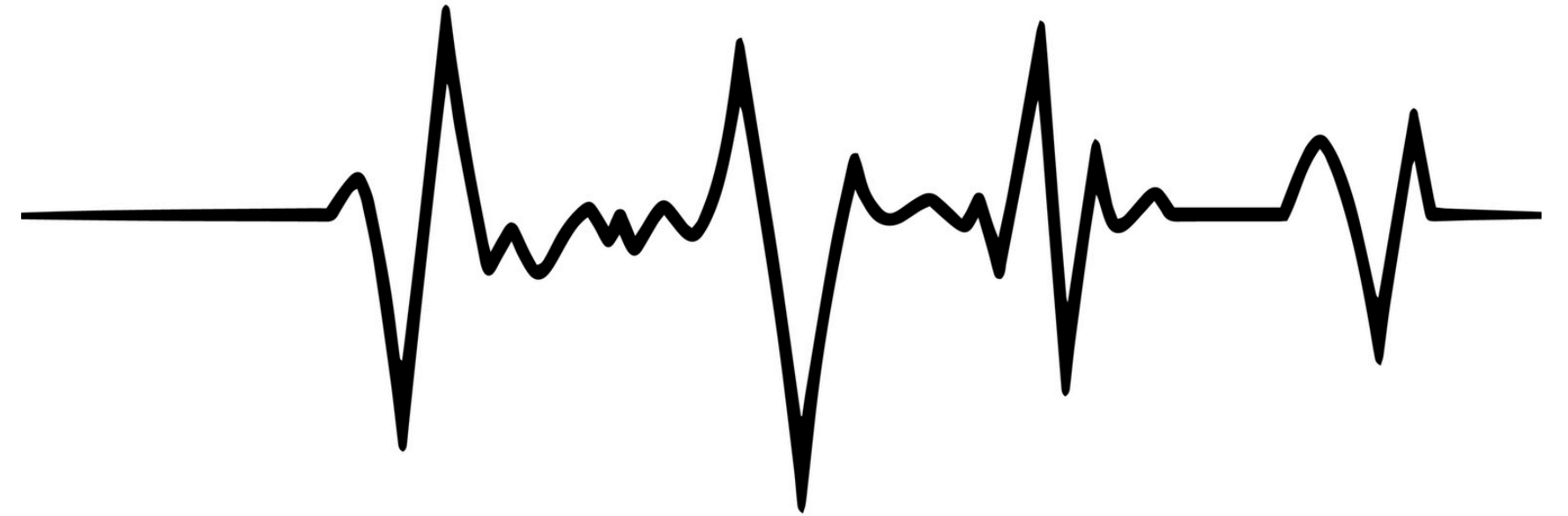




Organisational Health Resource Pack



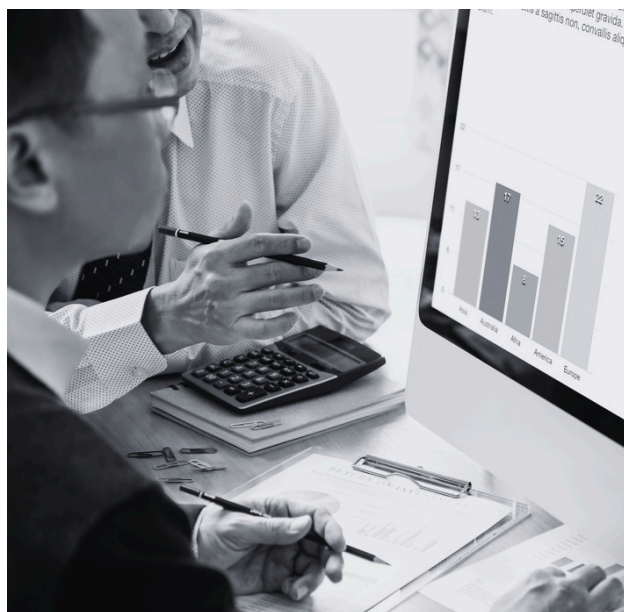


What is **organisational health** and how does it **link to performance**?

Organisational health refers to the overall effectiveness and well-being of an organisation. It encompasses several key dimensions crucial for high performance, such as culture, leadership, safety, communication, employee engagement, and processes.

You can think of organisational health as being similar to personal fitness. Sure, you might be capable of lifting heavy weights (representing skill and capability), but if your diet consists mainly of junk food and your sleep schedule is erratic (reflecting poor culture and systems), your performance won't be optimal.

It's about fostering an environment where people can do their best work—not just get by, but truly thrive. A healthy organisation has a clear purpose, aligned systems, supportive leadership, and a culture that allows individuals to feel psychologically safe to take risks, speak up, and innovate. When all these elements come together? Performance accelerates.



Why Organisational Health matters

When organisations are in top health, they are:

- 3x more likely to see their profits soar.
- 2x more likely to attract and keep the best talent.
- Much better at rolling with the punches, managing change, and navigating crises.

Plus, they get to enjoy:

- Energised, engaged employees who love what they do
- Lower turnover and fewer absences
- A boost in creativity, collaboration, and innovation across the workforce
- Stronger loyalty from both employees and customers

In short, healthy organisations create a culture where people and business flourish. They build the foundation for long-term growth, stay agile in a rapidly changing world, and are ready for whatever comes next. It's the secret sauce for attracting amazing talent, encouraging teamwork, and staying ahead of the competition.

(Source: McKinsey's Organizational Health Index, Nov 2024)



The Experts



Liz Gould

Performance Psychologist,
Executive Coach, and
Organisational Consultant



Greg Prescott

Performance Psychologist,
Executive Coach, and
Mental Health Expert



Performance isn't just about hiring smart people or running a tight ship. It's about creating an ecosystem where people want to contribute, feel capable, and have the right support. And let's be honest, people notice when a workplace is unhealthy. They feel it – it's an experience. And they vote with their feet.

Liz Gould

Performance Psychologist, Executive
Coach, and Organisational Consultant



Six key challenges around organisational health in an evolving workforce.

Adaptable Operating Models

Many organisations need to modernise their operating model to deliver outcomes in a different way than in the past. There is an increasing need to collaborate, innovate, and work with emerging technology to deliver.

Workforce Adaptability

Many organisations rush or minimise the value of supporting their workforce through change and significant growth agendas. Constant change—delivered poorly - can create uncertainty and disengagement. Employees who feel disconnected are more likely to exhibit low motivation and reduced performance.

Performance agility

Skilled talent is in high demand, and employees expect greater flexibility and purpose-driven work. Organisations that lack clarity and fail to support & align their talent struggle to attract and retain top performers.

Evolving Work Environments

Many organisations fall into the everything is urgent trap over long-term growth and employee sustainability. Evolving work environments (e.g., hybrid work, increased digital surveillance) can blur work-life boundaries and elevate psychosocial risks like burnout, role ambiguity, workplace isolation and organisational fear.

Empowered Leaders

Leaders must navigate complex environments, embrace emerging technology, manage hybrid teams, and foster psychological safety—all while driving performance. Many lack the adaptive skills to lead through uncertainty.

Understanding Risk Factors

Organisations often collect vast amounts of people data but lack the frameworks to translate insights into proactive wellbeing and performance strategies. An understanding of your protective and risk factors is key to informed action.

Organisational Health Factors

For a workplace to maintain sustainable performance, it must balance protective factors—such as strong leadership, collaborative culture, psychological safety, and employee wellbeing—with risk factors like poor communication, bullying and harassment, low job support, organisational fear, workplace isolation, and negative work environments, all of which directly impact performance, engagement, and resilience.

Our goal in conducting an organisational health review is to build on your existing strengths and protective factors. At the same time, we focus on identifying key risk areas, prioritising actions to minimise workforce harm and ultimately boost sustainable performance across the board.



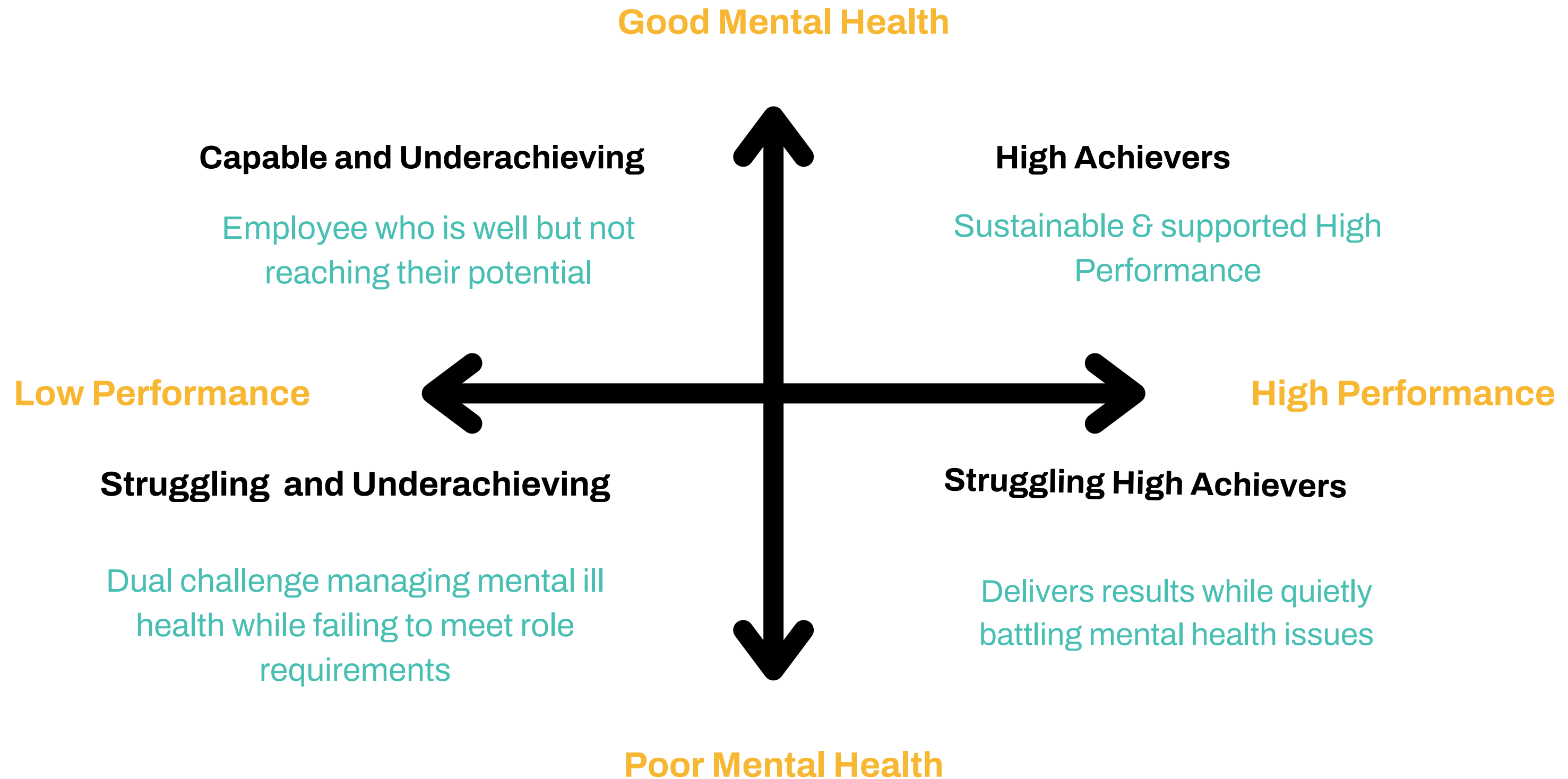
Build Protective Factors

Minimise Risk Factors



Wellbeing and Performance

Lets increase our literacy and working knowledge of mental health and the link to Performance.



Frequently asked Questions

What is an organisation health review?

An Organisational Health Review (OHR) is a thorough assessment of the factors that impact your organisation's overall health. It combines objective data, like employee surveys and metrics (e.g., sick leave, engagement), with subjective insights from interviews with employees and leaders.

Think of it as a check-up, but instead of focusing on physical health, we evaluate how your people, systems, and culture are working together. The OHR isn't just about spotting risks. It's about diagnosing both what's holding your organisation back (risk factors) and what's already working well (protective factors), so you can move forward with a clear, actionable plan.

When do organisations engage for an OHR?

Organisations typically conduct an Organisational Health Review (OHR) at one of two key moments: (1) after an event or issue has revealed potential problems with the organisation's health, or (2) when they proactively seek to improve their health and use it as a strategic tool for long-term performance.

Most often, OHRs are triggered when something feels "off"—such as a drop in engagement scores, high levels of conflict, lagging performance, or high employee turnover. More organisations are not waiting for an issue to arise. They are working to prevent unhealthy organisations to improve performance.

Why is it important?

OHRs are an independent, systemic, data-driven way of assessing the strengths and growth opportunities within an organisation as they relate to key factors of sustainable performance.

They allow an organisation to have a full picture of key factors relating to high performance, and consider strategies on how to make improvements.

It's about creating a system where people want to contribute, feel capable, and have the right support. And let's be honest people notice when a workplace is unhealthy. They feel it – it's an experience. And they vote with their feet.

Frequently asked Questions

What is the value?

It's like getting an insider's guide to what's actually driving (or derailing) your organisation.

When you understand your strengths and barriers, you can make targeted, effective changes—rather than addressing issues as they flare up, or implementing initiatives in an ad-hoc way. An OHR provides an opportunity to create a strategic plan to improve organisational health and performance, targeting the areas that will create the biggest ROI.

It also fosters a shared language around organisational health and performance, shifting conversations from blame to solutions. This shared understanding within an organisation is incredibly powerful.

When are you ready?

You're ready for an Organisation Health Review (OHR) when:

- You genuinely want to understand what's working and what's not—beyond just ticking a box.
- You're open to all feedback, even the tough bits, knowing it's key to real progress.
- You're willing to act on what you learn—because feedback without action changes nothing.

This is Organisational Readiness—the foundation of any Organisational Health Review (OHR).

How to prepare?

Start by being honest with yourself. What are the unspoken truths in your organisation? What patterns keep showing up?

Leaders are often apprehensive to engage in OHRs for fear of what may show up, and that these (let's call them 'issues') may be a reflection of their own Leadership style. We aren't here to criticise the leadership, we are here to empower the whole organisation to support performance.

Most importantly (remember that term organisational readiness?) are you prepared to do something with the insights you get? If not, maybe hold off until you are.



The key factors considered in an OHR - culture, leadership, safety communication, employee engagement, and processes - all contribute to both a high performance culture and improved output. An OHR allows an organisation to explore the areas where improvement could most affect performance.

Greg Prescott

Performance Psychologist, Executive Coach
and Facilitator, and Mental Health Expert

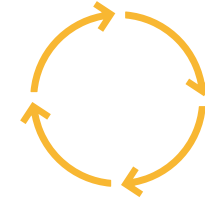


We support your organisation to achieve



Increased Organisational Resilience

Resilient organisations bounce back from setbacks faster. It's that simple. They adapt to change and handle crises like pros, ensuring that teams stay engaged and calm under pressure, no matter what's thrown at them.



Sustainable Performance

Sustainable performance means both short-term and long-term growth—not just a quick win. It helps streamline operations, boost efficiency, and keep the organisation ahead of the competition, no matter what changes come their way.



Psychologically Safe Workforce

When people feel safe to speak up and share ideas without fear of judgment, they perform better. A safe space boosts creativity, builds trust, and keeps people engaged, leading to a stronger and more innovative team, and quality of performance.



Inclusive and Innovative Workforce

In an inclusive workplace, everyone's voice is heard, sparking fresh ideas and better solutions. It attracts diverse talent, creates a collaborative culture, and boosts employee satisfaction, which in turn strengthens the reputation of both the employee and company.



Want to **dive** **deeper?**

We're here to help.

connect@encountas.com

