

SITUATION

ENTHEOS Consulting partnered with the Australian affiliate of a global NFP organisation to support them to foster a more engaged workforce, with a systemic understanding of the key organisational leverage points to deliver an ambitious strategic plan.

Following their employee engagement survey, the organisation wanted to ensure that their response was focused on achieving their strategic and operational goals and integrated in the operational plan. They also wanted to develop a shared understanding of the systemic issues that could hold the organisation back from delivering.

It was critical that leadership saw the relevance of the engagement survey results and subsequent actions to their organisation's success, and championed throughout the organisation.

APPROACH

We took a *Collaborative Systems Thinking™* approach to help leaders understand the link between employee engagement and the organisational value drivers, which are key to delivering the organisation's strategic plan. We partnered with the organisation to build their understanding of the dynamics of their system, develop their systems thinking capability, and focus their people and resources on their high leverage points to deliver the goals.

The approach was comprised of three components:

1. Developing a Systems Map to help understand the organisational drivers and how they relate to employee engagement.
2. Overlaying the employee engagement results on the Systems Map. This was to enhance the understanding of the current state and identify the organisational drivers which required focus to deliver the plan.
3. Collaboratively design solutions using World Café, (a collaboration methodology) and integrate the action plan to implement these into the operational plan.

OUTCOME

The client has provided a number of observations of the outcomes following the completion of the engagement.

These include:

- Targeted actions: Development of integrated action plans aligned to the operation plan and championed by key members of the executive team.
- Shared understanding: The articulation of the organisational story and the visual map delivered an overall understanding of the dynamics of the system and the underlying issues, and gave staff clarity of the three critical success factors to focus on for maximum impact.
- Change readiness and adoption: There is collective ownership of the underlying issues and the focus areas to deliver the organisational goals. The organisation has shifted its understanding of 'people issues' as a responsibility of HR to an organisational wide responsibility, championed by the Executive Team.
- Innovation through collaboration: Valuable ideas found their way to the Executive Team, as management layers were stripped away during the collaboration design event.

