

The Performance Indicator Leaders Can't See on the P&L

WHY ORGANISATIONAL HEALTH MATTERS TO BUSINESS PERFORMANCE

“
*What gets measured gets managed.
What isn't measured can still make or break performance.*”



ALIGN ON
WHAT MATTERS

Clear direction.
Stronger focus.



MAKE BETTER
DECISIONS

Right level.
Right pace.



EMPOWER
YOUR PEOPLE

Speak up.
Solve problems.



ADAPT AND
PERFORM

Resilient today.
Ready for tomorrow.



TINA WELSH
ADVISORY

Creating clarity in complex organisations.



THANK YOU FOR PRIORITISING
THE PEOPLE BEHIND PERFORMANCE.
Lead well. Communicate clearly. Build trust.

Why This Matters

“Healthy organisations perform better.”

We measure revenue, margin, cost, productivity and return on investment because they tell us how the business is performing.

But they don't tell us everything.

Beneath those numbers is an organisation making thousands of decisions every day. People deciding what to prioritise, how quickly to act, whether to challenge something that doesn't feel right, who needs to be involved and how effectively teams work together.

When those things work well, they enable performance.

When they don't, they create friction – and eventually that friction *shows up in the numbers.*

3x

Organisations in the top quartile for organisational health deliver around **three times** the shareholder returns of those in the bottom quartile.

Source: McKinsey & Company



EXECUTIVE INSIGHT

Financial measures are essential, but they are largely measures of outcomes. Organisational health gives leaders another lens:

how capable is the organisation of continuing to deliver those outcomes?



TINA'S PERSPECTIVE

I've worked in organisations where the numbers were good, but you could see the warning signs underneath.

Decisions were taking too long. Priorities weren't clear. Teams were working around problems rather than solving them.

But leave them unresolved for long enough, and their impact eventually will.



What Organisational Health Really Means

“ It’s not about happiness.
It’s not an engagement score.
It’s about how well your
organisation is able to perform. ”

At its most practical, organisational health is the ability of your organisation to consistently do the things that enable performance.

It’s about having clarity on what matters most, making good decisions quickly, working effectively together, speaking openly and being able to adapt as conditions change.

Healthy organisations remove unnecessary friction. They multiply energy.

They create the conditions where people and teams can do their best work.

That’s what drives business results.



THE FIVE DIMENSIONS OF ORGANISATIONAL HEALTH

Five connected elements that shape your organisation’s ability to perform.



EXECUTIVE INSIGHT

Organisational health is not a single metric. It’s the combined strength of the **systems** and **behaviours** that drive performance.



TINA’S PERSPECTIVE

I’ve seen organisations with great strategies and strong financial results – but the strain underneath was obvious. These are not people problems. They’re system and leadership problems. *When you fix the underlying health, performance follows.*



The Warning Signs

“The things leaders hear and see every day but may not connect.”

Warning signs don't always look like big problems.

They usually sound like normal conversations.

They show up in meetings, in decisions, in emails and in the way work gets done.

Individually, they may seem harmless. Together, they signal that something in the system is under strain.

Ignore them for long enough, and performance will pay the price.

“Everything's a priority.”



“We're still waiting for a decision.”



“We've raised this before.”



“That's not our responsibility.”



We don't have the time or the people.”



EXECUTIVE INSIGHT

These aren't just frustrations. They are indicators.

They point to gaps in clarity, alignment, decision-making and accountability.

The earlier leaders connect the dots, the easier they are to fix.



TINA'S PERSPECTIVE

The most telling warning signs are rarely in the data. They're in the conversations.

I've heard these exact phrases in organisations that were under pressure but didn't yet realise it.

They seem small in isolation.

But they add up to slower decisions, disengaged people and missed opportunities.

Culture doesn't change overnight, but it shows up every day.



When Organisational Friction Becomes Business Friction

“What happens inside the organisation always shows up outside it.”

THE RESEARCH IS CLEAR



+6 pp

higher shareholder returns
Companies in the top quintile for decision effectiveness delivered shareholder returns almost six percentage points higher than other companies.

Source: Bain & Company



23%

higher profitability
Highly engaged business units are 23% more profitable than those with low engagement.

Source: Gallup

INSIDE THE ORGANISATION

	SLOWER DECISIONS	Too many layers. Unclear authority. Decisions take too long.
	POOR COLLABORATION	Teams work in silos. Information isn't shared. Duplication is common.
	LOW TRUST	People hold back. Conversations are filtered. Issues aren't escalated.
	UNCLEAR PRIORITIES	Too many things compete for attention. Focus is diluted.

OUTSIDE THE ORGANISATION

The business impact

	DELAYED DELIVERY Projects slip. Opportunities are missed. Customers feel the delay.
	DUPLICATION & COST Duplication of effort. Inefficient use of time and resources. Costs increase.
	SILENCE & RISK Problems stay hidden until they escalate. Compliance and safety risks increase.
	WASTED EFFORT Energy is spent on the wrong things. Strategic goals take longer to reach.



Friction inside the organisation slows everything down.

It drains energy today and it limits performance tomorrow.



EXECUTIVE INSIGHT

Friction is rarely one big problem.
It's a collection of small things that accumulate and compound.

Remove friction and the organisation becomes faster, simpler and more effective.



TINA'S PERSPECTIVE

I've sat in too many meetings where the frustration was obvious – but we didn't name the real cause. Friction wasn't seen as a priority.
When we find it and name it, the impact was immediate.

Small changes inside create visible improvements outside.



What the Evidence Tells Us

“Healthy organisations consistently outperform. The **evidence** is clear.”



Independent research from hundreds of organisations and millions of employees shows the same pattern again and again:

when organisations operate well inside, they perform better outside.

This isn't theory. It's evidence.

ONE KEY FINDING. A POWERFUL IMPACT.



HIGHER ENGAGEMENT.
FEWER SAFETY INCIDENTS.

63%

fewer safety incidents

Higher employee engagement is associated with 63% fewer safety incidents compared with low-engagement business units.

Source: Gallup Q12 Meta-Analysis (2024) — safety analysis of 12,984 business units.

THE RESEARCH IS ROBUST



736

studies



347

organisations



53

industries



90

countries



3.35M+

employees



12,984

business units in the safety analysis

WHAT THE EVIDENCE TELLS US

Engagement shapes the **behaviours** that drive safer operations and stronger performance.



SPEAK UP

Risks surface earlier

People feel safe to speak up, near misses are reported and issues don't get missed.



FEEL HEARD

Problems are challenged

When people feel heard, they challenge and resolve issues before they escalate.



CLEAR EXPECTATIONS

Safer execution every day

Clarity on priorities, roles and standards leads to consistent, safer execution.



STRONG TEAMS

Better coordination, better outcomes

Connected teams work together, support each other and reduce risk.



The evidence is consistent across industries, geographies and company sizes.
How organisations operate inside makes a measurable difference outside.



EXECUTIVE INSIGHT

You can't manage what you don't see. Use evidence to focus your attention, allocate resources and track what matters.

**Measure the right things.
Improve the right things.**



TINA'S PERSPECTIVE

The evidence doesn't just highlight the problem. It shows us what's possible. Small, consistent improvements inside the organisation create safer workplaces, stronger teams and better business outcomes.

Evidence removes doubt. Action creates change.



TINA WELSH
ADVISORY

Practical Leadership Actions

“ You don’t need a huge transformation programme. You need consistent leadership behaviours that **remove friction and improve how you operate.** ”



SMALL ACTIONS. MEASURABLE DIFFERENCE.

These are practical things you can do immediately to improve how your organisation operates — and how it performs.

Leadership is the **multiplier**. Small changes in how you lead create a better experience for people and better results for the business.

SIX ACTIONS THAT CREATE A DIFFERENCE



1. LISTEN DIFFERENTLY

Go beyond asking for updates. Ask better questions. Create psychological safety so people speak up about what’s really getting in the way.

Better information. Fewer surprises.



2. CLARIFY PRIORITIES

Make priorities visible and easy to understand. Say no to low-value work. Align teams around what matters most, right now.

Focus increases. Effort is not wasted.



3. REMOVE UNNECESSARY FRICTION

Challenge rules, steps and approvals that slow things down but don’t add value. Simplify processes. Remove duplication.

Less friction. More capacity.



4. PUSH DECISIONS TO THE RIGHT LEVEL

Decide at the level closest to the work. Delegate authority clearly. Trust your people to make good calls.

Faster decisions. Better ownership.



5. CLOSE FEEDBACK LOOPS

Act on what you hear. Communicate what you’re doing and why. When people see change, trust and engagement grow.

Trust builds. Engagement grows.



6. LOOK FOR PATTERNS, NOT ISOLATED PROBLEMS

Step back. Look across teams, data and trends. Solve the real root causes, not just the symptoms.

Better insights. Stronger solutions.



Small, consistent actions reduce friction inside the organisation.
That’s how you create stronger performance outside.



EXECUTIVE INSIGHT

You don’t fix everything at once. Pick the few things that will create the biggest impact for your business.

Focus on the levers you can pull as a leader.



TINA’S PERSPECTIVE

In every organisation I’ve worked in, the same small actions made the biggest difference. They reduce frustration, create clarity and build momentum.

Leadership is about creating the conditions for people to do their best work.



Executive Takeaways

“ You don’t need another score.
You need the **right conversations**. ”



Strong performance starts with honest conversations about how you operate.

It begins with these five questions.

LEADERSHIP HEALTH CHECK

Five questions to assess how your organisation is operating.

Ask the five questions. Compare the answers. Pay particular attention to where leaders disagree.

			STRONG	NEEDS ATTENTION	DON'T KNOW
1		Do we really know what matters most right now? Are our priorities clear, understood and visible at every level?			
2		Are decisions made at the right level, at the right pace? Do we delegate authority clearly and empower people to act?			
3		Do people feel safe to speak up and challenge? Do we hear concerns early, or do they surface only when they become problems?			
4		Are we removing friction or adding to it? What processes, approvals or hand-offs are slowing us down?			
5		Do we learn from feedback and act on it? Do we close the loop and look for patterns over time?			



If your executive team answers these questions differently,
that in itself tells you something.



EXECUTIVE INSIGHT

Alignment is not assumed. It's tested.
Different answers are not a problem to avoid.
They're a signal to explore.

*Clarity comes from the conversations
you're prepared to have.*



TINA'S PERSPECTIVE

The most effective leaders I've worked with are not the ones with all the answers.
They're the ones who ask better questions and are prepared to listen to what they hear.

Real leadership shows up in how you respond.



Thank You for Reading

COMPLEXITY ISN'T THE PROBLEM. HOW WE MANAGE IT IS.

When organisations simplify how they operate inside, everything gets easier outside.

Leaders create that clarity.
And clarity creates performance.

LEAD WITH CLARITY. CREATE BETTER OUTCOMES.

“

*Clarity inside
creates strength
outside.*

*Let's lead with
that clarity.”*



WHAT YOU CAN DO NEXT



REFLECT

Take time to reflect on the insights and which levers will make the biggest difference in your organisation.



TALK

Share these ideas with your leadership team. Open the conversation – different perspectives drive better decisions.



BE VISIBLE

Communicate clearly. Listen actively. Your presence builds trust and creates momentum.



TAKE ACTION

Start small, stay consistent and focus on what you can influence. Small steps create measurable impact.

TINA'S PERSPECTIVE

I've learned to look beyond the numbers. When priorities are clear, decisions move and people feel heard, organisations perform better.

Healthy organisations don't just perform today – they're better equipped for tomorrow.

LET'S CREATE CLARITY TOGETHER

I partner with leaders in high-change organisations to build clarity, trust and stronger connections that drive performance.

Bringing over 30 years of global experience in HR, communications and organisational health across the energy sector and beyond, I help leaders create the conditions for their people to thrive – even in the most complex times.

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