

Insync Boards framework series

From leadership to impact

Applying the **SCOPE** framework
to strengthen CEO effectiveness,
alignment and performance.

CEO effectiveness sits at the centre of organisational performance. It shapes execution, culture and the organisation's ability to deliver strategy with discipline and clarity.

Organisations are not defined by strategy alone. They are defined by how leadership translates intent into action, aligns teams and navigates complexity.

The **SCOPE framework** provides a structured approach to assessing and strengthening CEO effectiveness - across leadership, performance and alignment.

When leadership effectiveness comes into focus

CEO effectiveness reviews are rarely triggered by a single issue. More often, they begin with uncertainty or differing expectations about leadership effectiveness.

Strategy may be clear and priorities well defined - yet execution feels uneven or slower than expected. The organisation may appear aligned on paper, yet capability is not consistently applied in practice. Decision-making can become concentrated, or progress overly dependent on the CEO, limiting leadership leverage across the organisation.

Importantly, concerns often extend beyond execution. Boards may begin to question whether leadership behaviours, tone and values are fully aligned with expectations - particularly as culture, reputation and stakeholder scrutiny increase.

Many CEO transitions are ultimately driven not by strategy alone, but by misalignment in behaviour, judgement or leadership style. None of these necessarily indicate underperformance. They often reflect growth, complexity and rising expectations.

But they raise important questions:

Is leadership translating strategy into sustained outcomes?

Is the organisation aligned behind clear priorities?

Are behaviours and values reinforcing or undermining performance?

CEO effectiveness is a governance priority

CEO effectiveness cannot be assumed. It must be actively overseen. The CEO's role is not only to set direction, but to ensure the organisation is aligned, focused and delivering against what matters most.

Effective CEO performance combines:

- Clear strategic direction and disciplined execution
- Strong alignment across the executive team
- Consistent application of capability across the organisation
- Leadership behaviours that reinforce culture, accountability and trust

It is not just what the CEO delivers. It is how they lead. When CEO effectiveness is disciplined and aligned, organisations benefit from:



Stronger execution

Strategy is translated into clear priorities, actions and outcomes.



Better alignment

Leadership operates with shared clarity and focus.



Greater accountability

Expectations are understood and performance is consistently delivered.



Stronger culture and trust

Values and behaviours reinforce performance, not undermine it.

Introducing the SCOPE Framework

A CEO Effectiveness Review is built on the SCOPE framework — a structured model defining what effective CEO performance looks like in practice.

The framework examines five interrelated dimensions:



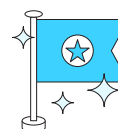
Strategic direction

Assesses how effectively the CEO defines and evolves strategy, articulates a clear vision, aligns priorities, anticipates disruption and translates direction into actionable plans.



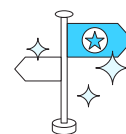
Culture and people leadership

Evaluates how the CEO shapes culture, builds trust and alignment, develops leadership capability and fosters an inclusive, values-driven environment supporting engagement and performance.



Outcomes and execution

Examines how effectively the CEO delivers results through prioritisation, operational discipline and performance management, balancing short-term outcomes with long-term value creation.



Personal effectiveness

Assesses the CEO's self-awareness, judgement and resilience, including their ability to lead under pressure and model integrity, focus and emotional intelligence.



External confidence

Evaluates how the CEO builds credibility with stakeholders through clear communication, reputation management and confident leadership during periods of change or uncertainty.

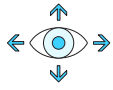


Together, these dimensions provide a disciplined lens for assessing whether leadership is effective, aligned and delivering impact.

What a CEO effectiveness review is — and is not

A SCOPE review provides an independent, structured assessment of how effectively the CEO is leading the organisation.

It evaluates whether:



Strategic priorities are clear and consistently translated into action



The relationship between the CEO and board supports effective governance



Leadership and culture support performance and accountability



Execution is disciplined, timely and outcome-focused



The organisation is aligned to deliver on its objectives

It is not a formal appraisal and not a compliance exercise.

It assesses how leadership operates in practice — how strategy is translated into execution and how effectively the organisation is aligned to deliver.

Rather than producing extensive action lists, the focus is on a small number of practical recommendations that materially strengthen leadership effectiveness.

Key questions for directors

Boards do not need to manage the CEO day to day, but they do need confidence that leadership performance is aligned with expectations.

Boards may wish to consider:

Is the CEO providing clear and consistent strategic direction?

Are priorities well understood and aligned across the organisation?

Is the executive team operating effectively and cohesively?

Is performance delivered in a disciplined and transparent way?

Are leadership behaviours reinforcing the organisation's values and expectations?

If these questions prompt uncertainty or differing views, a structured review can provide clarity.

How we work

Our approach is structured, proportionate and aligned to the SCOPE framework. It typically includes a confidential assessment, optional interviews and independent analysis, providing clear, practical insight into leadership effectiveness, alignment and performance.

We work closely with Chairs and boards, bringing the experience and judgement required to operate at CEO level and handle sensitive matters with discretion. Our strength lies in synthesising diverse perspectives into a focused set of recommendations that deliver the greatest improvement in effectiveness and alignment.

Part of a broader governance architecture

CEO effectiveness does not sit in isolation.

It is strengthened when expectations, behaviours and accountability are aligned across the board, CEO and executive team.

Our frameworks include:

- WhatWhoHowDo** - Board effectiveness
- DRIVE** - Director effectiveness
- SCOPE** - CEO performance
- SOLID** - Executive effectiveness (individual contribution)
- ALIGN** - Executive forum effectiveness
- THRIVE** - Risk governance maturity
- SECURE** - Board cyber governance
- CLEAR** - Clinical governance committee effectiveness

Together, they provide a connected and disciplined view of governance across the organisation.

Strengthening CEO effectiveness

High-performing organisations do not leave leadership effectiveness to assumption.

They periodically assess whether leadership, alignment and performance remain fit for purpose. A structured review provides clarity on how leadership is operating — and where targeted improvement will have the greatest impact.

If your board would value a disciplined, independent perspective on CEO effectiveness, we would welcome a confidential discussion.

Independent governance reviews and advisory.



Murray Chapman
Principal
0404 872 908
mchapman@insyncboards.com



Gill Collins
Principal
0414 486 188
gcollins@insyncboards.com