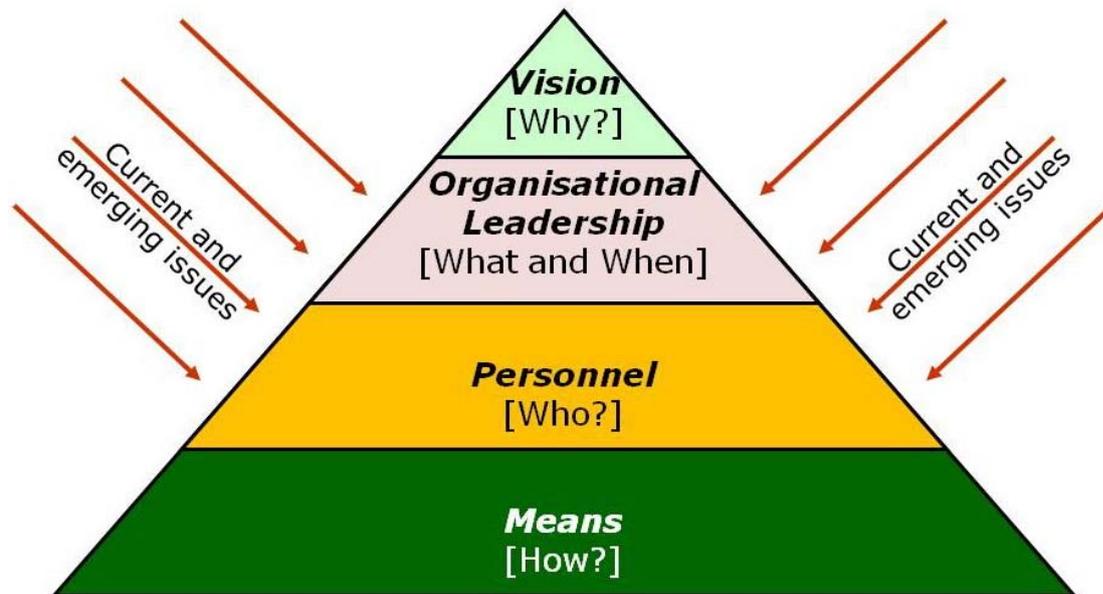


Figure 1 - Model of Organisational Wholeness

For true effectiveness the whole organisation must be considered. All five aspects must be addressed in a balanced fashion. Organisational wholeness is achieved when all these aspects are fully functioning and each is aligned with and working in conjunction with the others. Then an organisation achieves optimum effectiveness, is able to draw on its resource most beneficially, and maximises profitability from a long-term perspective, and not simply on a quarter-by-quarter basis.

Many organisations become sick and unprofitable over time because they lose sight of who and what they are, and where they want to go (what they want to be when they grow up!) Then any short-term opportunity or fix appears to be okay...and each deviation creates weakness, even if there is some immediate reward. At the individual human level, addictions are based on immediate gratification. Many organisations follow that same route. The process of achieving organisational effectiveness is based on defining a clear vision and commitment in pursuing it for ultimate success while accounting for immediate pressures working on the organisation.

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