



# THE EFFECTIVENESS TRIANGLE™

Company Report

Company – Leader

Date of 27 August 2025

Provided by



In partnership with







## Table of Content

<b>DISCLAIMER AND CONFIDENTIALITY .....</b>	<b>4</b>
<b>INTRODUCTION .....</b>	<b>5</b>
<b>THE EFFECTIVENESS TRIANGLE MODEL.....</b>	<b>6</b>
<b>THE ORIGIN OF THE MODEL .....</b>	<b>7</b>
<b>METHODOLOGY, STATEMENTS AND RATINGS .....</b>	<b>8</b>
METHODOLOGY.....	8
STATEMENTS .....	9
RATINGS.....	11
<b>EXECUTIVE SUMMARY .....</b>	<b>12</b>
<b>DETAILED RESULTS .....</b>	<b>14</b>
BREAKDOWN PER LEVEL IN THE ORGANIZATION.....	16
STANDARD DEVIATION DETAILED RESULTS .....	17
<b>RECOMMENDATIONS .....</b>	<b>19</b>
<b>WHO ARE WE? .....</b>	<b>20</b>



## Disclaimer and confidentiality

The information contained in this report is intended solely for the use of the designated recipients and is based on the perceptions and opinions of employees regarding the current situation of the organization. While every effort has been made to ensure the accuracy and completeness of the data presented, the findings represent subjective assessments and may vary widely among individuals.

This report does not purport to reflect the official views or recommendations of the company's leadership team. The discrepancies in employee perceptions could arise from various factors, including personal experiences, departmental dynamics, and workplace relationships. Therefore, we encourage readers to interpret the findings with caution and to consider them as a guide for further inquiry rather than an absolute measure of the company's operational health. We, Swifttransitions disclaims any responsibility for actions taken based on the information herein and advises stakeholders to seek additional data and context as needed.

This report contains sensitive information that is confidential and proprietary to the organization. The data and findings included are derived from employee feedback, which is provided with the expectation of confidentiality and trust. It is imperative that all recipients handle this report with the highest level of discretion to protect the integrity of the employee feedback process and the organization's interests.

Disclosure of this report, in whole or in part, to unauthorized individuals or entities is strictly prohibited and may violate employee privacy rights. The organization takes confidentiality seriously; therefore, all personnel reviewing this document are expected to respect the confidentiality obligations outlined herein. Unauthorized dissemination of this information could result in disciplinary action and jeopardize the trust between employees and the organization.



## Introduction

In the past 30 years we have had the absolute pleasure to work with many professionals in many countries on the field of Organizational and Leadership Development. We have facilitated hundreds of leadership programs and conducted round table interviews with leaders (and employees) in multiple countries in Europe. In almost all of them, Directors, Managers and employees shared their observations, wishes and needs in a transparent way. The participating Leader's topics always came down to questions like:

- I feel things are not going well now, but how do I get a fast, effective diagnosis of the current situation and the potential gap to where I want the company to be heading?
- I have looked for change management tools everywhere, but here is the thing: Is there one transition guide available, my team and I can use to make impactful interventions quickly and effectively, covering all the necessary topics in my company and team that I need to address?
- How to build, embed transformational knowledge and expertise in my company? I don't want to be dependent on consultancy firms, every time a change, transformation needs to take place.

The Effectiveness Triangle model provides the answers to these questions (and wishes).

Two years ago, we started to analyze the data, feedback and information we gathered out of all the round tables and leadership programs we conducted in the last, many, years. We identified a clear pattern in the way leaders and employees talked about their needs and wishes. And once, when these wishes and needs were fulfilled by good interventions, how consistent next level wishes and needs became addressed.

This model is therefore developed by hundreds of Directors, managers, and by thousands of employees sharing their input and feedback in round table discussions.

The Effectiveness triangle model (and transition guide) is:

- Developed by practionners, people that truly understand what's going.
- That overarching, simple and effective tool, you have been looking for.
- Helps you to coordinate interventions (transition management) spot on and
- Will be the framework to align your total company to your common goal(s).

We therefore like to thank all the Directors, managers and employees we have worked with in the past 30 years for openly sharing their knowledge, expertise on Organizational development and Leadership Development and their willingness to help others and learn from each other.

Erik Hoekstra & Guy Vandenberghe

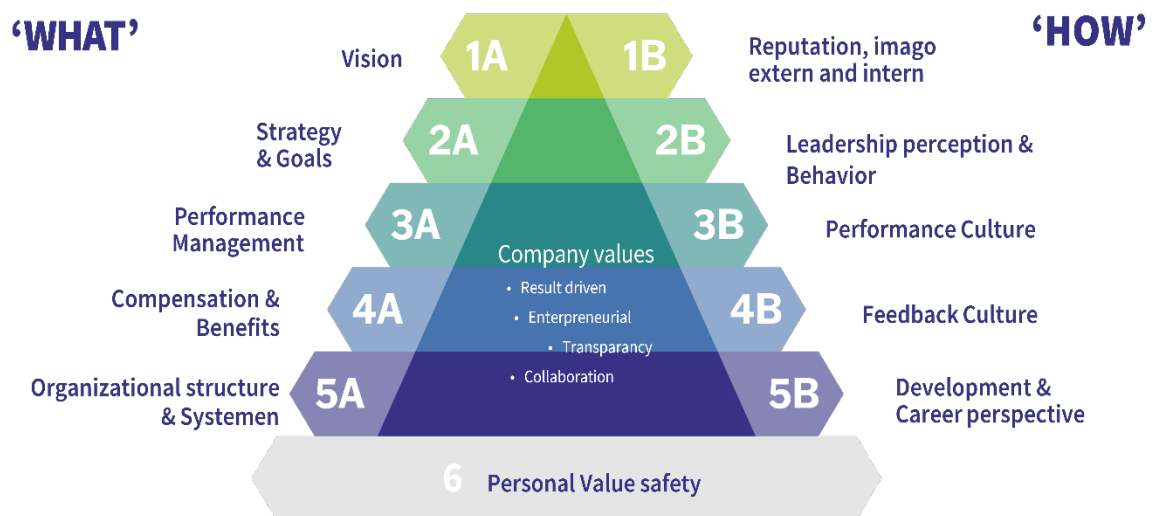
Amsterdam, Brussel, May 2025





## The Effectiveness Triangle Model

The basis for your report is formed by the Organizational Effectiveness Triangle Model. You have filled in your thoughts and understanding about 33 statements in the Questionnaire and these 33 statements are all linked to the model. Please have a look at the model, presented below.



The model consists of 11 Building blocks, 5 in the 'What' spectrum, and 5 in the 'How' spectrum.

As an organization is built, developed and maintained by people, the solid foundation needs to find (delivered) in the Personal Value safety. In other words, people need to feel and experience that they can be who they are and/or feel good about.

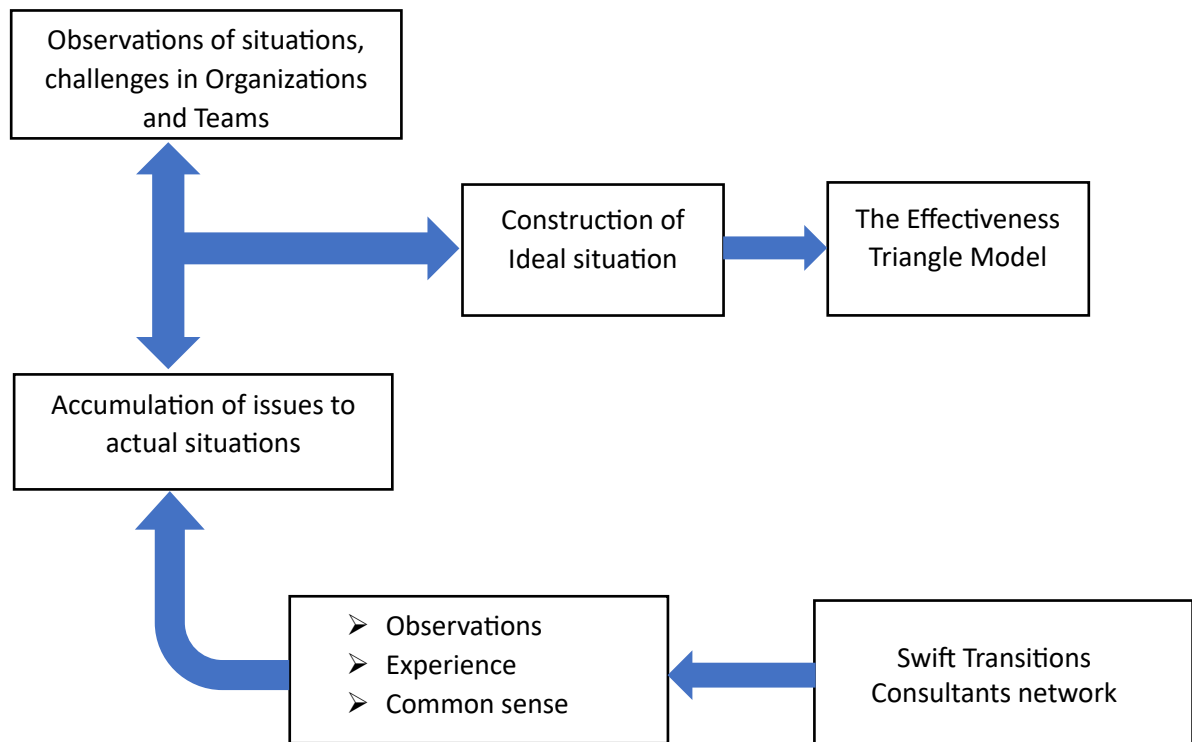
The building blocks need to be horizontally and vertically in balance, and the Questionnaire provides you an overview how stable your organization currently is. You will immediately see when there is imbalance and where to act in case that occurs.

**Note:**

The Effectiveness Triangle and Transition Guide Model™ is a Registered Trademark from the Benelux Office of Intellectual Property with number 1525409, valid till 20 May 2035.



## The Origin of the Model



The model has its origin in 25 years of observations of situations, challenges in Organizations and teams, conducted by us as well as by direct reports. Based on many round table meetings with employees as well as hundreds of Leadership courses and round tables with Executives and People leaders across companies in different sectors in Europe, the model evolved over time to the point that it 'all makes sense'.

The Effectiveness Triangle model serves as our overarching framework to diagnose organizations and teams as well as it serves as our transition guide, as it provides a clear picture of the steps in the journey ahead.

Our mission is to enhance transition skills and expertise levels in all kinds of organizations, making organizations and teams independent from external consultancy firms as much as possible and providing developmental opportunities in this area to the talents in their organization, preparing them to deal with the constant level of change the organization faces, now and in the future.



## Methodology, Statements and Ratings

### Methodology

The Effectiveness Triangle and Transition Guide (ETTG) consists as the reference model for generating this report.

Each specific aspect of the ETTG has been specified with several concrete aspect of the real life of any business. Those aspects are statements of both behavioral and organizational elements in the Management and Leadership of any organization.

Those statements have been clearly defined based on a 5-level scale (the ratings). Each of these levels represent a 'maturity' level of application of those statements.

Your answers to the different statements and ratings form the basis for producing this report. Your answers are gathered in the detailed section of this report.

Based on your answers, an executive summary and specific recommendations are generated.

As this report represents your own personal answers (and opinions), you need to keep in mind that this report represents your personal perception of the current situation. This means that- eventually- a colleague of you may have a different perception of the same situation. We therefor always have your colleagues to provide their perception of the current situation as well, using the Group Report as a starting point of conversations with each other to get to one, mutual agreed view of the current situation.





## Statements

The questionnaire consists of 33 statements. These statements and how they are linked to the Effectiveness Triangle is reflected in the below presented overview.

STATEMENTS	Building block	Explanation
I am proud of our company's reputation and my team's reputation in particular	1b	Reputation
I am involved in yearly evaluations and provide input to maintain and enhance our reputation	1b	Reputation
Visitors to our website and on (our) social media speak in positive terms about our service and our service delivery	1b	Reputation
I think our leaders are capable of clearly explaining the company's vision and core values to employees and to customers	2b	Leadership perception
Our leaders are perceived being honest and transparent, no hidden agenda's	2b	Leadership
Our leaders spend their time primarily on removing obstacles that stand in the way of the success of the teams and of a team member.	2b	Leadership
In the company, there is a constructive feedback culture, I receive and give 'on the spot feedback' at the moments that matter to help each other	2b	Leadership behavior (of all employees)
You can only be promoted in the company if you have prepared your successor to take over your role.	2b	Consistent leadership behavior over teams
I conduct monthly meetings with my manager to monitor progress of my goals on equal terms	3b	Performance culture
My team meets monthly to review KPIs and determine improvement actions together if progress is insufficient.	3b	Performance culture
I feel that my Team members proactively provide each other support and help each other in achieving goals.	3b	Performance culture
Peer feedback is encouraged and facilitated through team meetings and an agenda topic in outdoor events	4b	Feedback culture
Leaders conduct regular structured roundtable discussions with people reporting to their own direct reports	4b	Feedback culture
People understand career paths, the criteria for promotion and feel that everyone in the team has equal opportunities	5b	Career opportunities
Managers and employees discuss development ambitions at least once a year and cross-team opportunities are offered to develop competencies.	5b	Career opportunities
Employees feel safe to express their opinions to managers and feel that their opinions are taken seriously	6	Personal value safety
Most important in our organization is collaboration, achieving goals together	Heart of the model	Family culture, collaboration
Our Leaders are focused on control mechanisms, to ensure we achieve goals the right way.	Heart of the model	Hierarchy culture: control
The culture in our company is all about achieving goals as fast as possible	Heart of the model	Market culture: Result driven





It's very important in our company to focus on new things, new services, enabling us to stay ahead of competition.	Heart of the model	Adhocracy: Entrepreneurship
I can express and proudly 'experience' the vision of our organization and want to be part of the realization of this, as I believe in its long-term goal(s).	1a	Vision
Everyone in the company can explain the key long-term goals and the strategy (roadmap) to get there.	1a	Vision
Every employee understands the Strategy, and the main goals to be realized to achieve the vision goals	2a	Strategy & goals
I can explain in 2 minutes clearly how my goals contribute to and are linked to the overall Company strategy.	2a	Strategy & goals
Strategy progress is discussed monthly in team meetings and explained by team members during town hall meetings	2a	Strategy & goals
There is a fair process in place by which excellent individual & team performance is recognized and rewarded	3a	Performance management
All employees have SMART formulated performance goals at individual and team level, known to all team members	3a	Performance management
Bonus systems are based on KPIs that are SMART and status is communicated quarterly in town hall meetings	4a	Compensation & Benefits
The end of year Remuneration (policy) is fully transparent, objective and linked to corporate and performance objectives.	4a	Compensation
Employees can explain within their field, discipline of each function what the added value of each function is. Every role, function adds value in the eyes of employees.	5a	Compensation
Job profiles are built based on distinguishing characteristics per job and are the basis for career paths.	5a	Compensation
There is a Process review and 'waste elimination' process, in which employees are actively involved in optimizing work processes and procedures.	Heart of the model	Family or Hierarchy culture
All support departments are at the service of those teams that 'add value to the external customer and are perceived by these teams as true business partners.	5a	Compensation



## Ratings

A five levels scale is being used to measure your 'maturity level' related to each building block. This method of rating is the most efficient – and the most popular- way to evaluate something against different possible answers (or opinions). This also known as a Likert scale.

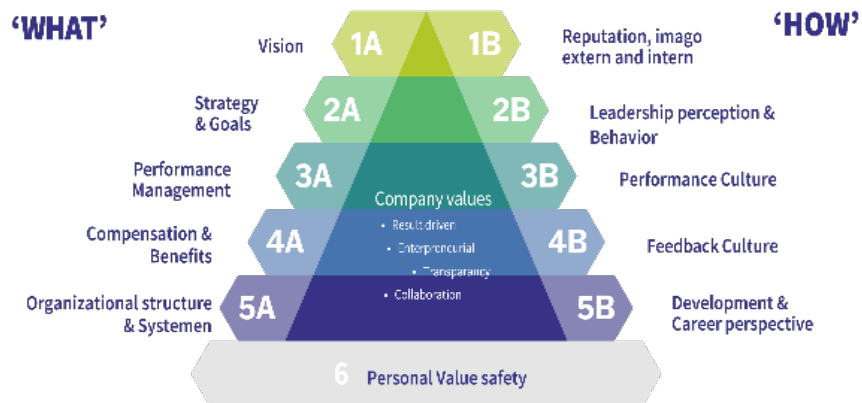
The 5 levels scale, rating, and how we use these in the report are depicted below:

1. Strongly Disapprove/ Disagree	Bronze
2. Disapprove/ Disagree	Silver
3. Neutral	Diamond
4. Approve/ Agree	Gold
5. Strongly Approve/ Agree	Platinum

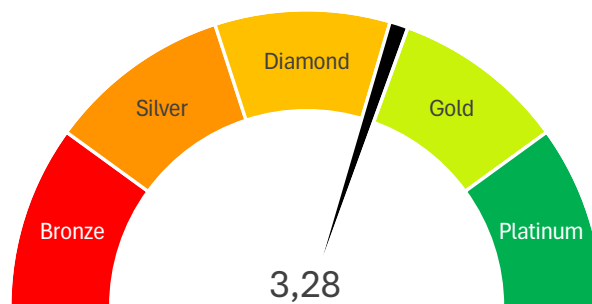
<b>Bronze</b>	You are at the <b>start</b> and many aspects can be enhanced, improved.
<b>Silver</b>	You do here and there show <b>value</b> , but there is still a long way to go.
<b>Diamond</b>	You start shining but still need some <b>shaping</b> .
<b>Gold</b>	You already create a lot of value. <b>Fine tuning</b> brings you to excellence. On several building blocks you can be a reference for others.
<b>Platinum</b>	If you want to, you can serve as a <b>reference</b> for other companies. The challenge is to continue to move forward at this high level.



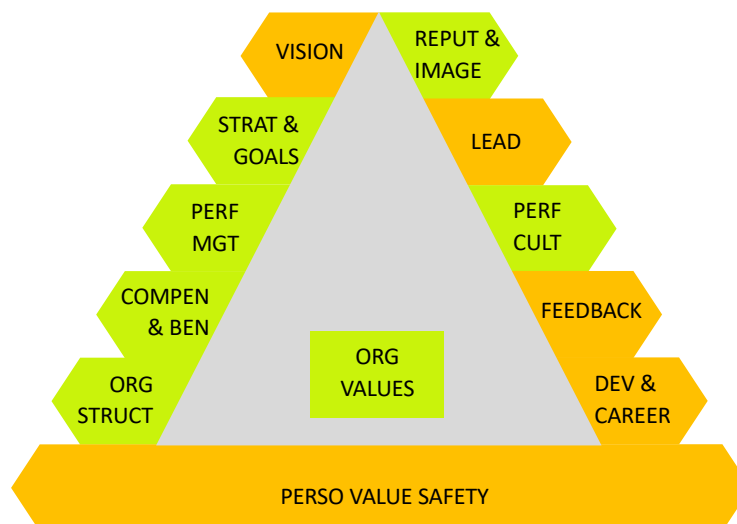
## Executive Summary



## GLOBAL RESULT



## HEATMAP





Your global results are based on all answers from all respondents together ( in this case it's based on your point of view). The heatmap serves as a tool to have a structured meeting, discussion with your team. We recommend the questionnaire been filled by a representative sample of your global situation.

Based on the above heatmap, the following assumptions show up in our review:

1. Your....
- 2.
- 3.

Your Additional Personal Notes:



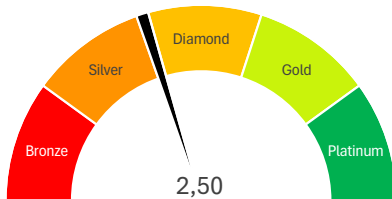
## Detailed results

Below you will find the measurement of all the different building blocks.

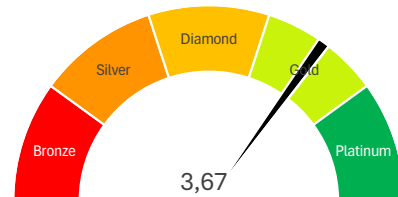
Total Number of respondents:

1

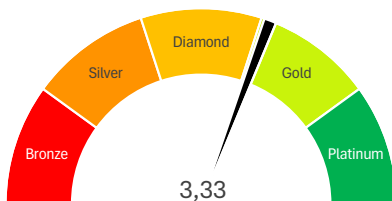
VISION



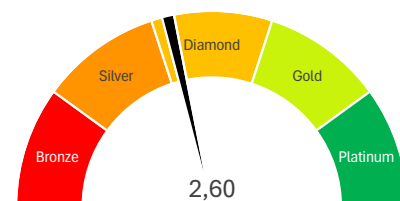
REPUTATION



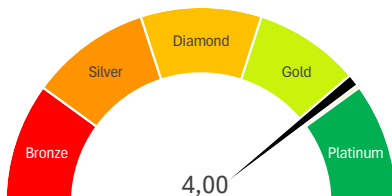
STRATEGY



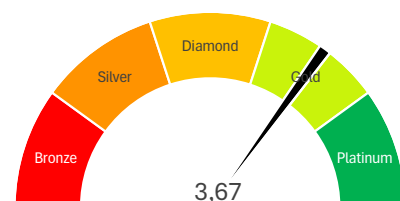
LEADERSHIP



PERFORMANCE MANAGEMENT



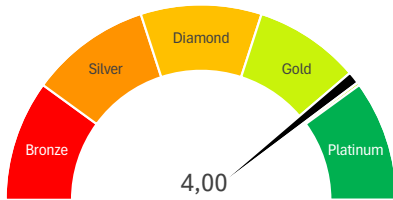
PERFORMANCE CULTURE



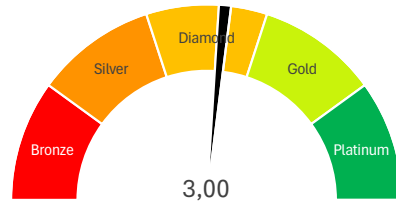
Your Additional Personal Notes:



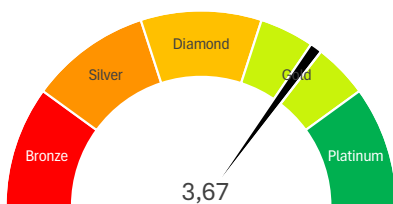
COMPENSATION & BENEFITS



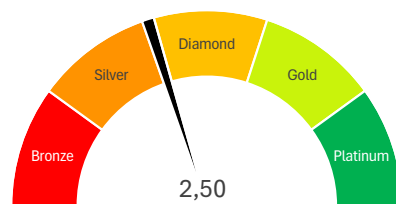
FEEDBACK



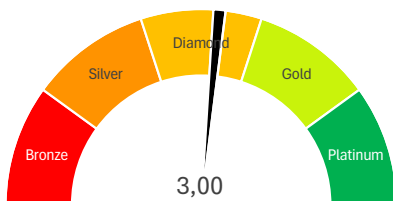
ORGANIZATIONAL STRUCTURE



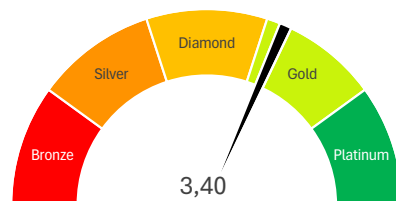
CAREER & DEVELOPMENT



SAFETY



HEART & VALUES

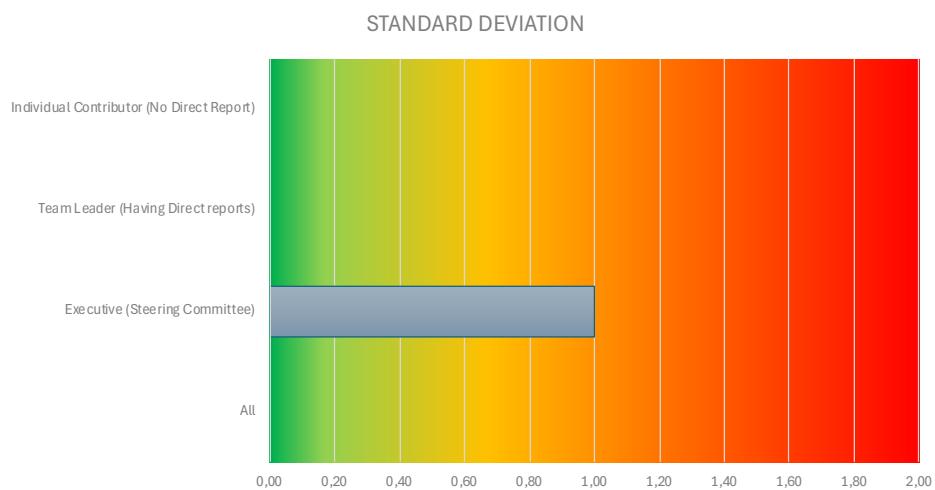
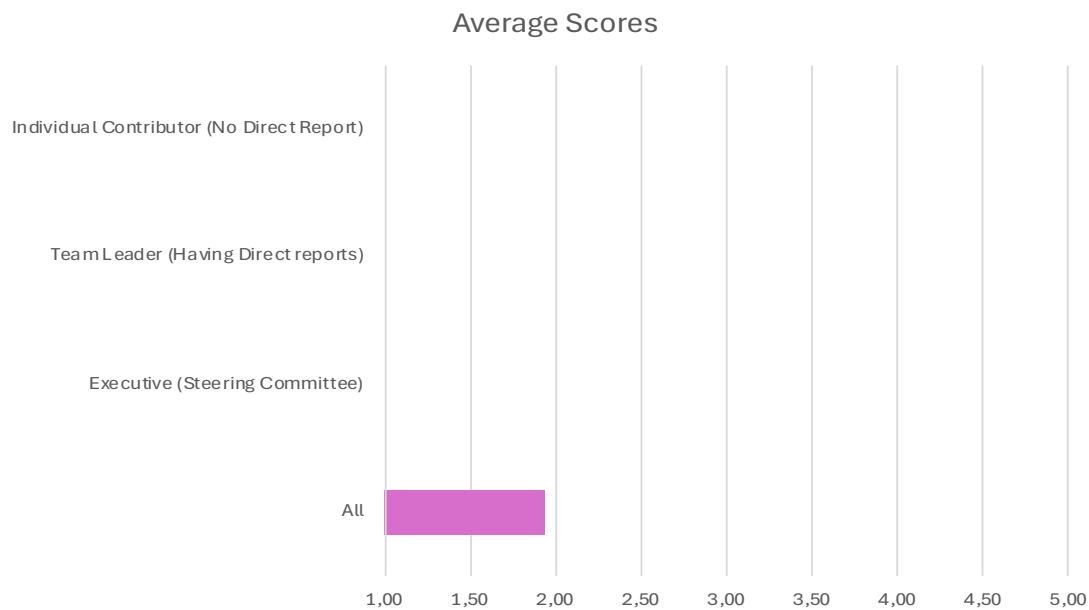


Your Additional Personal Notes:





## Breakdown per Level in the Organization



Your Additional Personal Notes:





## Standard Deviation Detailed Results

Standard deviation shows the divergence of perception from the different respondents. A crucial information from this report is to answer the question: “Do all the people in our organization have the same perception of the same statement at the same time?”. The more people have a grouped perception is not automatically good news. It depends on the level (from Silver to Platinum) of the people.

As statistics shows, see here below the thresholds for Standard Deviation. The corresponding colored is shown in the table below.

Perfect alignment of responses	Standard Deviation = 0	
High alignment of responses	Standard Deviation between 0,1 & 0,6	
Medium alignment of responses	Standard Deviation between 0,61 & 1	
Low alignment of responses	Standard Deviation between > 1	

STATEMENTS	Building block	STD DEV
I am proud of our company's reputation and my team's reputation in particular	1b	1,08
I am involved in yearly evaluations and provide input to maintain and enhance our reputation	1b	1,17
Visitors to our website and on (our) social media speak in positive terms about our service and our service delivery	1b	0,97
I think our leaders are capable of clearly explaining the company's vision and core values to employees and to customers	2b	0,97
Our leaders are perceived being honest and transparent, no hidden agenda's	2b	0,92
Our leaders spend their time primarily on removing obstacles that stand in the way of the success of the teams and of a team member.	2b	0,98
In the company, there is a constructive feedback culture, I receive and give 'on the spot feedback' at the moments that matter to help each other	2b	0,87
You can only be promoted in the company if you have prepared your successor to take over your role.	2b	0,85
I conduct monthly meetings with my manager to monitor progress of my goals on equal terms	3b	0,93
My team meets monthly to review KPIs and determine improvement actions together if progress is insufficient.	3b	1,19
I feel that my Team members proactively provide each other support and help each other in achieving goals.	3b	0,87
Peer feedback is encouraged and facilitated through team meetings and an agenda topic in outdoor events	4b	0,81
Leaders conduct regular structured roundtable discussions with people reporting to their own direct reports	4b	1,02





People understand career paths, the criteria for promotion and feel that everyone in the team has equal opportunities	5b	0,89
Managers and employees discuss development ambitions at least once a year and cross-team opportunities are offered to develop competencies.	5b	0,94
Employees feel safe to express their opinions to managers and feel that their opinions are taken seriously	6	0,97
Most important in our organization is collaboration, achieving goals together	Heart of the model	0,85
Our Leaders are focused on control mechanisms, to ensure we achieve goals the right way.	Heart of the model	0,96
The culture in our company is all about achieving goals as fast as possible	Heart of the model	0,86
It's very important in our company to focus on new things, new services, enabling us to stay ahead of competition.	Heart of the model	0,75
I can express and proudly 'experience' the vision of our organization and want to be part of the realization of this, as I believe in its long-term goal(s).	1a	0,74
Everyone in the company can explain the key long-term goals and the strategy (roadmap) to get there.	1a	0,81
Every employee understands the Strategy, and the main goals to be realized to achieve the vision goals	2a	0,93
I can explain in 2 minutes clearly how my goals contribute to and are linked to the overall Company strategy.	2a	0,98
Strategy progress is discussed monthly in team meetings and explained by team members during town hall meetings	2a	0,80
There is a fair process in place by which excellent individual & team performance is recognized and rewarded	3a	1,21
All employees have SMART formulated performance goals at individual and team level, known to all team members	3a	1,03
Bonus systems are based on KPIs that are SMART and status is communicated quarterly in town hall meetings	4a	0,87
The end of year Remuneration (policy) is fully transparent, objective and linked to corporate and performance objectives.	4a	1,08
Employees can explain within their field, discipline of each function what the added value of each function is. Every role, function adds value in the eyes of employees.	5a	0,97
Job profiles are built based on distinguishing characteristics per job and are the basis for career paths.	5a	0,92
There is a Process review and 'waste elimination' process, in which employees are actively involved in optimizing work processes and procedures.	Heart of the model	1,01
All support departments are at the service of those teams that 'add value to the external customer and are perceived by these teams as true business partners.	5a	0,98



## Recommendations

Our top 5:

### Short Term

- 1.

### Mid Term

- 1.
- 2.

### Long Term

- 2.

Additionally:



## Who are we?



Erik Hoekstra

Owner Swift Transitions

[www.swifttransitions.nl](http://www.swifttransitions.nl)

[erik@swifttransitions.nl](mailto:erik@swifttransitions.nl)

The **mission** of Swift Transitions is to develop Transition and Leadership capabilities internally, enabling leaders to 'swiftly' adapt with their teams in a confident way to (ever) changing and evolving conditions in the Industrial sectors they are operating in.

A lot of organizations, facing transitions, tend to depend heavily on big consultancy firms, who's main objective is to have as many of their consultants helping to make the best possible profit.

**Our vision** is different: 'We strive not be needed by you and your company anymore as soon as possible'.

Therefor we will always:

- be there to transfer our knowledge and expertise to people in your team, people becoming capable of running transitions moving forward in the way that suits your company best without any business disruptions.
- Ensure you will have maximum 2 (Senior) consultants acting as your point of contact and supporting you in the transition approach and guidance.
- Ensure specialists in our Swift transition network to be available, on request, immediately. These specialists in the network of Swift Transitions are approached by us, as we respect their level of expertise, but above all, have worked with them, knowing they embrace the same values.

The values in our Effectiveness triangle model are guiding our actions and behaviors as well:

- Like you, we strive for results; we are result driven.



- We are open and transparent, accept no hidden agenda's or 'leaving the elephant in the boardroom' behavior.
- We act in a collaborative way; the power of a team needs to be maximized and embraced.
- We believe in entrepreneurship, expressed by a strong 'Can do' mentality and curiosity.

**Partner**



Guy Vandenberghe

Owner MGA-Conway

[www.mgaeurope.com](http://www.mgaeurope.com)

[guy.vandenberghe@mgaeurope.com](mailto:guy.vandenberghe@mgaeurope.com)

