

Balancing People, Productivity & Performance

A handbook for sustainable high performance.



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Scan to explore current insights and event updates



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Foreword: Why Balance Matters

Every organisation is searching for balance. Between High Performance and Happiness. Between delivery and strategy. Between what gets measured and what truly matters.

At Twenty2 Collective, we believe high performance and happiness aren't opposites -they're interdependent. The most effective organisations find a rhythm that delivers strategic results while bringing their people with them.

This research began with a simple question: How do Organisations really balance people, productivity, and performance in practice in their current environment?

Over the past year, we've spoken with leaders across industries including resources, utilities, and government - people responsible for everything from portfolios and projects to procurement and transformation. Their responses revealed both strength and strain: clarity in purpose, but often friction in flow; strong intent, but fatigue in execution.

What follows is not just a report -it's a handbook for high performance, a reflection tool. A way to pause, learn, and rebalance.

Thank you to everyone who shared their time and honesty.
We hope this handbook helps you spark new
conversations, benchmark your own balance, and find your
next step forward.

Marcus Ward

Founder, Twenty2 Collective

About the Research

Twenty2 Collective conducts an annual study to understand how organisations balance People, Productivity, and Performance.

The research brought together insights from leaders across industries such as **Resources, Utilities, and Government**, using structured interviews and a 1–5 maturity assessment to explore what truly drives sustainable success. This research was then validated with academic organisations and profession institutions to produce the report.

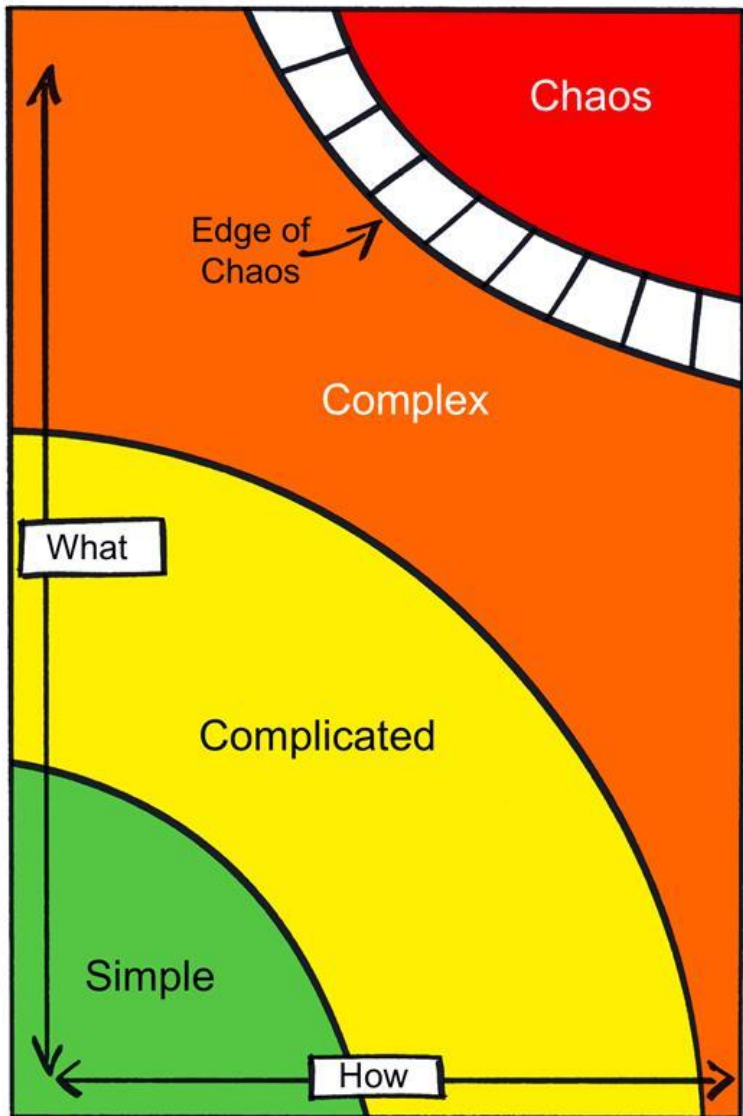
Each conversation explored three core domains:

- **Performance:** How strategy connects to delivery and value.
- **People:** How leadership, culture, and change are experienced.
- **Productivity:** How effectively workflows and priorities align.

We also asked leaders to reflect on the **direction of change** - what's improving, what's stagnating, and where confidence is rising or falling.

The findings presented in this booklet represent aggregated insights across all participants. Individual responses remain confidential.

Together, they paint a picture of organisations navigating a new complexity “the edge of chaos” -balancing delivery demands with the human and systemic foundations of long-term performance.



Original Source: Stacey Matrix – Ralph Stacey

Introducing the Framework

The Balance Between People, Productivity & Performance

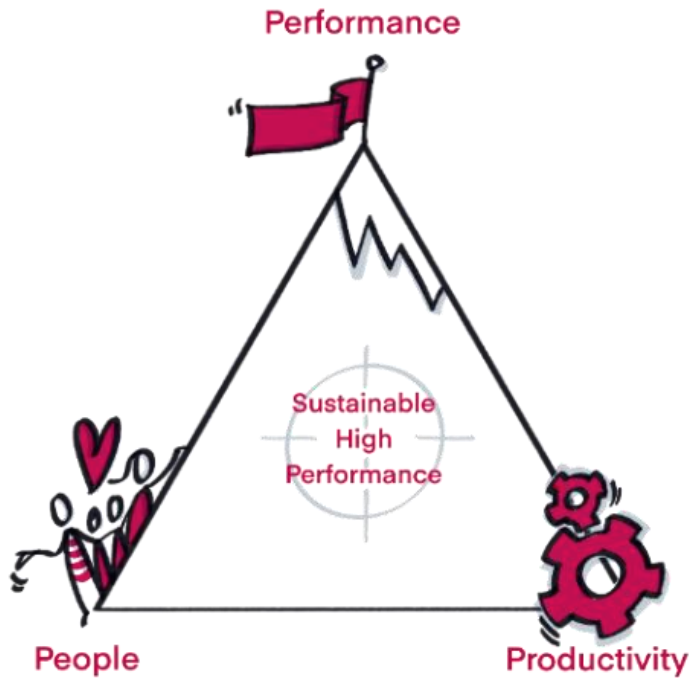
Every organisation faces a common tension: how to deliver outcomes, keep people engaged, and sustain performance over time.

When one element dominates, the others tend to suffer.

- Focus too heavily on **performance** and **lose the people, learning, and delivery**.
- Prioritise only **people**, and strategic delivery momentum fades.
- Push for **productivity**, and you risk efficiency without purpose and people.

The research explores how organisations can find their **own balance point** -one that aligns results, rhythm, and relationships in the context of their environment.

At Twenty2 Collective, we see this as the **People–Performance–Productivity (PPP) triangle** -three lenses that together define sustainable success.



When all three are in balance in the context of the organisations' environment, Sustainable high performance is present.

What Each Dimension Represents

The Three Lenses of Sustainable Success

Domain	Focus	What Good Looks Like
Performance	Connecting delivery to strategy and value	Outcomes are realised and sustained; benefits are tracked; partners are chosen for impact, not price.
People	Leading, supporting, and engaging through change	Leaders are visible, culture is open, and people feel ownership of purpose and direction.
Productivity	Flow, focus, and prioritisation	Work moves predictably; resources are used wisely; effort focuses on what creates the most value.

The healthiest organisations don't chase perfection in each area; they build alignment across all three. Depending on where a team or organisation is and what strategies they wish to achieve they may choose to move towards 1-2 of the domains using metrics, structures and policies.

When strategy, culture, and delivery systems move in rhythm, performance becomes repeatable, not exhausting.

Why Balance Matters

When Balance Breaks, Results Drift

In every conversation, leaders described moments where the balance tipped, often unintentionally.

- **Performance without People** leads to burnout and drumbeat death marches.
- **People without Productivity** creates satisfaction without traction.
- **Productivity without Performance** optimises activity, not impact.

The healthiest organisations treat balance as a practice, not a state something continually adjusted as priorities shift.

Balance doesn't mean equal attention; it means the right attention at the right time.

From our research:

Organisations that actively recalibrate balance every quarter score up to 25% higher in both engagement and delivery confidence.

The 1–5 Maturity Scale

Understanding the Scoring Model

Each domain in the research was rated on a scale from 1 to 5, based on observed practice -not just perception.

The scale reflects how consistently behaviours are demonstrated across the organisation.

Score	Description	What It Means in Practice
1-Not at all true.	Rarely or never happens.	Isolated examples; mostly intention or aspiration.
2-Slightly true.	Occasional or inconsistent.	Some effort, but not sustained.
3-Moderately true.	Occasional in parts of the organisation.	Evident in some teams, not uniform.
4-Mostly true.	Regular and visible.	Structured, supported, and repeatable.
5-Completely true.	Embedded as normal behaviour.	Consistent across teams and levels.

Scores help organisations see where practices are embedded versus emerging.

“Balance isn’t a number -it’s a pattern of behaviours that repeat across the system.”

Marcus Ward (inspired by systems thinking and behavioural psychology)

From Framework to Reflection

How to Use This Framework

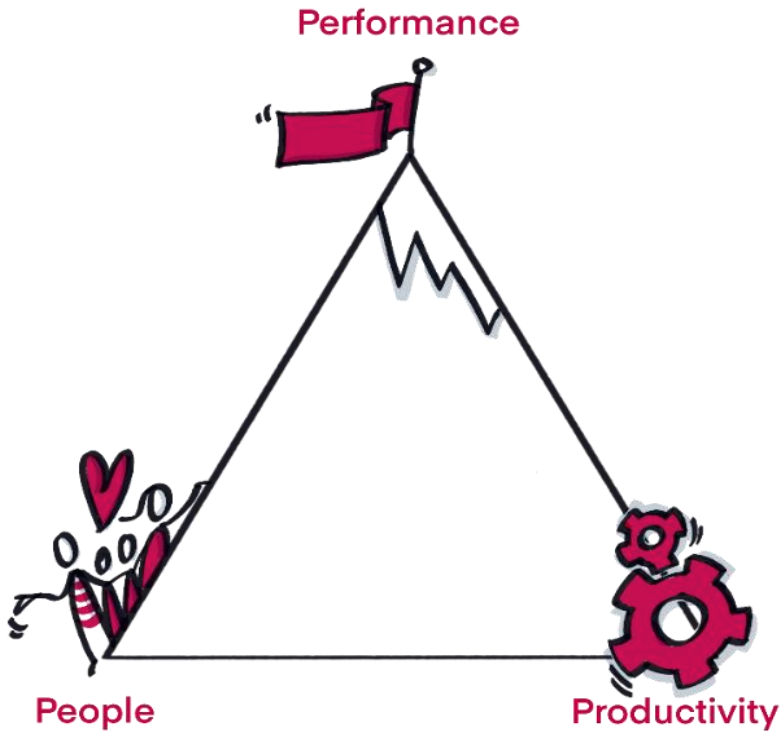
You can use this model to reflect on your own organisation's balance:

1. Rate where you believe your organisation currently sits in each domain.
2. Identify where you'd like to shift the balance in the year ahead.
3. Discuss what helps and hinders progress.

In the pages that follow, we share what the data revealed - patterns, gaps, and stories from across Organisations and Industries.

Use these insights as a mirror. Notice where you see yourself in the results -and where your next conversation might begin.

Circle and score out of 5 where you think your organisation sits today in each domain for People, Performance and Productivity.



PERFORMANCE -From Investment to Impact

Organisations are strong at delivering outputs -but less consistent at sustaining value and leveraging ecosystems.

Across the research, leaders expressed increased confidence in delivery momentum but uncertainty about whether benefits are owned, tracked, and realised once initiatives go live. Confidence in delivering outcomes was often limited to internal teams, few considered the potential by involving partners and suppliers.



1 Big Vision

3 Clear Goals

5 Critical Moves



What We Heard

Performance is about connecting **strategy → delivery → value**.

Most organisations feel confident delivering strategic commitments, but fewer can demonstrate the full value and benefits of initiatives are realised and sustained.

Leaders described a familiar pattern:

- Strong governance and alignment at the start of initiatives.
- Mixed oversight of cost and risk during delivery.
- A surge of activity toward milestones and go-live.
- Then... value trails off, ownership becomes unclear, and benefits fade or initiatives sit in a transition state between delivery and operations.

Many leaders admitted they track delivery well but have fewer mechanisms to track **benefits after delivery** or sustainment from a change lens. This was one of the lowest-scoring performance indicators in the questionnaire.

It reflects a broader shift happening across industry: the need to move from “project productivity success” to “value realised success”.

Mini Data Summary

- **Strategic Delivery Confidence:** 70% report they “mostly” meet commitments.
- **Benefits Realisation:** Only 35% report sustained benefits tracking.
- **Partner Confidence:** Mixed; procurement maturity influences performance perception.

 Capabilities Top capabilities to resolve the needs	 Unique Selling Proposition Differentiators to your competitors	 True North Prioritized & weighted business goals	 Timing Time focus of needs solved now, or later	 Needs Prioritized by customer needs
 Awards Outline the contribution of the proposed team	 Cost Structure Variable & fixed costs	 High-Level Concept x for y analog e.g. youtube = linkin for reddit	 Conditions Further bounding conditions	 Existing Alternatives How are these needs solved today
 People & Resources Get your best mind to achieve the business goals		 Peer Feedback Vote of all participants, e.g. confidence after 1-5		
		 Partner Company		

Original Source: Lean Agile Procurement – Mirko Kleiner

What Leaders Told Us

“We always deliver the project. The value case? That fades once BAU takes ownership.”

- Oil and Gas Company

“Our performance measures stop at the milestone. We don’t track the impact beyond it.”

- Government Agency

“We’re disciplined in delivery, but our benefits aren’t always visible to the business.”

- Utilities

Patterns Emerging Across Australia

1. Strong Delivery, Weaker Value Sustainment

An increasing number of organisations can demonstrate “delivery as committed” -but fewer track **outcomes over time**. This is consistent with interview data where benefits ownership, sustainment and tracking after delivery was one of the least endorsed statements.

2. Strategy Links Are Improving -But Not Uniform

Executives are clearer on strategy than they’ve been in previous years. However, teams report inconsistent translation of strategy into **portfolio priorities**.

3. Governance Is Strong; Adaptability Is Uneven

Risk and cost are managed with mixed levels of success. Organisations who disbanded governance functions such as PMO’s are now challenged from an enablement, standardisation and accountability perspective.

4. Partner Value Is Not Always Measured Holistically

Several leaders noted they select and manage partners for **price or capacity**, not total value. The value brought by partners and the opportunity to leverage expertise was often cited as an afterthought. This affects long-term performance and benefit realisation.

When clarity, ownership, rhythm, and engagement weaken at any point in the delivery cycle, performance drifts. Strong performance is a product of alignment and consistency—not activity alone.

What High-Performing Organisations Do

- **Connect strategy to outcomes early and re-check alignment each quarter.**
- **Co-own benefits and value** between delivery and business areas -not one or the other.
- **Define performance in value terms**, not project terms.
- Use a **portfolio rhythm** to rebalance initiatives and stop low-value work earlier.
- Apply **clear decision rights** across platforms, products, and projects.
- Measure and celebrate **value realised**, not just outputs delivered.

Reflection

Where does performance measurement stop in your organisation -at delivery, adoption, or sustained value?

Circle the statement below where you most see gaps and note where you'd shift attention in the next 12 months.

- Delivering strategic commitments.
- Delivering outcomes as committed.
- Realising and sustaining value.
- Optimising cost and risk.
- Owning and tracking benefits.
- Managing partners for value, not price.

The biggest opportunity?

Clear ownership of value and benefits after delivery in internal teams and suppliers.

PEOPLE -Leadership That Sustains Change

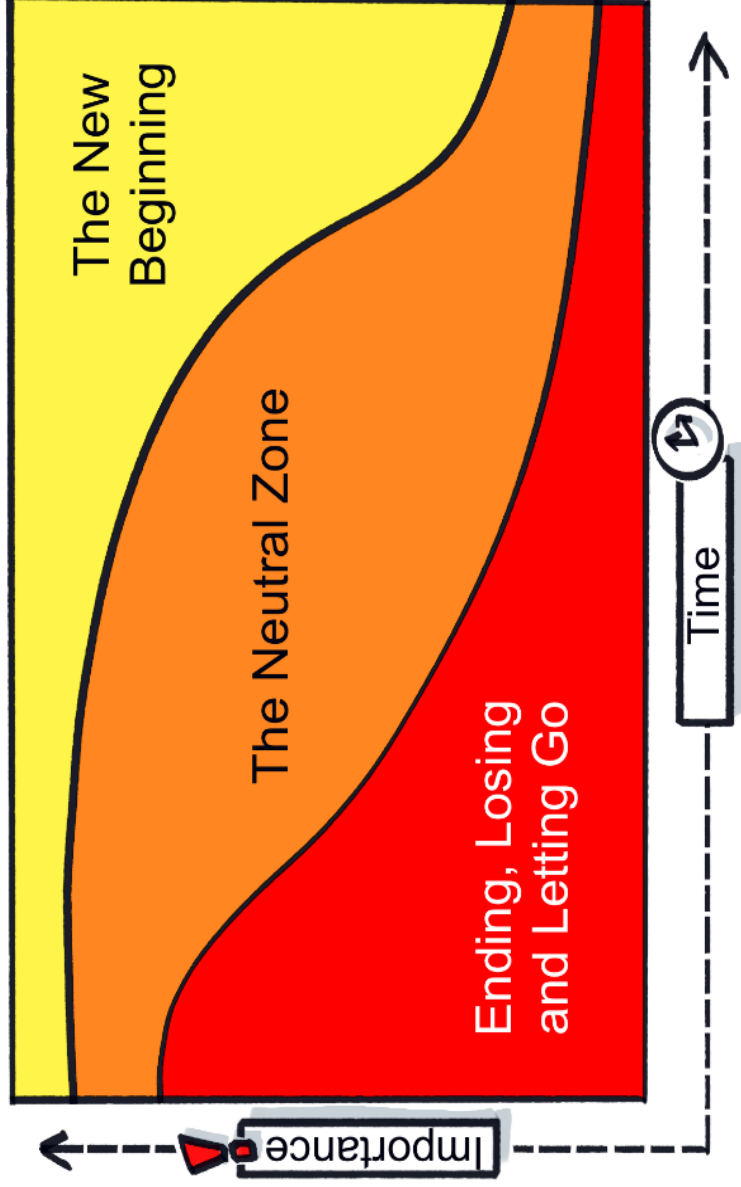
The People category is about how organisations **lead, support, and bring people along through change.**

What We Heard

Culture remains the greatest enabler -when put in practical terms.

Across the research, leaders expressed strong intent around supporting their people, but fewer felt that leadership behaviours, change capability communication, and psychological safety are consistent across the organisation.

Most organisations described a genuine commitment to wellbeing, culture, and leadership -yet they also highlighted variability: strong pockets of leadership capability and engagement, alongside areas where communication breaks down or change feels overwhelming. The most relevant change conversations are around transition given the focus on AI, Restructure, Re-Engineering, Relocation and Hybrid Working.



Original Source: Transition Model – Bridges

Leader behaviours, feedback loops, and psychological safety were among the **most inconsistent and increasingly important with the introduction of psychosocial standards** across the research.

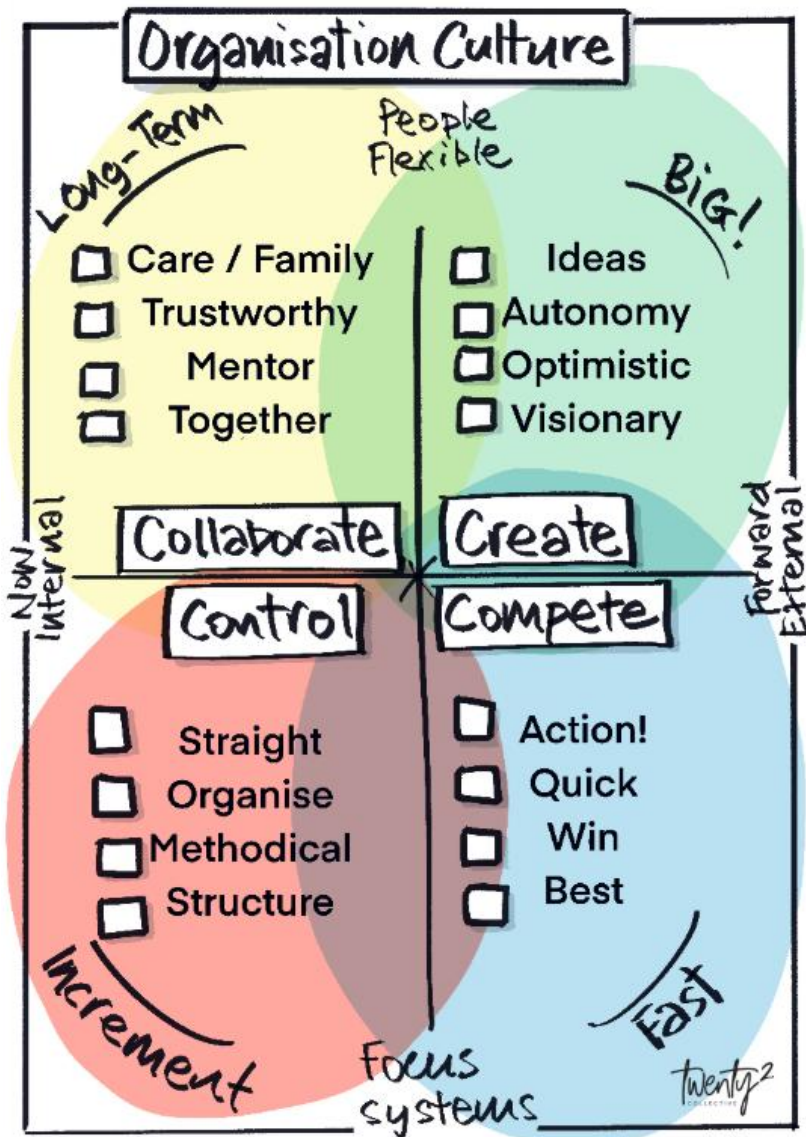
Leaders described a familiar pattern:

- Strong intent at the top, but less consistency in the middle.
- High volume of communication, but not always clarity.
- People engaged early in change, but fatigue appears during sustainment.
- Culture described as “good,” but accountability not always evenly held.

This reflects a broader shift in organisations: the need to evolve from **change management as communication to change capability as behaviour**.

Mini Data Summary

- **Leadership Behaviour:** 40% reported leaders “mostly” model desired behaviours.
- **Psychological Safety:** Mid-range; varies heavily by team.
- **Sustaining Change:** Only 30% believe change is managed in a way people can sustain.
- **Purpose & Ownership:** Stronger; 60% report a sense of shared purpose.



Original Source: Competing Values Framework – Pete Behrens

Culture lives in tension -high performers balance creativity and discipline.

What Leaders Told Us

“Communication is constant -clarity is not.”

- Oil and Gas Company

“Our people are willing, but they’re tired. The pace has been relentless.”

- Not for Profit

“Leaders show up well in launches, but sustaining the behaviour is the bigger challenge.”

- Mining Company

Patterns Emerging

1. Strong Intent, Inconsistent Leadership Practice

Leadership behaviours were one of the most variable people indicators. Many organisations have strong aspirations, but application depends on individual leaders rather than systemised practice. There remains a clear disconnect between Leader and Management behaviours and cases where leadership was high, management was low, resulting in missed outcomes. There is a lack of change capability in organisations in leading and managing ongoing change.

2. High Communication, Lower Clarity

Most organisations communicate frequently via collaboration tools -but people still feel unclear about decisions, priorities or change impacts.

Volume ≠ Clarity

3. Psychological Safety Is Patchy

Teams described safe, open cultures in some pockets, but not others.

Safety is often leader-dependent rather than system-supported.

4. Change Is Launched Well, but Sustained Poorly

The most common tension:

“Great launch energy; weaker sustainment.”

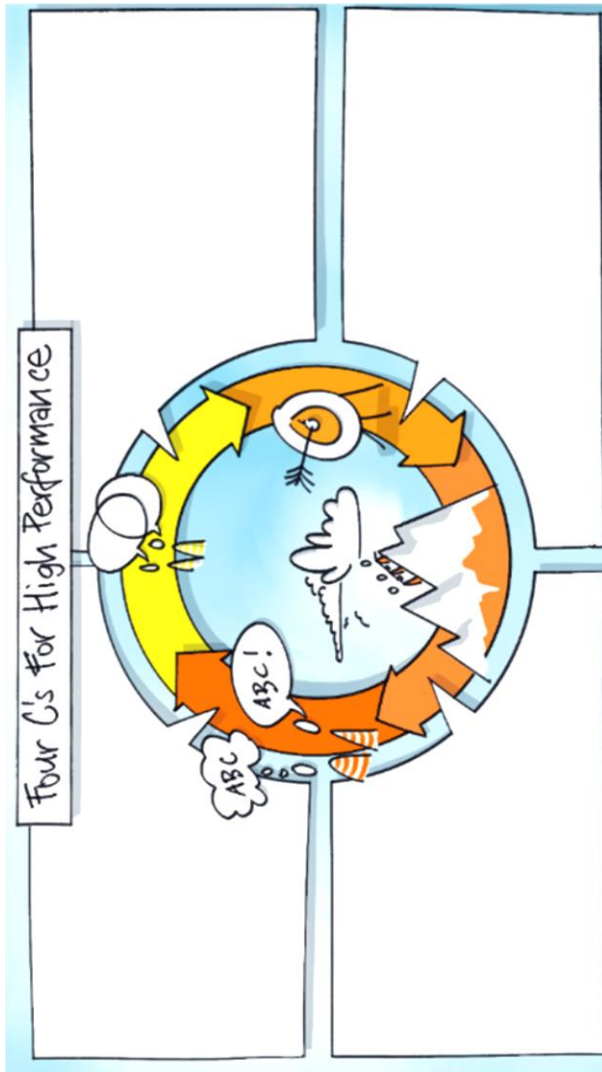
People adapt early, but support drops during BAU integration.

5. Purpose Is a Strength -Ownership Less So

Most teams feel aligned to purpose, but fewer feel they have shared ownership in outcomes or decision-making.

The 4C Collaboration Model

Clarity. Communication. Commitment. Collaboration.



High-performing cultures get these four right -consistently.

The research revealed that when leaders:

- Create clarity.
- Communicate openly.
- Hold commitments.
- And collaborate across boundaries.

Employee engagement increases, change sticks longer, and culture becomes a genuine performance driver.

The absence of any one “C” contributes directly to:

- Misalignment
- Fatigue
- Silence over challenge.
- Slow adoption.

What High-Performing Organisations Do:

- Build leadership consistency through simple, observable behaviours.
- Shift communication from volume to meaningful clarity.
- Strengthen psychological safety through listening, curiosity, and transparency.
- Treat change as a **capability and behaviour**, not a communications plan or a single person.
- Use rituals -retrospectives, check-ins, learning loops -to maintain culture.
- Define success beyond outputs: behaviours, culture, adoption.

Reflection

The research explored six people practices:

- Leadership behaviour.
- Team support and feedback.
- Sustainable change management.
- Openness, trust, and accountability.
- Measuring success beyond outputs.
- Shared purpose and ownership.

Where is your culture strongest today -and where is it most leader-dependent?

Circle the area where you see the biggest gap:

- Clarity
- Communication
- Commitment
- Collaboration

Then note what you would strengthen in the next 12 months.

The biggest opportunity?

Consistency of leadership behaviour, psychological safety and the human system to support productivity and technological advancements.

PRODUCTIVITY -Flow, Focus & Fit-for-Purpose Systems

Work is getting done -but not always flowing.

Across the research, leaders described high levels of activity but inconsistent predictability, limited visibility of true progress, and frequent reprioritisation that disrupts team focus and flow. There was also an increased need for critical thinking before commencing initiatives. A common pattern across interviewees and from professional institutions was the need for a more hybrid approach to delivering initiatives, especially for those investing in AI.

What We Heard

Productivity is about **how work moves through the system** - whether teams have focus, flow, visibility, and the confidence that effort is being directed at the right priorities.

Across industries, leaders described:

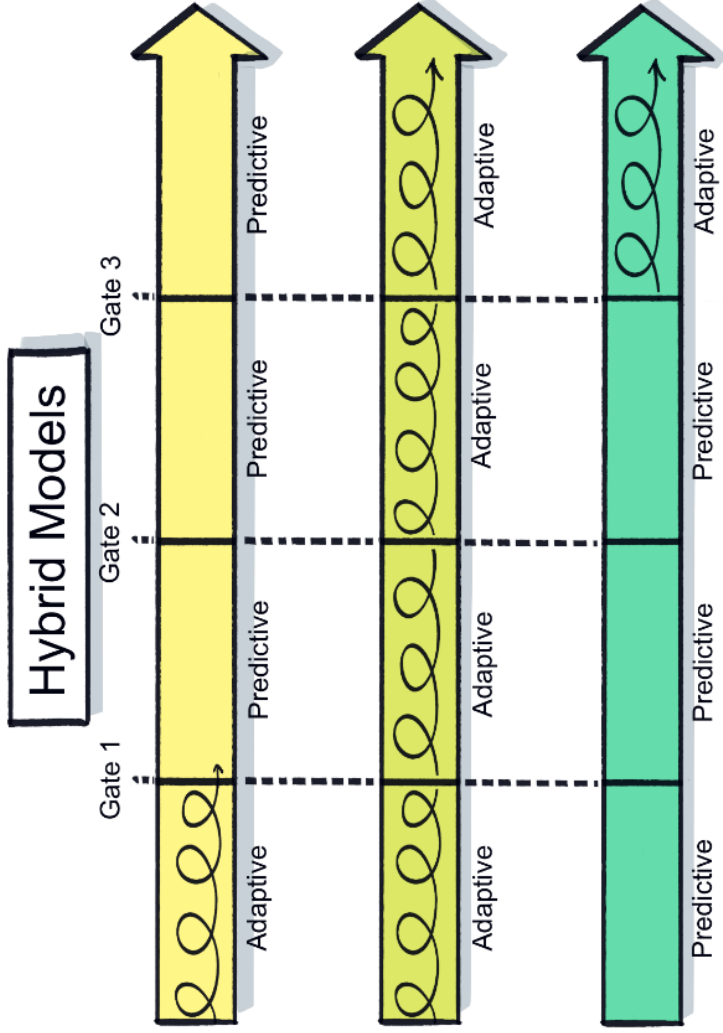
- Busy teams.
- Full boards.
- Multiple initiatives.
- Constant context switching.
- Difficulty predicting when work will actually finish.

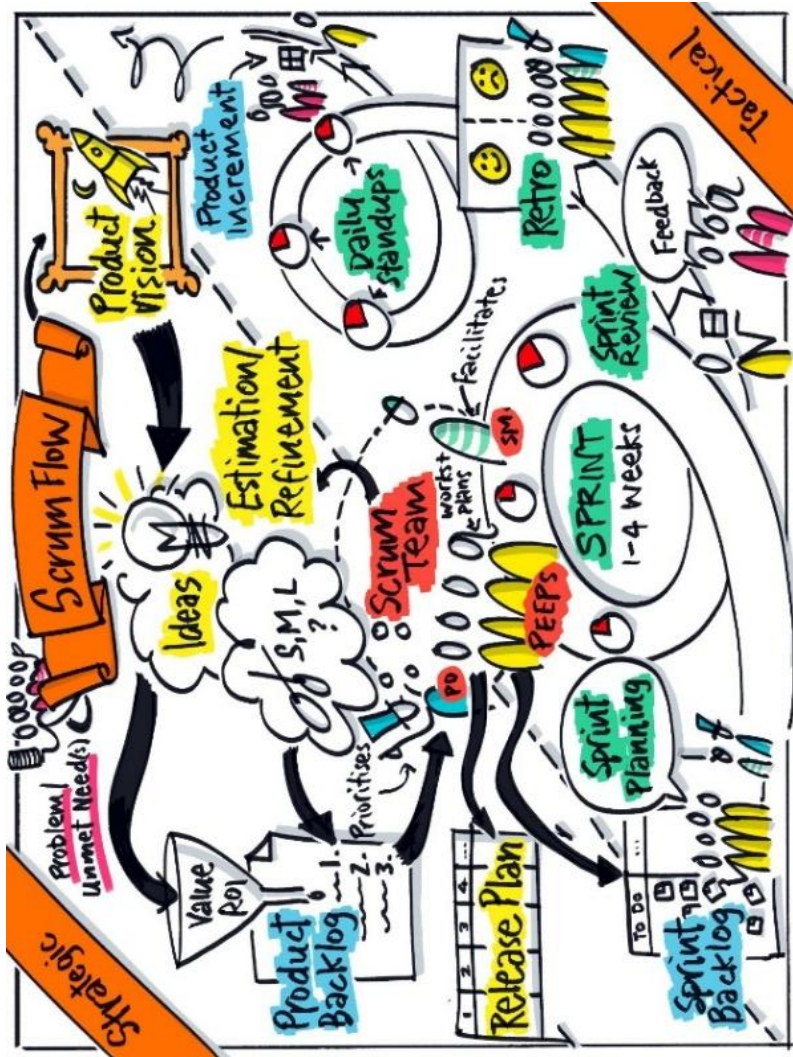
One of the lowest-scoring productivity indicators was **predictable lead time from commit to done**, along with inconsistent mechanisms to limit work-in-progress.

Leaders described a familiar pattern:

- Teams take on more than they finish.
- Delivery boards get full, but outcomes don't move at the same pace.
- Bottlenecks appear where work crosses organisational boundaries.
- Priorities shift weekly -sometimes daily.
- Decisions take time, slowing the whole system.

This reflects a growing challenge in organisations: the need to move from **activity-driven delivery** to considered, **flow-driven productivity**.



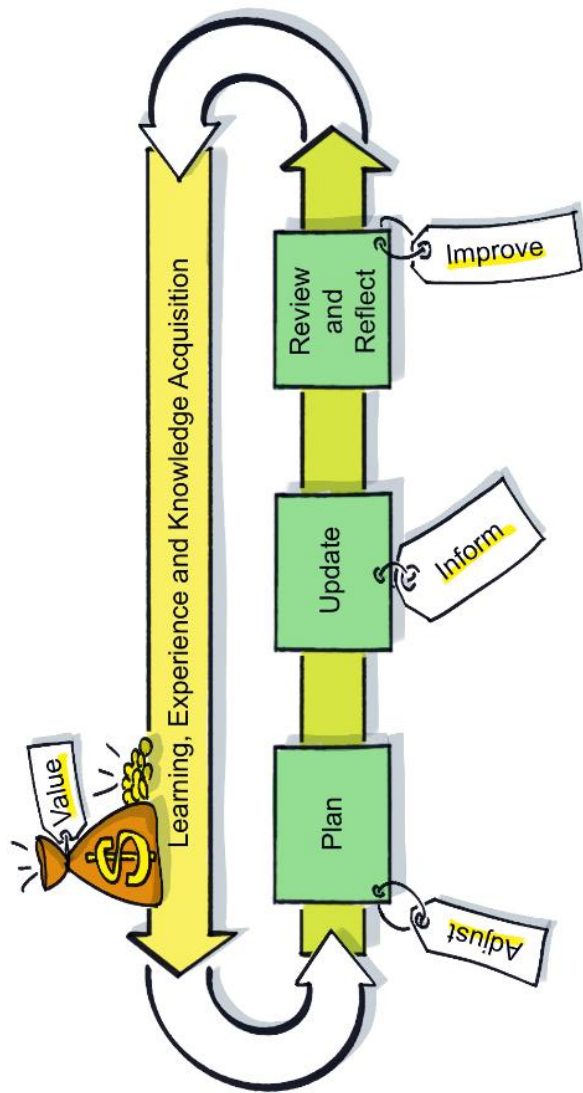


Original Source: Scrum Flow – Jeff Sutherland

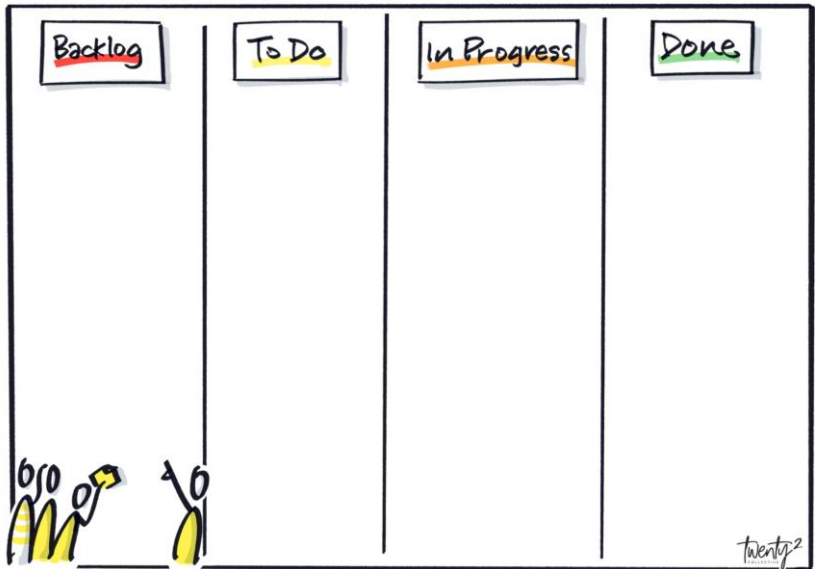
Mini Data Summary

- **Predictability:** Only 40% reported predictable lead times.
- **Work-in-Progress Control:** 35% felt WIP was actively managed.
- **Stopping/Pivoting Work:** Less than half reported consistent stop/pivot habits.
- **Confidence in Focus:** Only one in three leaders believed resources were “mostly” focused on the right priorities.

PURR



Flow breaks where work bunches. Productivity rises when WIP is limited and decisions move quickly.



Original Source: Kanban Board – Toyota

What Leaders Told Us

“We’re always busy but not always delivering.”

-Mining Company

“Our teams are full, but our value isn’t increasing at the same pace.”

-Government Health Agency

“We pivot so often that teams never settle into flow.”

-Utilities

Patterns Emerging

1. High Volume, Low Predictability

Teams are working hard, but delivery dates shift.

Predictability remains one of the most consistent improvement opportunities across participants.

2. Decision Bottlenecks Slow Delivery

Most delays happen not in execution, but in **decision latency and unclear delegation**.

Approvals, dependencies, and cross-team coordination were common friction points.

3. Work-In-Progress Overload

Many organisations start too much work at once.

When everything is important, nothing flows.

4. Priorities Change Faster Than Capacity Can Absorb

Frequent reprioritisation undermines both momentum and morale.

Teams crave a more stable portfolio rhythm where critical thinking is given before starting an initiative.

5. Stopping Work Early Is Rare

Stopping or pivoting low-value work was one of the most inconsistent practices.

Teams carry work longer than needed due to sunk cost, leadership pressure, or unclear decision rights.

Productivity isn't about speed -it's about flow.

When teams limit WIP, reduce decision friction, and move work smoothly, value accelerates.

The research showed that productivity improves when organisations:

- Limit work-in-progress.
- Make bottlenecks visible.
- Improve decision response times.
- Align teams on fewer, more important priorities.
- Stabilise delivery cadence.

The strongest systems optimise **flow** rather than increasing **effort**.

What High-Performing Organisations Do

- Establish clear WIP limits to reduce overload and increase flow.
- Utilise portfolio visualisation and 90 day rhythms to connect strategy to delivery.
- Use regular prioritisation cycles to stabilise work and reduce noise.
- Make blockers and bottlenecks visible early - especially decision delays.
- Stop or pivot work quickly when value isn't emerging.
- Treat productivity as **learning rate**, not output rate.
- Use lightweight rhythm rituals -weekly flow checks, monthly reviews, quarterly resets.

Reflection

Where does work tend to stall most often in your organisation?

Circle the area that resonates most:

- Decisions
- Dependencies
- Delivery
- Prioritisation
- Capacity

Then note what one change would improve flow in the next 12 months.

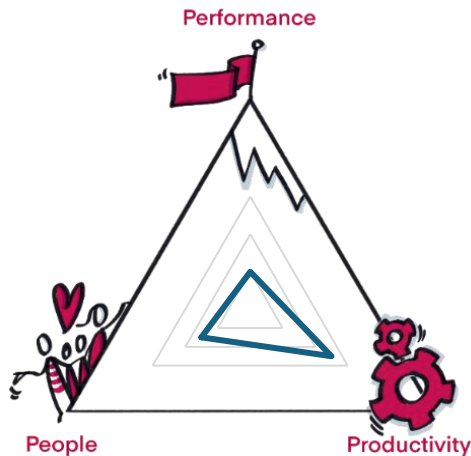
BENCHMARK SUMMARY

The data from the research shows that most organisations sit between “emerging” and “developing” maturity across People, Productivity, and Performance -with strength in intent, but variability in consistency.

The balance across the three domains is improving, but opportunities remain in hybrid flow, culture consistency and value prioritisation and sustainment.

Overall Benchmark at a Glance

- People: 3.0
- Productivity: 3.3
- Performance: 3.1
- Overall Balance: 3.1



Most organisations show stronger Productivity foundations, with opportunities to lift People and Performance.

Understanding the Benchmark

How to Read the Benchmark

The benchmark reflects **aggregated insights** from leaders across industries such as Resources, Utilities, and Government.

It is not a scorecard -it is a **pattern map** showing where practices are most consistent and where opportunity sits.

The scores represent:

- **1–2:** Practices are emerging.
- **3:** Practices are developing, evident in some teams.
- **4:** Practices are mostly consistent.
- **5:** Practices are embedded and repeatable.

What the overall pattern shows:

- Organisations are **strongest in Productivity**, but with room to improve in system design, priority clarity, and decision latency.
- **Performance** shows solid delivery discipline, but gaps in benefits realisation and strategic alignment and sustainment.
- **People** is the most variable domain, influenced heavily by purpose and team support.

Each domain contributes differently to balance. Strength in one does not compensate for gaps in another.

Domain-by-Domain Benchmark Summary

People Benchmark Summary

Current research shows:

- Strong leadership intent.
- Positive culture foundations.
- Purpose alignment across most organisations.

Opportunities:

- Consistency in leader/manager behaviour and change capability.
- Psychological safety as a system.
- Sustaining change beyond projects.

Performance Benchmark Summary

Current research shows:

- Increased delivery of commitments.
- Increasing need for strong governance and risk management.
- Clearer strategic alignment at initiation.

Opportunities:

- Strategic Value alignment and sustainment.
- Benefits ownership.
- Partnering for long-term capability.

Productivity Benchmark Summary

Current research shows:

- High energy and activity.
- Improving visibility of work in progress.
- Good intent around continuous improvement.

Opportunities:

- Predictable lead times.
- Clear prioritisation.
- Reducing work-in-progress overload.
- Faster decision-making.

Pulse Indicators

Across the research, leaders were asked whether four outcomes were trending **up**, **the same**, or **down** compared to the previous year.

	Up	Same	Down
Throughput:	Slight 	Mostly 	
Engagement:		Split 	Split 
Benefits:		Mostly 	Some 
Confidence in Partners:	Mature organisations. 	Elsewhere 	Elsewhere 

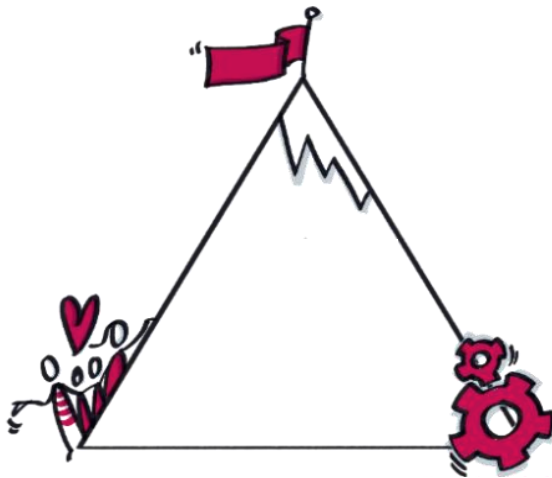
Pulse indicators reveal momentum -not maturity. They show where organisations feel movement, pressure, or stability.

Using the Benchmark for Reflection

How to Self-Plot Your Organisation

Map your team or organisation on the benchmark:

1. Circle your current maturity level for People, Productivity, and Performance.
2. Draw your own triangle on the radar chart.
3. Reflect on where you want the balance to shift in the next 12 months.



Every organisation has a unique balance point.
Benchmarking is the beginning, not the conclusion.

Benchmark Interpretation Guide

Interpreting Your Results

If People is your highest score:

You likely have strong purpose and engagement foundations.

Your next uplift may be change capability and consistency, accountability, and sustaining change.

If Productivity is your lowest score:

Focus on flow -WIP limits, decision velocity, reducing noise, stabilising cadence.

If Performance is lower than People and Productivity:

Clarify value, strengthen benefits ownership, and increase rhythm in strategic recalibration.

If all three are mid-range (2.8–3.4):

You are emerging into balance -the opportunity is to strengthen **interactions** between the domains.

If you need further help in interpreting your results or would like a facilitated diagnostic and industry benchmark please contact us.

REFLECTIONS & ACTION

Start With a Pause

Why Reflection Matters

Sustainable high performance isn't built in big moments -it's built in small, intentional adjustments over time.

This section gives you space to reflect on:

- What you've learned.
- Where your organisation sits today.
- Where you want the balance to shift next.
- And what actions will create meaningful change in the year ahead.

Use it as a personal pause, a leadership team discussion, or a starting point for deeper work.

Clarity begins with reflection.

Your Balance Today: Quick Assessment

Self-Rating Across the PPP Domains

Circle where you believe your organisation currently sits:

PEOPLE

1 -2 -3 -4 -5

(How consistently do leaders support, engage, and sustain change?)

PRODUCTIVITY

1 -2 -3 -4 -5

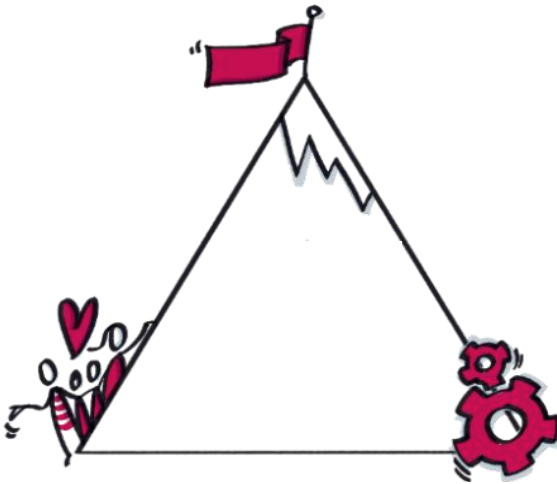
(How predictably does work flow through the system?)

PERFORMANCE

1 -2 -3 -4 -5

(How reliably does value get realised and sustained?)

Plot your scores to see your current balance at a glance.



Where Do You Want the Balance to Shift?

Future-State Reflection

Ask yourself (or your leadership team):

If there was one domain you'd want to shift upward first, which would it be?

- ☐ People
- ☐ Productivity
- ☐ Performance

Why this one? What would be different if it lifted by even one point?

Small shifts in balance can unlock big shifts in results.

Deep-Dive Prompts: People, Productivity, Performance

Choose the prompts that resonate most. This could also be a facilitated discussion with your team to create an uplift plan.

PEOPLE

- Where is leadership behaviour consistent today?
Where is it dependent on individuals?
- What's one behaviour that, if strengthened, would shift the culture meaningfully?
- When do people feel most safe to speak openly?
When don't they?
- What helps change stick in your organisation? What gets in the way?

PRODUCTIVITY

- Where does work tend to stall -at decisions, dependencies, or delivery?
- What's one source of noise that, if removed, would improve flow?
- Are your teams doing more, or delivering more?
- What's the easiest piece of work you could stop or simplify?

PERFORMANCE

- Where does performance measurement stop today - delivery, adoption, or sustained value?
- What outcomes are well-defined? Which ones need more clarity?
- Who owns benefits after delivery? Who should?
- What is one value metric that needs better visibility?

Use these prompts to deepen insight before deciding what to change.

Identifying Leverage Points

Your Biggest Opportunities

Use this page to identify the **top 3 leverage points** that would move your organisation forward fastest.

1. If we changed this one thing, it would have the biggest impact:

2. This is something we're ready to improve now:

3. This area is low effort but high reward:

Not all actions are equal. Focus on the moves that unlock the most value.

From Reflection to Action

Action Planning (Short, Practical, Realistic)

Outline simple, meaningful shifts -not large transformations.

In the next 90 days, we will:

- _____
- _____
- _____

To enable this, we need:

- _____

We'll know we're making progress when:

The 90-day horizon turns intention into momentum.

This handbook is designed to be used not only individually but with teams.

Team Discussion Prompts

- What surprised us most in the People–Productivity–Performance benchmark?
- What patterns do we recognise in our own ways of working?
- Where do we want to raise the bar collectively?
- Which commitments will we hold each other to?

Balance becomes real when teams reflect together. If you would benefit from a facilitated team discussion and benchmark diagnostic as part of your next team day please contact us

Closing Reflection

If you could give your organisation one piece of advice for the year ahead, what would it be?

Great change starts small -with one clear intention.

PATHWAYS & CLOSE

Using These Insights

Turning Insight Into Momentum

This booklet is a starting point -a mirror to help you reflect on how your organisation balances People, Productivity, and Performance.

The value comes from **what you do next**.

Here are a few ways organisations use these insights:

1. Team Reflection Sessions

Bring your leadership or delivery team together to map your current balance, identify friction points, and agree on a few meaningful shifts.

2. Quarterly Recalibration

Use the PPP model as a standing agenda item every 90 days to check:

- What has changed?
- What needs attention?
- What needs realignment?

3. Project & Portfolio Alignment

Use the Performance, People, and Productivity chapters to sense-check:

- Are we delivering the right things?
- Are we delivering them well?
- Are our people able to sustain the pace?

4. Pulse Check with Your Teams

Repeat the “Up / Same / Down” pulse internally to measure sentiment and momentum.

Small, regular adjustments build sustainable performance.

Future of Work -The Shifts Reshaping Organisations

Whilst compiling this research anecdotal information was collected on the future of work so it would be remiss of us not to discuss it.

The future of work is accelerating.

AI, complexity, hybrid expectations, and rising human needs are reshaping how organisations must lead, deliver, and collaborate.

Over 70% leaders in the research referenced AI.

We believe the next decade belongs to organisations that can balance **human capability**, **adaptive systems**, and **responsible AI enablement**.

What We Heard

Leaders across industries such as Resources, Utilities, Government and Corporate sectors described a similar reality:

- Work is moving faster than teams can adapt.
- AI is increasing expectations, not reducing pressure.
- People need more clarity and leadership consistency.
- Productivity challenges are structural, not effort-based.
- Strategy cycles are shortening, but systems aren't keeping up.
- Teams feel both excited and overwhelmed.

The strongest theme:

“We know change is here. We’re not sure our operating model is ready for it.”

In our view The Future of Work will not be defined by tools - but by **balance**:

People → Productivity → Performance

Supported by technology, not replaced by it.

Trend Summary

Five forces consistently emerged across the interviews:

- **AI adoption outpacing operating model maturity.**
- **Human skills becoming the differentiator.**
- **Flow and decision velocity rising in importance.**
- **Strategy cycles shortening toward 90-day rhythm.**
- **Balance becoming the leadership superpower.**

The future of work sits at the intersection of human capability and intelligent systems.

What Leaders Told Us

“AI is accelerating everything -including the gaps, Trust levels are low.”

-Oil and Gas company

“We have AI pilots everywhere and no operating model to support them.”

-Utilities

“People are willing, but the volume and pace are too high. We’re missing the way we used to discover and think.”

-Financial Services

“The future belongs to teams that can learn quickly, not just work quickly.”

-University

Patterns Emerging

1. AI will reshape work -but it won't do the work for us.

Teams are experimenting with tools, yet lacking clear strategy, governance, or change.

AI is amplifying speed and pressure, not removing it.

2. Human capability becomes the competitive advantage.

Product leadership and change behaviours, communication, psychological safety, collaboration, and adaptability will differentiate high-performing organisations.

3. Flow matters more than effort.

WIP overload, decision bottlenecks, and unclear priorities limit productivity more than talent or tools.

4. Strategy cycles need rhythm, not rigidity.

Quarterly clarity, portfolio recalibration, and benefits tracking will become standard practice.

5. Balance is the next leadership skill.

Managing the tension between speed and sustainability, change and wellbeing, ambition and capability.

A Common theme throughout discussions was the need for:

Human Teams and AI Technology in Collaboration

This coined the term:

Co-AI = Collaborative AI

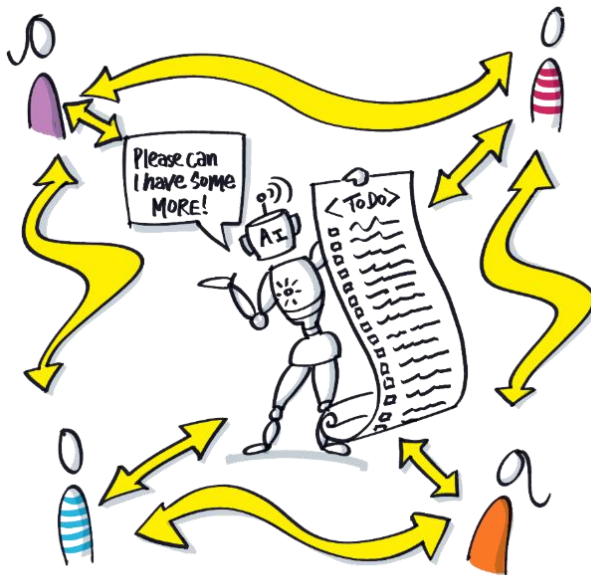
People + systems + AI working together as one coherent unit.

Co-AI positions AI as an **enabler**, not a domain.

It enhances:

- **People** → learning, clarity, communication.
- **Productivity** → flow, prioritisation, decision velocity.
- **Performance** → value visibility, measurement, benefits tracking.

AI does not replace the PPP model -it **accelerates it**.



Original Source: Twenty2 Collective

What High-Performing Organisations Will Do Next

Whilst no one can predict the future a few common patterns emerged during the research and were continually validated in industry and academic discussion.

The goal is to be Clear, practical, future-focused:

- Integrate AI into everyday ways of working -not just pilots.
- Build product and change leadership consistency to support human adaptability.
- Reduce decision latency and increase critical thinking through fit-for-purpose systems.
- Develop quarterly strategic rhythms based on real performance data.
- Strengthen psychological safety as change accelerates and psychosocial safety becomes a standard.
- Prioritise flow and focus over speed and volume.
- Build AI capability: teams that collaborate with AI, not compete against it.

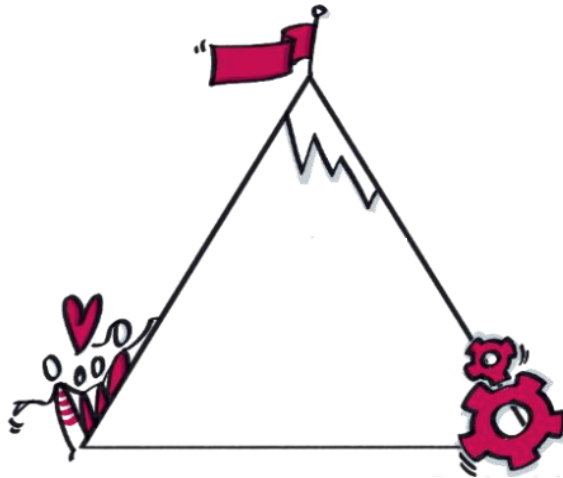
Reflection

What shift does your organisation need to make to prepare for the future of work?

Circle the area that resonates most:

- AI & automation.
- Leadership behaviours.
- Flow & prioritisation.
- Culture & safety.
- Strategy rhythm.
- Value realisation.

The PPP model is timeless.



AI and complexity are not new domains -they are **forces** shaping how People, Productivity, and Performance interact.

The future belongs to organisations that can adjust their balance faster than their environment changes.

Pathways to Action with Twenty2 Collective

Ways We Can Support You

Based on where your organisation wants to shift, here are some pathways clients often choose:

If you want to lift PERFORMANCE

- WHY/WHAT/HOW -Operating model alignment sessions.
- 1-3-5 -Strategic clarity and prioritisation workshops.
- CORE -Portfolio rhythm design.
- Value Management Office -Benefits realisation and value mapping.
- Ecosystem creation and uplift.
- Accelerated procurement.

If you want to strengthen PEOPLE

- Culture and engagement diagnostics.
- HPHA leadership behaviour frameworks.
- Psychological safety and collaboration sessions (4Cs model).
- Change capability.
- Certified change training and coaching.

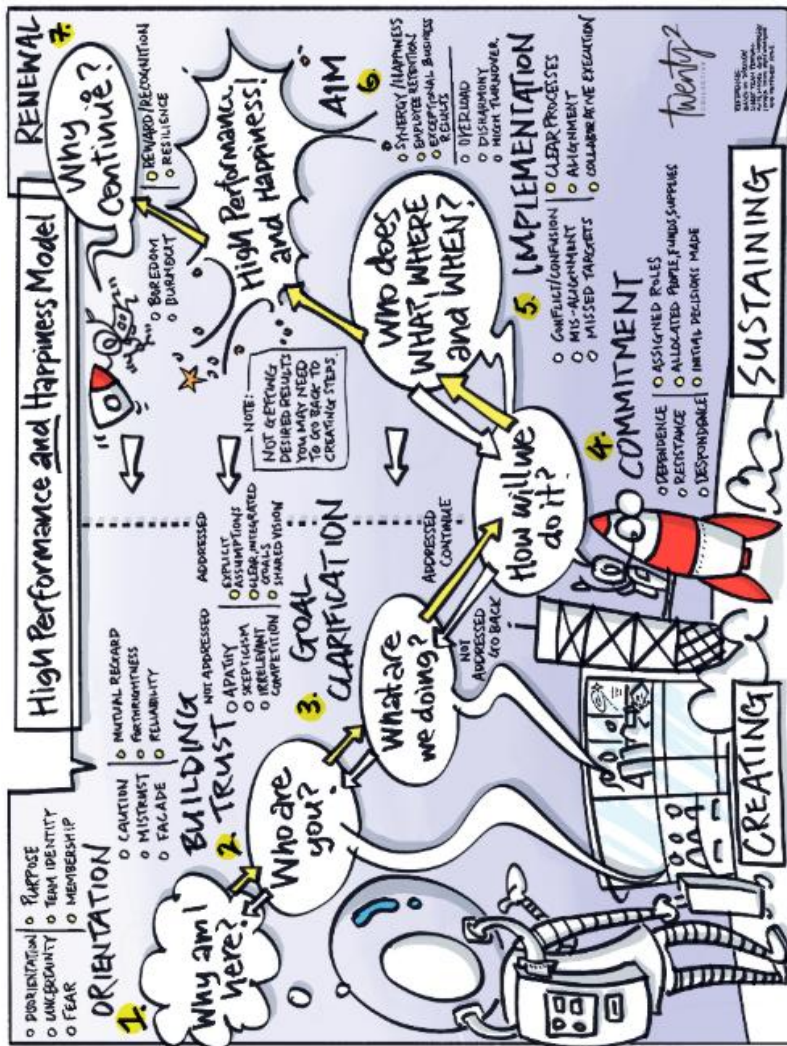
If you want to improve PRODUCTIVITY

- Ways of working uplift (fit-for-purpose).
- Delivery frameworks, toolkits and systems.
- Certified project, product and Agile training.
- Flow and WIP reduction practices.
- Portfolio and team kanban design.
- Decision latency mapping and bottleneck removal.
- Delivery as a Service.

If you want to balance all three

We co-design a clear, actionable change pathway using the HPHA Model -usually across 90 days -grounded in the PPP model and your organisational context.

Every organisation has a different starting point -and a clear next step.



About Twenty2 Collective

Who We Are

Twenty2 Collective helps individuals, teams and organisations achieve **High Performance & Happiness** through practical, people-centred consulting, training, delivery and capability uplift.

We work across industries such as Resources, Utilities, Government, and Corporate teams to deliver Change and Transformation through Portfolio, Program and Project Management building delivery ecosystems through procurement and partnerships.

What We Do

- Leadership & Team Development
- Portfolio & Program Management
- Project to Product Management
- People & Change
- Operational Excellence
- Business Agility and Innovation
- Procurement and Partnerships

Connect and Learn More

Continue the Conversation

Whether you want to explore a deeper diagnostic, run a leadership session, or simply compare notes over a coffee, we'd love to connect.

Stay in the Loop

Scan the QR code to access:

- PPP Pulse Check
- Updated Benchmarks
- Tools & Playbooks
- Event Invitations
- Articles & Insights



Get in Touch

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