

Organizational Effectiveness: Extraordinary Outcomes

Glossary of Helpful Terms

- **Organizational Effectiveness (OE)**
A systematic approach to aligning, improving, and sustaining an organization's performance and results.
- **Return-on-Investment (ROI)**
The degree to which efforts or expenses will lead to desired outcomes that are aligned with mission, vision and values.
- **Organizational Development (OD)**
A range of related activities that lead to improved skills, knowledge and abilities that are applied in practice.
- **Leadership for High Performance (LHP)**
APHSAs leadership model, comprised of numerous activities by which leaders set direction, set boundaries, and create alignment.
- **Framework**
A conceptual model or tool which generalizes reality sufficiently to transfer understanding from one context to another.
- **Strategic Readiness**
The degree to which an organization's leaders are aware of, use, and link various elements of strategic thinking in their work and plans.
- **Strategic Planning**
Activities related to defining and working from an organization's purpose, value to others, capacity to perform and adapt, and desired outcomes.
- **Strategic Management**
The integration of the day-to-day with strategic thinking; decisions are aligned with the big picture and strategy is refined based on unfolding circumstances.
- **Strategic "Playbook"**
The set of related tools, plans, and descriptions that the management of an organization uses to execute and adapt their strategic plans over time.
- **"True North"**
A colloquialism for an organization or individual's mission, vision, values, and principles.
- **Strategic Customer Analysis**
Within the APHSA OE model, a description of one's customers and stakeholders, and the compelling, differentiating value one intends to provide them.
- **Key Initiatives**
Work or project priorities that are considered complex and comprehensive enough to highlight and typically charter in a strategic plan.

- **Performance Capacity**
The structure, culture, staffing levels, skill sets, processes, methods, and policies needed to carry out an organization's key initiatives and basic business activities.
- **Outputs**
What an organization does internally or directly with clients; its products and services.
- **Outcomes**
What clients are experiencing in their own lives, whether or not they are connected to a given organization's outputs.
- **“Dashboard Indicators”**
A limited set of measures for outputs and outcomes, used by an individual or group to continuously assess and report on their performance.
- **Systems View**
A description or assessment of an organization's inputs, throughputs, outputs, and relationship with its environment.
- **Baseline Assessment**
A review of an individual or group's current situation, often used at the beginning of a change plan or an OD initiative to determine later progress.
- **Change Plan**
A comprehensive, phased set of related initiatives and activities designed to move an organization from its current to desired state over time.
- **HR Capacity**
Related to Performance Capacity, the set of Human Resources activities that determine an organization's ability to execute its strategy through its people.
- **OD Delivery Plan**
Part of a change plan, the related set of planned activities by which an organization will train and develop its incumbent staff to perform and adapt.
- **Setting Boundaries**
Establishing what is and is not acceptable to an individual or a group, usually related to behaviors and the use or acceptance of authority and power.
- **“Quick Wins and Losses”**
A colloquialism for what an individual or organization can rapidly change to either capitalize on an opportunity or eliminate unnecessary efforts.
- **Strategic Support Functions**
The functions within an organization that assist with executing a strategy, vs. setting a strategy and executing it directly with outside clients.
- **Consulting**
The process of working with an individual or group whereby one moves dynamically between the client's viewpoint and a set of helpful frameworks.