



7 Areas of **Organisational Health**

Why we exist



Derek Linsell, Founder & President of Apricot Consulting

Founded in 2003 Apricot consulting was born out of a deep conviction that to make the world a better place, that is, one that is just and compassionate, corporate Australia needed to change. Having spent my life to that point working in the not for profit sector, I endeavoured throughout the 90s to meet whatever need came across our door. However as the 1990s came to an end, I could see the political and social landscape shifting. And with these changes I knew that I too had to change with the times.

Establishing Apricot Consulting first in Melbourne Australia, the mission was simple, influence the influencers. With a core belief that at any organisation, their greatest asset is their people that is where we started. By influencing people.

Apricot Consulting would do this in two ways, firstly by influencing corporate culture internally. Through developing leaders and by building programs and resources that would help corporate cultures become more effective in their mission. We have since seen that cultural change must go hand in hand with digital transformation and as such we also support organisations adapt to new ways of working and by upgrading their digital HR strategy.

Secondly we would influence the influencers to see community engagement as vital to the growth and success of their organisation. Building robust CSR and Shared Value programs that would affect positive change for the community and support corporates to enact their social agendas in the most effective manner possible.

Now 17 years on and with offices in Melbourne and New York, having worked with some of Australia and the United States biggest companies our core mission has never wavered, we exist to influence the influencers. If your organisation exists to be an influence, than we are here for you.

What we have learnt

Why Organisational Health Matters

At Apricot Consulting, we work with organisations to create an environment that aligns their vision, strategy, practices and culture. Such organisations that allow their people to thrive and fulfil their potential in such environments are, in our view, healthy. We do this by working with teams and individuals to create healthier organizations.

Organisational Health is quickly becoming a familiar term in corporate settings as leaders better understand the need for greater people skills and higher levels emotional intelligence to build more successful teams. According to McKinsey & Co, 'healthy' organisations generate total returns to shareholders three times higher than unhealthy ones. How employees feel, connect, relate, and experience a sense of belonging is critical to organizational success. As shared by leadership and organizational health expert, Patrick Lencioni, most teams don't fail because they aren't smart enough, it's because people can't get along.

For nearly 20 years Apricot has worked with organisations throughout the world to improve their organisational health and strengthen their competitive advantage. Apricot uses a data driven approach to benchmark organisational health and then design solutions that build organisations of impact, purpose and connection.

Diagnose, Design, Deliver & Review



Diagnose

Spending the time to get to know you and your organisation is key to the success of any initiative. We know that if the diagnosis is wrong, the solution will never solve the right problem. We will take the time to understand the primary issues from the beginning

Design

We understand that moving beyond the 'as is' to determine how we reach the 'to be' is critical. We partner together to help you unearth innovative opportunities to reach your determined future state.

Deliver

This is where we get to work on the hard stuff. It's about being proactive with people to execute effectively. Stakeholder management, communication, and training, is a critical part of the implementation phase.

Review

It is only by purposefully tracking progress that we can determine if we've achieved the desired results. Through concrete measurement and intentional evaluation, we can course-correct to maximize your outcomes.

We recognise that working with an external firm is most successful when a collaborative partnership is driven by high levels of listening and a heavy emphasis on co-creation of solutions. Apricot's methodology will ensure an experience that fully engages your team and allows you to drive the process, with Apricot guiding each step of the way.

Our 7 Areas of Organisational Health

A healthy organisation is one that functions effectively by creating an environment that aligns: vision, strategy, execution, and culture. Organisational Health can be divided into seven key areas:



Purpose

The ability to articulate a future state for an organisation creates the 'Why?' for people and provides direction. It gives life to what people are doing – if people can see and feel the future for which an organisation strives, they'll have the best chance of achieving it.



Accountability

An environment where individuals hold themselves and each other accountable creates a culture of trust. Teams and Individuals thrive when clear expectations and boundaries are set. Celebrating a success when goals are achieved becomes a highlight, and infectious.



Leadership

Organisations reflect their leadership. With dysfunctional leaders, comes a dysfunctional team. Good leadership is the ability to influence, motivate and empower others to contribute toward the effectiveness and success of an organisation. At Apricot Consulting our consultants have a wealth of experience and tools to work with leaders at all levels to ensure their people are not only highly engaged, but the best version of themselves.



Innovation

Innovation is putting your creativity into practice. Innovation in business process and business model is essential in a time of significant disruption for organisations to remain viable. At Apricot Consulting, we work with organisations to create an environment that drives innovation.



Communication

Better communication builds trust, morale, efficiency, productivity and diversity. It reduces conflict and errors. Good communication connects people or places through the effective imparting or exchanging of information.



Engagement

An organisation that is engaged with its stakeholders experiences higher employee engagement leading to better productivity and business outcomes. This has become increasingly important in distributed working models and virtual teams. Organisations also need to be involved in their local communities to capitalise both on the power of connections & relationships. Recognising this, Apricot Consulting works with corporations to develop shared value programs with not for profits.



Agility

The ability to proactively anticipate and respond to business and market changes is intrinsic to success. Managing change, developing new ways of working, and adopting technology will ensure your organisation can remain sustainable in uncertain times.



Culture Impact Index (CII)

Culture Impact Index (CII)

With so much going on in the world at present, including COVID-19, the need for organisations to respond to market changes and become more agile, lean, and manage change is critical to their success and commercial viability.

At Apricot we are equipped to help organisations navigate these challenges. Our custom-designed tool to effectively assess your team or organisation will provide significant insights into your overall organisational health whilst benchmarking against other like industries.

We use the qualitative approach for one-on-one conversations with key leaders and managers to hear the 'voice' of the organisation. This helps us understand the culture and tone in your setting.

The quantitative approach allows a high volume of input from a large number of constituents which provides objective and broad-based data to confirm findings. We then design programs to help drive organisational impact, purpose and connection.

Key to Apricot's unique diagnostic process is the implementation of our data-driven Culture Impact Index (CII). This includes two separate tools –the first is a qualitative, narrative-driven process that engages primarily senior leadership and management. This is a relational approach to digging deep to understand organisational norms, context, patterns, and values. It encourages participants to reflect and respond to the underlying elements that influence your organisation and its culture. This process takes 1-2 hours per conversation and can be done one-on-one or in a focus group.

The second tool is the quantitative CII; an online survey designed to capture experiences and impressions of the broader organisation. By design, it can be shared as widely as is useful, with data gathered by sub-groups to better identify incongruencies between leadership, rank & file, and mid-level management. The number of iterations is flexible but provides critical insights into how the various organisation stakeholders think and feel. It takes about ten minutes per person and both tools can be run simultaneously. By looking at the total picture created by both these tools, a complete picture of the current health of the organisation is generated. Analysing and applying the data from the CII becomes the foundation for better understanding your people and the potential to improve. This data is the key for our ability to diagnose the symptoms and challenges within a team and organisation. Apricot provides a full report based on the outcomes derived from the tools. This helps shape future steps for a healthier organisation as well as identify specific, targeted areas for focused recommendations. By providing visual outputs and dashboards, we are able to effectively and efficiently share the results with leaders and teams.

Culture Impact Index (CII) Rapid

Diagnose



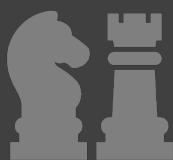
Undertake CII Rapid 10-15 minute online health assessment survey by identified staff members based on the seven areas of health.

Design

Display the organisational health via a dashboard and highlight key improvement areas.



Deliver



Develop a practical 30 day action plan for organisation to improve the culture that will deliver an effective operating model.

Organisations are rapidly adjusting to new ways of working and are attempting to do so without compromising on efficiency and productivity. Many business leaders are asking how they can maintain BAU performance whilst at the same time pivoting their business model in light of the impact of COVID-19.

Cultural Impact Index (CII) Rapid is an efficient and non-invasive assessment tool, designed to give business leaders an overarching assessment of the effectiveness of their current organisational operating model without impacting on busy schedules. The tool assesses and optimises 7 key areas of organisational health. The areas of health include: Purpose, Leadership, Communication, Accountability, Innovation, Engagement and Agility.

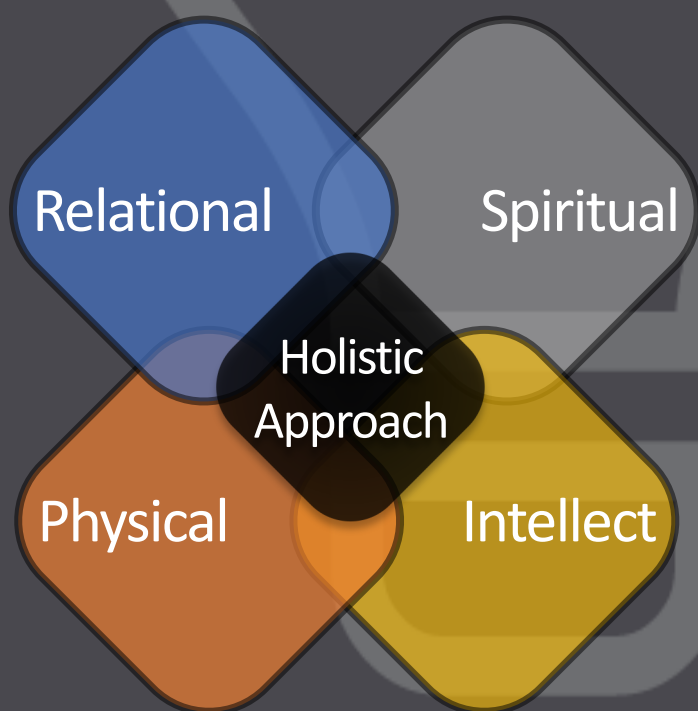
By undertaking this assessment your organisation will have a practical action plan to strengthen your operating model and ensure that the business remains effective in the midst of the changing business landscape.

Leadership Training & Executive Coaching

The work context has changed dramatically in recent weeks, and more than ever, leaders and managers are having to pivot as they adjust to new realities. They need to build connection with their teams, sustain or improve productivity, all while creating a collaborative climate in a remote setting.

We believe coaching is a key aspect to navigating this change successfully. Coaching is a one-on-one relationship that focuses on self-discovery and leadership capability through guided conversation with someone trained to help you unearth new ideas and solutions.

OUR COACHING MODEL



Working with leaders and teams to develop healthier organisations and manage uncertain times requires the first-hand engagement with leaders to enhance their skills and build their capabilities through real-world application.

We facilitate virtual training programs, which often includes workshops, off-sites or remote online training, webinars, and more in order to create an engaging and interesting experience. We will also facilitate strategy and innovation sessions to support leaders as they navigate business challenges.

“I have worked with Derek (Apricot CEO) for over 15 years. Derek is without question honest and trustworthy.

He is thought provoking and has stimulated action oriented outcomes from my work and life’s occasionally complex challenges. Derek brings a new dimension to discussions, which drive new idea’s that are not possible in normal business discussions.”

Former CEO of Jemena

Executive coaching creates purposeful and intentional space for leaders to reflect, manage uncertainty and complexity, and explore solutions with Apricot’s unique coaching model.

Shared Value

Shared Value is the establishment of a mutually beneficial partnership between two or more organisations that leverages their collective expertise and resources to make a positive impact on the economic and social conditions of the organisations involved in the partnership.

Thousands of small businesses in our nation have been devastatingly impacted by the COVID-19 pandemic. The impact has been felt in trade, business closures, staffing issues and interruptions to supply chains. The anticipated economic impact is expected to be felt long after life returns to relative normality. Getting back to their feet will require the support of the wider business community and many business leaders of larger corporations are starting to ask what they can do to assist.

Shared Value, a concept first co-developed by Prof. Michael Porter and Prof. Mark Kramer of Harvard Business School in 2011 in the wake of the global financial crisis. The concept states that corporate success and social and environmental conditions are inextricably linked and therefore the success of one should in turn result in the strengthening of the other. By doing so, sustainable long-term prosperity would be greatly enhanced. The concept has been adopted by many global companies since.

Exhibit 1: Shared Value Concept



In order to create the shared value partnership, the corporate is required to pivot its business model to ensure that social change can be achieved. This Shared Value partnership is created in three ways:

First by creating new products and services for new or existing markets which better services societal needs.

Secondly by redefining productivity in its value chain. This might be done by utilising its resources, energy, employees or suppliers differently in order to generate a social benefit.

Lastly through enabling local cluster development, by improving the local operating environment by supporting

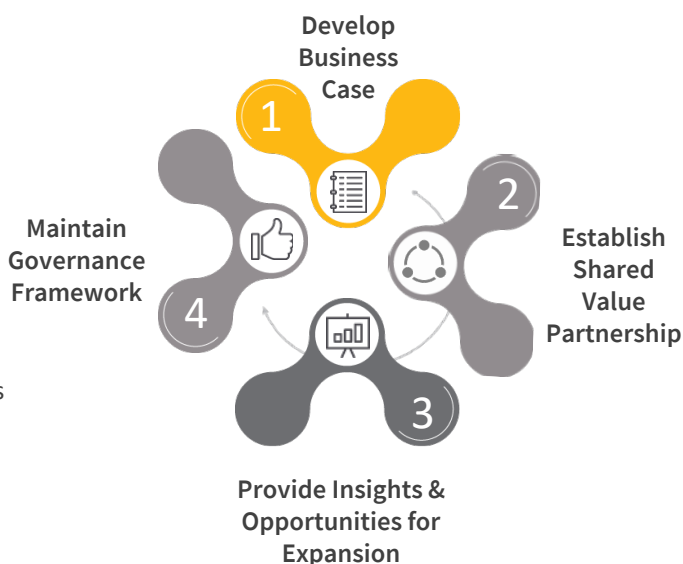
skill development and capacity building.

Shared Value is a creative solution that leverages the strength of healthy industries and offers the opportunity for skill development and the creation of new business opportunities and synergies, for both large corporations and the small businesses and non-profits that enter into the shared value program arrangement.

Through establishing a mutually beneficial partnership with a small business by offering expertise and resources, a large organisation in return will receive a competitive advantage through increased stakeholder engagement, advance your company culture by embracing a purposeful partnership, and gain access to new economic opportunities. We can help you build a sustainable partnership that affects positive change and maximises commercial impact.

The Shared Value Program will ensure that more people are kept at work and that sustainable partnerships between large and small business will endure beyond the current economic climate, benefiting the community long into the future.

Exhibit 2 : SV Business Model



Digital HR & Digital Transformation

Digital is shaping the way work is delivered. As companies seek to remain productive, agile, and innovative, ensuring that digital is at the forefront of the employee experience will enable companies to remain competitive and well equipped to face the future of work. At Apricot, we help businesses navigate the digital age.

Digital HR is simply a holistic framework where people, process, and technology come together to ensure that work is productive, engaging, and adaptive to meet the future needs of the marketplace.

As a partner we help businesses make informed decisions on technology to ensure that they improve business performance



Digital HR strategy and optimisation

Using our unique toolkit we design strategies and Digital HR road maps that are integrated with HR, IT, finance, and the broader business strategy. Using design thinking methodology we facilitate future state design of key talent processes.



Business case and vendor selection

To ensure that organisations make the best financial investment by selecting the right technology and strategy, we play a key advisory role to ensure that organisations are well guided in their decision making.



Program and change management

An effective Digital HR investment always has a significant investment in the program design and change management model. We believe that a balance of internal and external services will deliver the best outcome.

Client Testimonials

"With COVID-19 disrupting most businesses we have seen that the investment into Apricot consulting has given us confidence in our ability as an organisation to adapt to distributed working models and continue to work effectively together. This investment will go a long way to ensure our sustainability into the next decade."

CEO Roads Australia



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Former CEO of Jemena

Apricot Consulting plays a central anchoring role in the shared value relationship between Ability Works, Transurban and The Aurecon Group. Outcomes for Ability Works as a result of the Shared Value relationship has been pro bono quality strategic input with the subsequent development of a new business unit creating work for our employees, strategic marketing input, leadership training and additional revenue from introductions to new customers.

CEO Abilityworks



Here are some of our fantastic clients:



About Apricot

Founded in 2003 in Melbourne, Australia, Apricot Consulting is a global boutique consulting firm focusing primarily on the human side of business. We help create a brighter future by partnering with each client to co- create a custom solution based on each unique context.

We believe an organisation's most valuable asset is its people. This belief has been reaffirmed by our years of experience in leadership development, technology implementation, social responsibility and organisational & cultural change. Today, we work with organisations to create an environment that aligns their vision, strategy, practices and culture. Such organisations that allow their people to thrive and fulfill their potential in such environments are, in our view, healthy. We do this by working with teams and individuals to create healthier organisations.

We believe an organisation's most valuable asset is its people. This belief has been reaffirmed by our years of experience in leadership development, cloud deployment, managing an organisation's social responsibility, and cultural transformation.

With offices in Australia (Melbourne) and the USA (Los Angeles), we work with organisations to create environments that align their vision, strategy, practices and culture around our seven elements of organisational health. Organisations that allow their people to thrive and fulfil their potential in such environments are, in our view, healthy.

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