



SCAN-ORG
ORGANIZATIONAL ASSESSMENTS

INDIVIDUAL REPORT

POWERED BY



ORGANIZATIONAL EFFECTIVENESS

The Effectiveness Triangle™

Your perception of the current situation of your organization, read through the twelve building blocks of the model.

PREPARED FOR

CEO Sample

Sample Company

Report date

23 October 2026

Scope

Individual

Assessment

Whole company

Level

Executive

Statements

33 · scale of 1 to 5

Confidential. This report reflects your personal perception. A colleague may perceive the same situation differently; the company report is the starting point of the conversation.

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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, Swift Transitions, disclaim any responsibility for actions taken based on the information herein and advise stakeholders to seek additional data and context as needed.

Confidentiality

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.

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 leaders' 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?

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?

How to build and embed transformational knowledge and expertise in my company? I don't want to be dependent on consultancy firms every time a change needs to take place.

The Effectiveness Triangle model provides the answers to these questions. In 2023, we started to analyze the data, feedback and information we gathered out of all the round tables and leadership programs we conducted. We identified a clear pattern in the way leaders and employees talked about their needs and wishes, and how consistently next-level needs became addressed once those were fulfilled by good interventions.

This model is therefore developed by hundreds of Directors and Managers, and by thousands of Employees sharing their input and feedback in round table discussions. We thank all of them for openly sharing their knowledge and their willingness to help others and learn from each other.

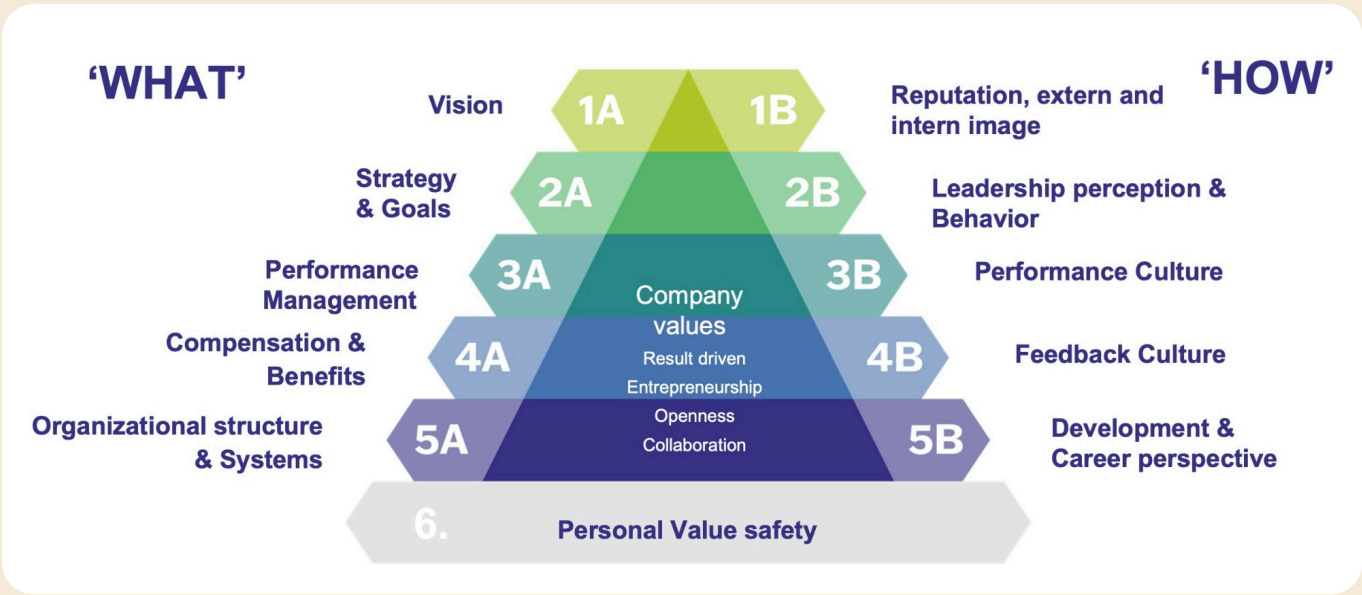


Erik Hoekstra & Guy Vandenberghe

Amsterdam, Brussels: May 2025

The Effectiveness Triangle Model

The model has 11 building blocks: 5 in the “What” spectrum, 5 in the “How” spectrum, and a foundation. The blocks must be balanced horizontally and vertically.



An organization is built, developed and maintained by people: its solid foundation therefore lies in Personal Value Safety. People must feel they can be who they are.

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.

Statements

The 33 statements and how they relate to the model, with your answer. Statements 1 to 17.

1	I am proud of our company's reputation and my team reputation in particular	1b · Reputation & image	2
2	I am involved in yearly evaluations and provide input to maintain and enhance our reputation	1b · Reputation & image	3
3	Visitors to our website and on (our) social media speak in positive terms about our service and our service delivery	1b · Reputation & image	1
4	I think our leaders are capable of clearly explaining the company's vision and core values to employees and to customers	2b · Leadership perception	1
5	Our leaders are perceived being honest and transparent	2b · Leadership perception	2
6	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 perception	3
7	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 perception	2
8	You can only be promoted in the company if you have prepared your successor to take over your role.	2b · Leadership perception	1
9	I conduct monthly meetings with my manager to monitor progress of my goals on equal terms	3b · Performance culture	4
10	My team meets monthly to review KPIs and determine improvement actions together if progress is insufficient.	3b · Performance culture	5
11	I feel that my Team members proactively provide each other support and help each other in achieving goals.	3b · Performance culture	4
12	Peer feedback is encouraged and facilitated through team meetings and an agenda topic in outdoor events	4b · Feedback culture	3
13	Leaders conduct regular structured roundtable discussions with people reporting to their own direct reports	4b · Feedback culture	2
14	People understand career paths, the criteria for promotion and feel that everyone in the team has equal opportunities	5b · Development & career	4
15	Managers and employees discuss development ambitions at least once a year and cross-team opportunities are offered to develop competencies.	5b · Development & career	3
16	Employees feel safe to express their opinions to managers and feel that their opinions are taken seriously	6 · Personal value safety	2
17	Most important in our organization is collaboration, achieving goals together	Heart · Company values	5

Statements(continued)

Statements 18 to 33.

18	Our Leaders are focused on control mechanisms, to ensure we achieve goals the right way	Heart · Company values	4
19	The culture in our company is all about achieving goals as fast as possible	Heart · Company values	5
20	It's very important in our company to focus on new things, new services, enabling us to stay ahead of competition.	Heart · Company values	4
21	I am able to express and proudly 'experience' the vision of our organization and want to be part of the realization of this, as I believe in it's long term goal(s).	1a · Vision	3
22	Everyone in the company can explain the key long term goals and the strategy (roadmap) to get there.	1a · Vision	2
23	Every employee understands the Strategy, and the main goals to be realized to achieve the vision goals	2a · Strategy & goals	3
24	I can explain in 2 minutes clearly how my goals contribute to and are linked to the overall Company strategy.	2a · Strategy & goals	4
25	Strategy progress is discussed monthly in team meetings and explained by team members during town hall meetings	2a · Strategy & goals	3
26	There is a fair process in place by which excellent individual & team performance is recognized and rewarded	3a · Performance management	4
27	All employees have SMART formulated performance goals at individual and team level, known to all team members	3a · Performance management	5
28	Bonus systems are based on KPIs that are SMART, and status is communicated quarterly in town hall meetings	4a · Compensation & benefits	4
29	The end of year Remuneration (policy) is fully transparent, objective and linked to corporate and performance objectives.	4a · Compensation & benefits	3
30	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 · Structure & systems	2
31	Job profiles are built based on distinguishing characteristics per job and are the basis for career paths.	5a · Structure & systems	2
32	There is a Process review and 'waste elimination' process, in which employees are actively involved in optimizing work processes and procedures.	Heart · Company values	1
33	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 · Structure & systems	3

Ratings

A five-level scale is 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, also known as a Likert scale.

The level of a building block is the **average of the answers to the statements that make it up**. The resulting average falls into one of the five bands below: the five bands are of equal width on the 1 to 5 scale.

Bronze

Strongly Disapprove or
Disagree

You are at the start and many aspects can be enhanced, improved.

Average 1.00 – 1.83

Silver

Disapprove or Disagree

You do here and there show value, but there is still a long way to go.

Average 1.84 – 2.67

Diamond

Neutral

You start shining but still need some shaping.

Average 2.68 – 3.50

Gold

Approve or Agree

You already create a lot of value. Fine tuning brings you to excellence. On several building blocks you can be a reference for others.

Average 3.51 – 4.33

Platinum

Strongly Approve or
Agree

If you want to, you can serve as a reference for other companies. The challenge is to continue to move forward at this high level.

Average 4.34 – 5.00

Heatmap

Each building block is coloured by its maturity level. The heatmap supports a structured discussion with your team.

'WHAT'

'HOW'



SCALE

Bronze

Silver

Diamond

Gold

Platinum

What the heatmap says

Your consultant reads the heatmap with you and keeps three points to work on and three points already solid. These lists are written by hand by Erik Hoekstra or Guy Vandenberghe, not generated.

● **Top 3 · what goes well**

● **Performance Management**

Colleagues strive hard to reach goals, at any cost. Obtaining results is a key value and colleagues are recognised for their hard work.

● **Performance Culture**

Performance is key and rewarded. Delivering expectations and above expectations is common practice.

● **Company values**

Everyone agrees that achieving goals and delivering performance is lying in the DNA of the company.

● **Top 3 · areas of improvement**

● **Leadership perception**

People feel not supported in their work except for achieving goals. Listening actively is often missed. People may feel frustrated in their relationship with their leaders.

● **Reputation & image**

The company is known for hard work and achieving results. The damage may come from new candidates fearing pressure for results, long working days and lack of caring in a safe environment to speak up.

● **Personal value safety**

A safe environment is not present. People avoid conversations that may enlighten real problems.

What I recognise

I need to call for a meeting with my direct colleagues to discuss their report, listen to their ideas and put a leadership development plan together

What I need to improve

Image of the company
Contribute to create a safe environment

To bring into discussion

What is their perception of this report? Are we aligned on an action plan?

Your consultant's comments

Every problem is a leadership problem. It starts from the top.

Conduct workshop with top leaders about the image of the company and which image they want to diffuse.

Build a leadership strategy in accordance with this reputation goal.

Conduct round table workshops with leaders for helping them improve the expected behaviors.

Guy Vandenberghe · MGA-Conway

Detailed results

The “What” spectrum and the heart of the model. Your score out of 5 and the matching maturity level.

1A Vision

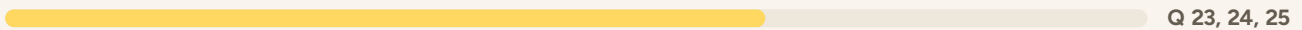
Silver **2.5 / 5**



A vision statement exists on paper but does not travel. Few people can say where the organization is heading, and fewer can say why.

2A Strategy & goals

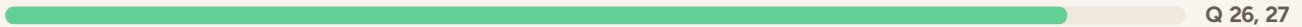
Diamond **3.3 / 5**



Most people understand the strategy and the main goals. The connection to individual objectives is explainable, though monthly follow-up is uneven.

3A Performance management

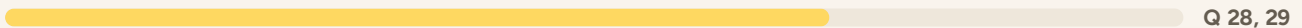
Platinum **4.5 / 5**



Performance management is a help rather than a process. Goals, reviews and recognition are embedded in operations and are perceived as useful by the people in them.

4A Compensation & benefits

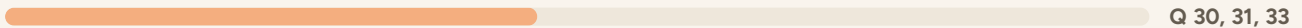
Diamond **3.5 / 5**



The policy is documented and broadly applied. Criteria are available on request rather than published, and quarterly status is not shared.

5A Structure & systems

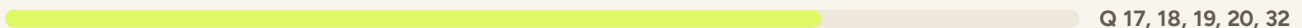
Silver **2.3 / 5**



Job profiles exist but their added value is not understood by all. Career paths are not built on them.

Heart Company values

Gold **3.8 / 5**



Collaboration, control and pace coexist coherently: achieving goals together is the priority, methods are reviewed, and entrepreneurship is expected.

Detailed results(continued)

The “How” spectrum and the foundation of the model.

1B Reputation & image

Silver **2.0 / 5**

Q 1, 2, 3

People are moderately proud of the organization but would not spontaneously recommend it. Reputation is treated as a marketing matter.

2B Leadership perception

Bronze **1.8 / 5**

Q 4, 5, 6, 7, 8

Leaders are perceived as distant or self-protective. Speaking up carries a cost, obstacles are not removed, and succession is not prepared.

3B Performance culture

Gold **4.3 / 5**

Q 9, 10, 11

Teams meet monthly to review KPIs and decide improvement actions together, and team members proactively support each other in achieving goals.

4B Feedback culture

Silver **2.5 / 5**

Q 12, 13

Feedback occurs in annual reviews only. Peer feedback is encouraged in words but not facilitated in practice.

5B Development & career

Diamond **3.5 / 5**

Q 14, 15

Annual development conversations take place and criteria exist. Cross-team opportunities are available but not systematically offered.

6 Personal value safety

Silver **2.0 / 5**

Q 16

Opinions can be voiced but carry a risk. People calibrate what they say to who is in the room.

Your perception compared with the company

No Sample Company average for the same scope yet (under the anonymity threshold): only your score is shown.

● You ○ Company



Standard deviation

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 Bronze to Platinum, of the people.

NOT APPLICABLE TO THIS REPORT
CEO, this report reflects your answers only: standard deviation cannot be computed for a single respondent. The full table is in the Sample Company company report, built on 0 respondents.

The thresholds applied

	Perfect alignment of responses	Standard deviation = 0
	High alignment of responses	between 0.1 and 0.6
	Medium alignment of responses	between 0.61 and 1
	Low alignment of responses	above 1

Who are we?



Erik Hoekstra

Owner Swift Transitions
www.swifttransitions.nl

More than 25 years of experience in International contexts.

Experienced HR Director.

Facilitator, Coach & Author.



Guy Vandenberghe

Owner MGA-Conway · Partner
www.mgaeurope.com

More than 25 years International Development of People and Organizations.

Consultant, Facilitator, Entrepreneur and Author.

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 conditions in the sectors they operate in.

OUR VISION

« **We strive not to be needed by you and your company anymore as soon as possible.** »

- 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.