

# Organizational Effectiveness Model

## **Direction, People and Process**

are consistently recognized as the fundamental pillars to organizational effectiveness and successful leadership.

This model has guided Berlineaton for the past 25 years and is at the core of our consulting practice. We used it to define our practice areas in 1996 and it has directed us in developing our methodologies, approaches and tools, many of which we still use today.

We've tested our tools and methodologies in real life labs with our clients and are indebted to their openness and feedback that have created the success we enjoy today.

Learn more at [www.berlineaton.com](http://www.berlineaton.com)

## **Direction.**

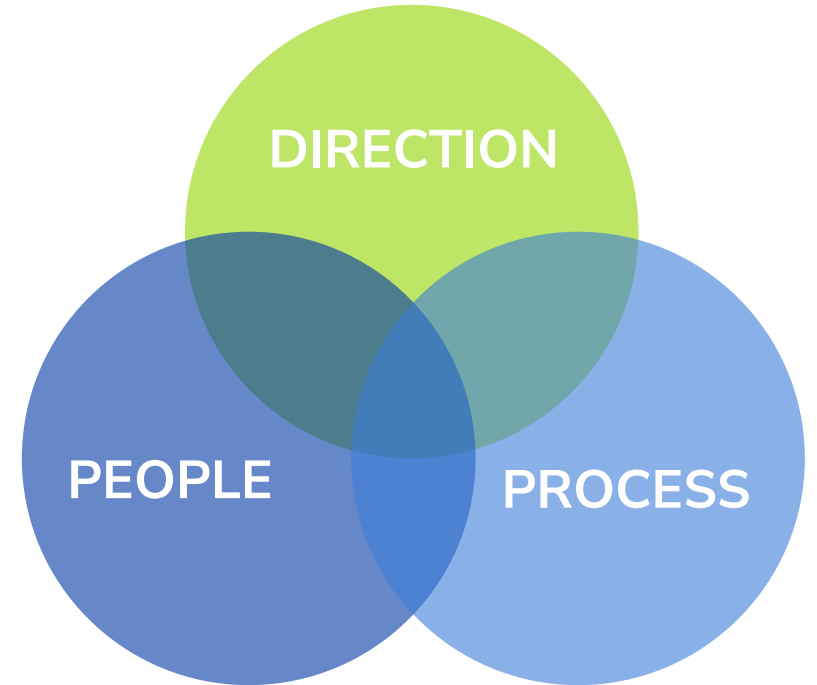
Vision, values, goals, strategies and tactics propel an organization to fulfill its purpose. Direction gives meaning to action and translates activity into progress.

## **People.**

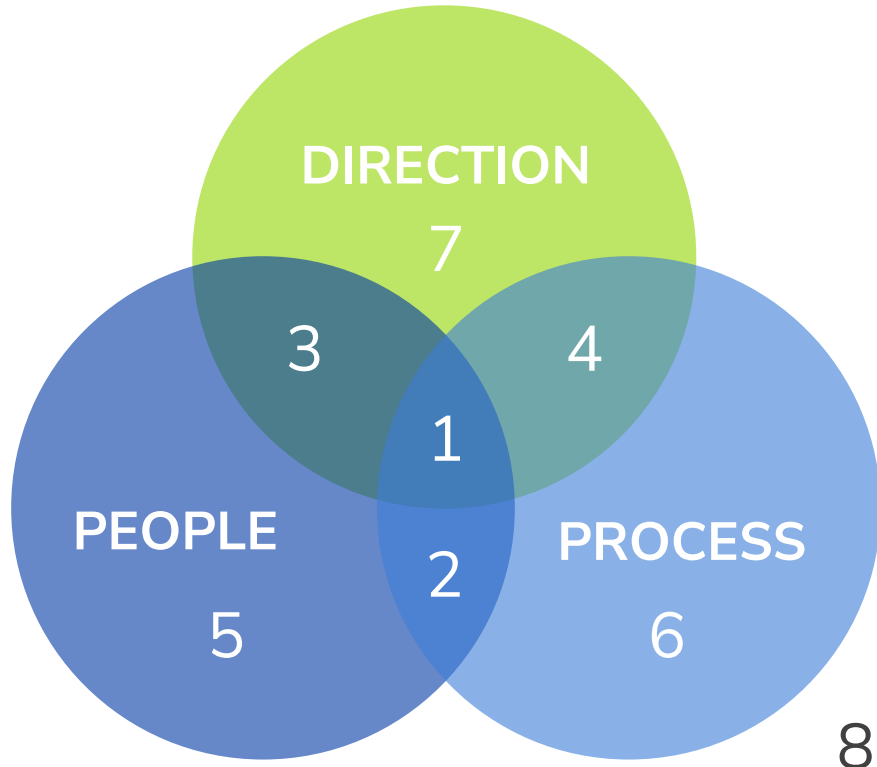
People have the skills, capabilities, and desires to translate intent into reality. They create relationships, community and culture - key ingredients to current and long-term sustainability.

## **Process.**

Day-to-day tasks and deliverables yield their best results when processes are clear, strong, and aligned with organizational objectives. Effective processes turn direction into action.



# Organizational Effectiveness Model & Tool



## How to Use This Tool

**Direction, People** and **Process** are the fundamental pillars of organizational effectiveness. Simply, the highest performing organizations have strengths in all areas. Where is your organization? Using the model on the left, pinpoint where your organization fits currently. Then read the description below to see how you can move closer to “1”, “Effective Organizations” if you aren’t already there.

- 1 Effective Organizations**  
Your organization is effective if it has strengths in all 3 areas. It has clear direction, efficient processes, and people have the capabilities and autonomy to achieve organizational goals. If you are here, don’t rest on your laurels – take steps to continuously improve in each area – particularly when undergoing internal or external changes.
- 2 Tactical Organizations**  
Your organization has capable people and efficient processes, but there is a lack of understanding of a shared direction for the future. There is a tendency to be reactive and unprepared for change. To move towards ‘1’, build a shared vision, mission, values, goals, strategic priorities and stay committed to implementing.
- 3 Informal Organizations**  
Your organization has capable people and clear direction, but informal or weak processes. You focus on the right things but rely heavily on individuals who know how to get things done, possibly differently from person to person. To move towards “1”, create more formal, standardized and consistent processes.
- 4 Bureaucratic Organizations**  
Your organization has strong direction and structured processes, but lacks a people focus. The environment can feel transactional and the culture, flat. To move towards “1”, start with leaders and build people-focused competencies. Encourage more teamwork and time together.
- 5 Social Organizations**  
Your organization has a strong people focus but lacks direction and process. Work is fun and relies on people and relationships to get things done. To move towards “1”, leverage your strong people focus and develop a shared direction and formalized processes.
- 6 Independent Organizations**  
Your organization has strong processes but lacks a focus on people and direction. It might feel like the organization ‘runs itself’ but also feel purposeless and impersonal. To move towards “1”, create more purpose and build excitement and relationships around that purpose.
- 7 Theoretical Organizations**  
Your organization is clear about its direction and purpose but has a hard time realizing its goals as it lacks structure and people with the right competencies. To move towards “1”, articulate your vision and priorities into realizable steps and build the skills in your people to execute.
- 8 Formational Organizations**  
Your organization is formational, a start up, or in a period of significant change. To survive, develop a clear purpose, create standardized processes, and invest in your people and leaders.