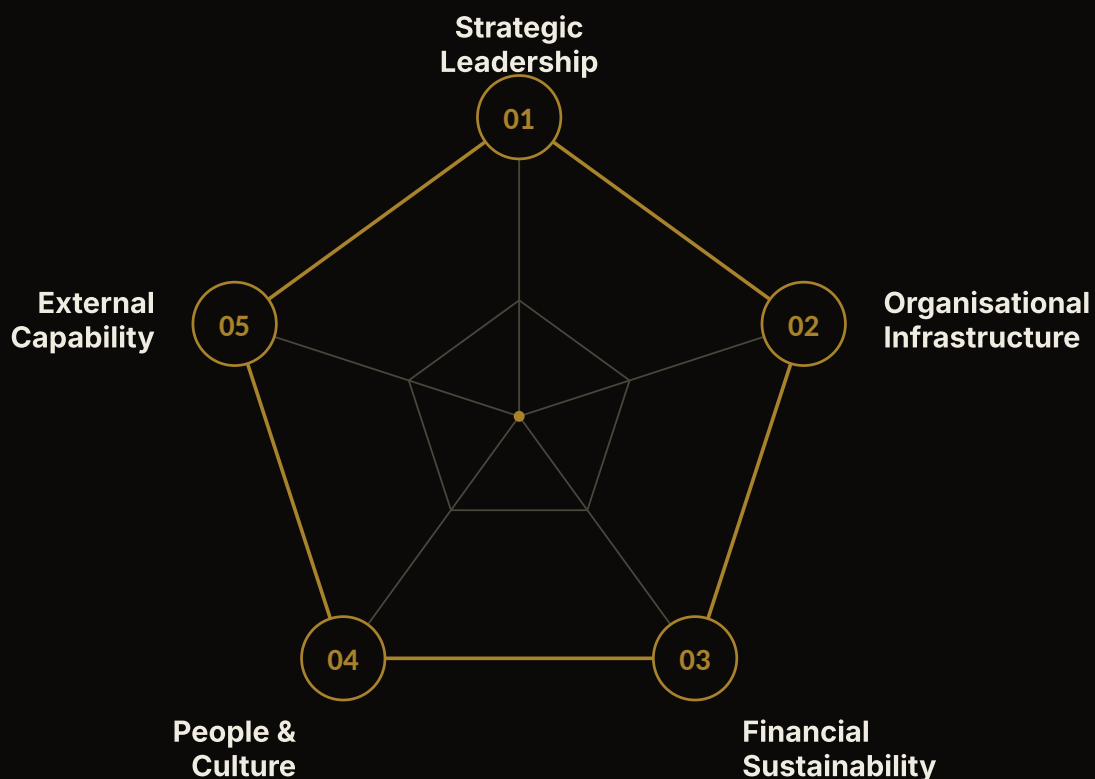


Organisational capability, measured.

A practitioner-built diagnostic that shows where an organisation is strong, where it is vulnerable, and where support would do the most good.



FIVE DIMENSIONS

TWELVE DOMAINS

ONE CLEAR PICTURE

Strong organisations aren't built on instinct. They're built on capability.

Capability is surprisingly difficult to see. Strong fundraising can mask weak governance. A respected CEO can compensate for underdeveloped systems. Financial stability can hide leadership succession risk. Equally, organisations with extraordinary potential are often overlooked because their underlying strengths have never been recognised.

Most organisations have an instinct for where their strengths and vulnerabilities lie. But instinct is not the same as evidence.

The Organisational Capability Index brings those strengths, vulnerabilities and opportunities into one clear picture. Not a compliance exercise. Not a report card. A structured diagnostic for better decisions.

Organisational capability is what enables a not-for-profit to translate what it aspires to achieve into what it is actually able to deliver.

NOT A FUNDING GATE

This is a diagnostic instrument, not a scoring exercise built to rank organisations against each other. It is built to direct support to where it is genuinely needed, marketing expertise where that is the gap, financial systems where that is the gap, not to tell a funder whether to withdraw support from an organisation.

Everything that makes an organisation capable of delivering on its mission, mapped.

01	Strategic Leadership	Leadership · Governance · Strategy
02	Organisational Infrastructure	Systems · Operations · Technology & AI · Data, Evaluation & Impact
03	Financial Sustainability	Financial Management · Fundraising & Revenue Development
04	People & Culture	People, Culture & Talent
05	External Capability	Communications & Narrative · External Relationships & Partnership Capital

Five dimensions. Twelve independently assessed domains. No single score. No hidden weaknesses.

Each of the twelve domains is assessed on its own terms, so genuine strengths are recognised and real vulnerabilities are never hidden behind a comfortable average.

Five dimensions. Twelve domains, each independently assessed.

01

Strategic Leadership

LEADERSHIP · GOVERNANCE · STRATEGY

Whether direction is clear, decisions are accountable, and the board is doing its job of holding leadership to account from outside it.

02

Organisational Infrastructure

SYSTEMS · OPERATIONS · TECHNOLOGY & AI · DATA, EVALUATION & IMPACT MEASUREMENT

Whether the organisation runs on documented process and reliable delivery, or on the memory and goodwill of one or two people.

03

Financial Sustainability

FINANCIAL MANAGEMENT · FUNDRAISING & REVENUE DEVELOPMENT

Whether financial stewardship is sound, and whether revenue is diverse enough to withstand a change in a single funding relationship.

04

People & Culture

PEOPLE, CULTURE & TALENT

Whether the organisation can attract, develop and retain the people it needs, and whether real mechanisms exist for staff to be heard.

05

External Capability

COMMUNICATIONS & NARRATIVE · EXTERNAL RELATIONSHIPS & PARTNERSHIP CAPITAL

Whether the organisation can tell its own story credibly, and build partnerships that reach beyond the funding relationship itself.

Dimensions are an organising heading only. They carry no score of their own. The real diagnostic work, and the evidence behind it, sits at the level of the twelve domains, each assessed and reported individually.

A structured process. An evidence-based result.

- STEP 01

Structured interview
Conducted directly with the CEO, supported by document review and, wherever relevant, conversations with board members, staff or volunteers.
- STEP 02

Evidence-based scoring
Every indicator scored against one consistent scale, each score backed by a documented reason for the number.
- STEP 03

Domain-level findings
No single blended score hiding a real vulnerability. Twelve domains, each shown and explained on its own terms.
- STEP 04

Support, directed well
A clear picture funders can act on, targeting the specific gap rather than defaulting to another project grant.

ONE CONSISTENT SCALE, EVERY INDICATOR

1	Not evidenced	The interview and document review surfaced no evidence it exists in any form.
2	Emerging	Present in an informal or ad hoc way, often through one person's effort, not consistent or documented.
3	Established	Reliable and repeatable, and would survive the person who built it leaving.
4	Strong	Actively managed, reviewed and demonstrably improving over time. A genuine point of strength.

No composite score	Severity before the number	Evidence, not impression
Twelve domains reported individually, never collapsed into one number that could read as a ranking.	A single urgent problem inside an otherwise reasonable domain is flagged separately, and placed so a reader sees it first.	No score is recorded without a note describing what was actually observed, a document, a stated fact, an observed gap.

Structured evidence and practical judgement, not opinion.

Most existing tools focus on governance compliance and reporting. The Organisational Capability Index is built by a practitioner who has spent more than two decades founding, leading and scaling purpose-driven organisations. It is grounded in evidence rather than self-assessment, designed specifically for not-for-profits and social enterprises, and built above all to strengthen organisations, not rank them.

Boards & CEOs

An objective read on organisational capability, the priorities worth investing in, and stronger foundations for what comes next.

Philanthropists & Funders

A consistent way to assess organisations, understand capability across a whole portfolio, and direct support where it will do the most good.

Organisations preparing for growth

A clear view of whether the capabilities growth demands already exist, and where investment will strengthen future performance.

The question behind the index is simple: does capability depend on a person, or does it live in the organisation?

KATY BARFIELD OAM

Built from more than twenty years founding and leading purpose-driven organisations across Australia. SecondBite, Spade & Barrow and Yume Food, where these exact capability gaps were lived, not studied.

This is not a framework borrowed from elsewhere and relabelled. It is what two decades of practitioner pattern recognition looks like, written down, and refined against the realities of running organisations that had to translate ambition into delivery.

Let's talk about where to start.

A pilot engagement is the fastest way to see the Organisational Capability Index applied to organisations you already know well.

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