

Insync Boards framework series

From executive capability to execution impact

Applying the **SOLID framework** to strengthen individual executive effectiveness and contribution within the executive team.

Executive effectiveness sits at the centre of organisational performance. It shapes how strategy is translated into action, priorities are aligned and outcomes are delivered.

Boards and CEOs rely on executive teams to deliver aligned execution, yet how individual executives contribute is not always fully visible. Teams may appear capable, but differences in judgement, behaviour and contribution can create misalignment and weaken accountability.

These issues are often recognised internally but not always visible at board level, limiting insight into where execution is being constrained.

This creates an important governance risk.

When executive effectiveness comes into focus

Executive effectiveness reviews are rarely triggered by a single issue. More often, they begin with uncertainty. Strategy may be clear, yet execution is uneven. Priorities are defined, but interpreted differently across the organisation.

The executive team may appear capable and experienced, yet contribution is not always consistent. Some executives drive alignment and momentum, while others are less effective in how they engage, influence or follow through.

At times, the issue is not capability, but how leadership is applied. Differences in behaviour, judgement and engagement can create misalignment, reduce accountability and slow execution.

These issues are often recognised within the organisation - but not always visible to the board. These are not necessarily signs of underperformance. They often reflect growth, complexity and rising expectations.

But they raise important questions:

Is each executive contributing at the level required?

Are behaviours and decisions reinforcing alignment and execution?

Are we fully utilising the capability across the executive team?

Executive effectiveness is not assumed - it is shaped

Executive effectiveness is not simply about capability. It is about how that capability is applied in practice - both in how executives contribute within the team and how that contribution translates into execution across the organisation.

Effective executives:

- create clarity around priorities and direction
- contribute to alignment across the organisation
- demonstrate accountability and follow-through
- influence beyond their functional remit
- reinforce culture through behaviour and judgement

Executive effectiveness is not about individual performance in isolation. It is about how each executive contributes to collective outcomes and how those contributions translate into execution beyond the room.

When executive effectiveness is strong, organisations benefit from:



Clearer alignment

Priorities are understood and consistently applied.



Stronger execution

Decisions translate into coordinated action.



Greater accountability

Ownership is clear and follow-through is disciplined.



Better organisational cohesion

Executives act in the enterprise interest, not functional silos.

Introducing the SOLID Framework

A SOLID Executive Effectiveness Review is built on a structured model that defines what effective executive contribution looks like in practice.

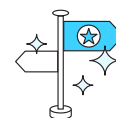
It assesses how individual executives contribute within the executive team - and how those contributions translate into alignment and execution across the organisation.

The framework examines five interrelated dimensions:



Sets direction

Creates clarity on priorities, aligns decisions to strategy and maintains focus on long-term value and outcomes.



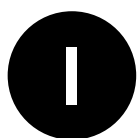
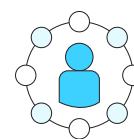
Operates collaboratively

Builds trust, works across boundaries and contributes to alignment through constructive challenge and enterprise-focused behaviour.



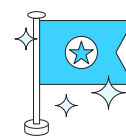
Leads self

Demonstrates self-awareness, judgement and resilience, maintaining effectiveness under pressure and modelling expected leadership behaviours.



Influences and leads others

Communicates clearly, builds credibility and aligns teams, reinforcing consistent direction across the organisation.



Delivers outcomes

Drives accountability, ensures follow-through and contributes to sustained organisational performance.



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

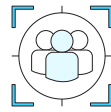
What an executive effectiveness review is - and is not

A SOLID review provides an independent, structured assessment of how effectively individual executives contribute within the executive team.

It evaluates whether each executive:



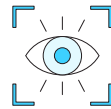
Sets clear direction aligned to strategy



Contributes to alignment and collaboration across the executive team



Demonstrates accountability and disciplined execution



Influences effectively across the organisation



Reinforces performance through behaviour and judgement

It is not a formal appraisal of individual performance and does not replace existing performance management processes. It provides insight into how executives operate in practice - and how their contribution translates into alignment and execution across the organisation.

Rather than producing extensive action lists, the review focuses on a small number of practical recommendations that strengthen executive effectiveness.

Key questions for boards and executive teams

Leadership teams do not need to be perfect, but they do need confidence that they are operating effectively as a collective.

Executives may wish to consider:

Is each executive contributing effectively to alignment and execution?

Are behaviours consistent with expected standards and culture?

Is capability being applied where it matters most?

Do executives operate with enterprise focus or functional bias?

Are commitments followed through with discipline and accountability?

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

How we work

Our approach is structured and proportionate. It includes a confidential assessment of individual executives within the executive team context, supported where appropriate by interviews.

We undertake independent analysis and synthesise findings into clear, practical insight focused on a small number of high-impact recommendations.

We are experienced advisers with the judgement and credibility to operate at senior executive and board level, and to handle sensitive matters with discretion.

SOLID and traditional 360 assessments

Traditional 360 assessments provide valuable insight into leadership style and behaviour. However, they are often less effective in diagnosing how executive teams contribute to alignment, decision-making and execution.

SOLID is designed specifically for the executive context.

Traditional 360	SOLID
Focuses on leadership behaviours and style	Focuses on contribution to alignment, decisions and execution
Assesses individuals in isolation	Assesses executives in the context of the executive team
Separate survey per individual	Single structured view across all executives
Time-intensive for respondents	Efficient and comparative by design
Primarily development-focused	Focused on organisational effectiveness and performance

In practice, the two approaches are complementary. 360 assessments support individual development.

SOLID provides insight into executive effectiveness and organisational impact.

A complete view of executive effectiveness

Executive effectiveness depends on both:

- how individuals contribute
- how the executive forum operates

SOLID and ALIGN are designed to work together.

Lens	What it assesses
SOLID	Individual executive contribution
ALIGN	Executive forum effectiveness

Together, they provide a complete view of executive effectiveness.

They help answer critical questions:

- Are we getting the best contribution from each executive?
- Is the executive team aligned on priorities?
- Are decisions clear and timely?
- Are decisions translated into outcomes?

This combined view enables organisations to identify where effectiveness is constrained:

- by individual contribution
- by how the forum operates
- or by the interaction between the two

Used together, SOLID and ALIGN provide a clear and practical view of how executive effectiveness translates into organisational performance.

Part of a broader governance architecture

Executive team effectiveness does not sit in isolation. It is strengthened when priorities, behaviours and decision-making are aligned across the executive team, its forums and the board.

Insync Boards supports this through a structured governance architecture, underpinned by proprietary, evidence-based frameworks.

These 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, these frameworks provide a connected and disciplined view of governance, ensuring director effectiveness is reinforced at every level.

Independent governance reviews and advisory.



Murray Chapman
Principal
0404 872 908
mchapman@insyncboards.com



Susan Staples
Principal
0411 871 219
sstaples@insyncboards.com