

Report prepared for
Sample Report
22 March 2021

LEADERSHIP VITAL SIGNS SELF
US English Edition

Executive Summary

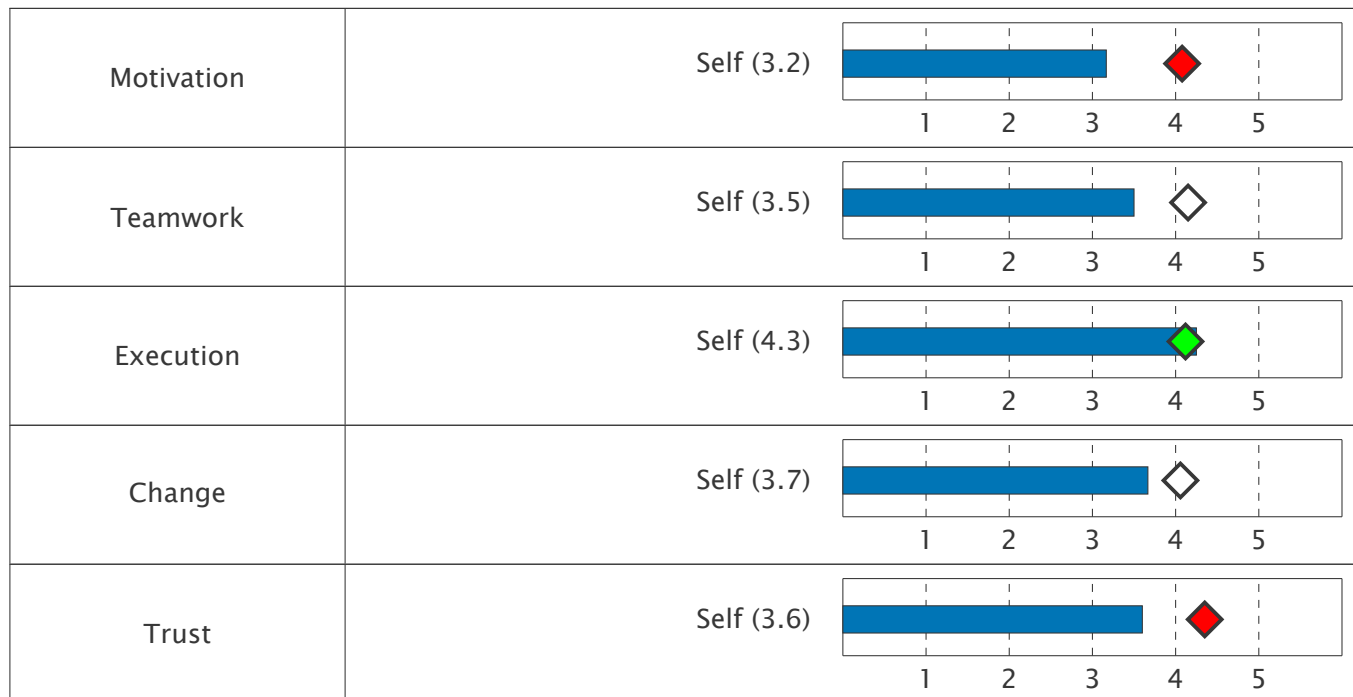
LVS Self - Leadership Vital Signs - is an assessment providing focused feedback about your leadership. In this context, "leadership" is defined by the five components shown on this graph.

The blue line shows your self-perception scores. A line closer to the outside of the graph represents a higher score. Trust scores are showing in a percentage in the Trust diamond.

This data is shown in a bar graph on the following page.



Feedback Summary



This chart provides a summary of your feedback.

The blue bars show your self-assessment.

The diamonds on the bar graph represent targets for high performance; there are 3 colors: A green diamond means that in this area, you perceive that you are in the top 25% of performers. A white diamond means you evaluated yourself in the average range. A red diamond means you see this as an area of concern or risk.



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Section 1: Introduction

Why should anyone follow you as a leader?

What results are you adding – not as someone who “does a job” but as someone who enables greater performance from others?

An effective leader must be able to set a context where people can excel – this requires balancing organizational and individual needs, strategy and operations. Great leaders have a remarkable mix of vision and practical skill; they have unique insight, but perhaps even more important: They facilitate others to be effective at something worthwhile.

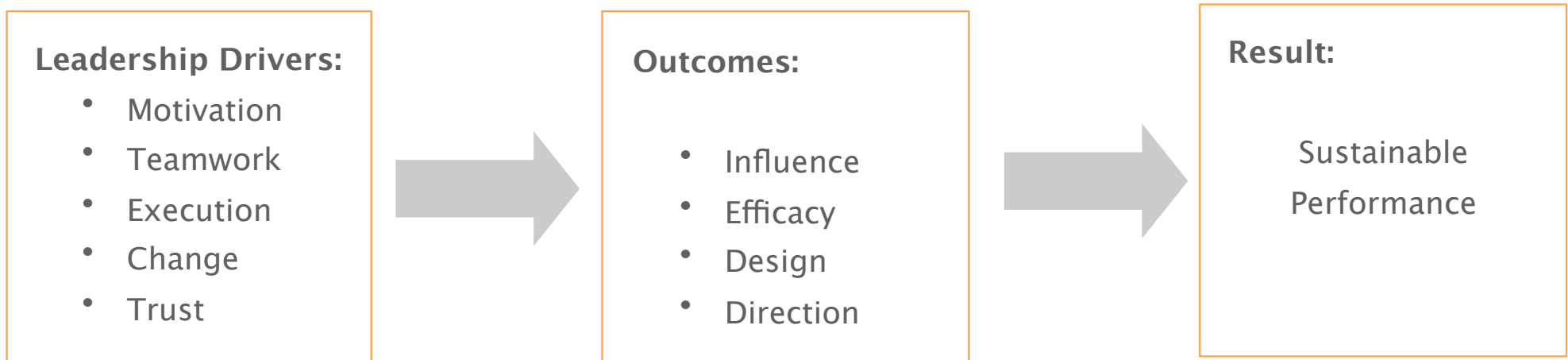
So how are you performing now as a leader? What are your strengths and weaknesses, and what will you do about those? One of the biggest challenges leaders face is getting quality feedback so they know how they’re doing. This tool can provide that.

“Your foremost job as a leader is to take care of your own emotional energy and then help orchestrate the energy of those around you.” – Peter Drucker



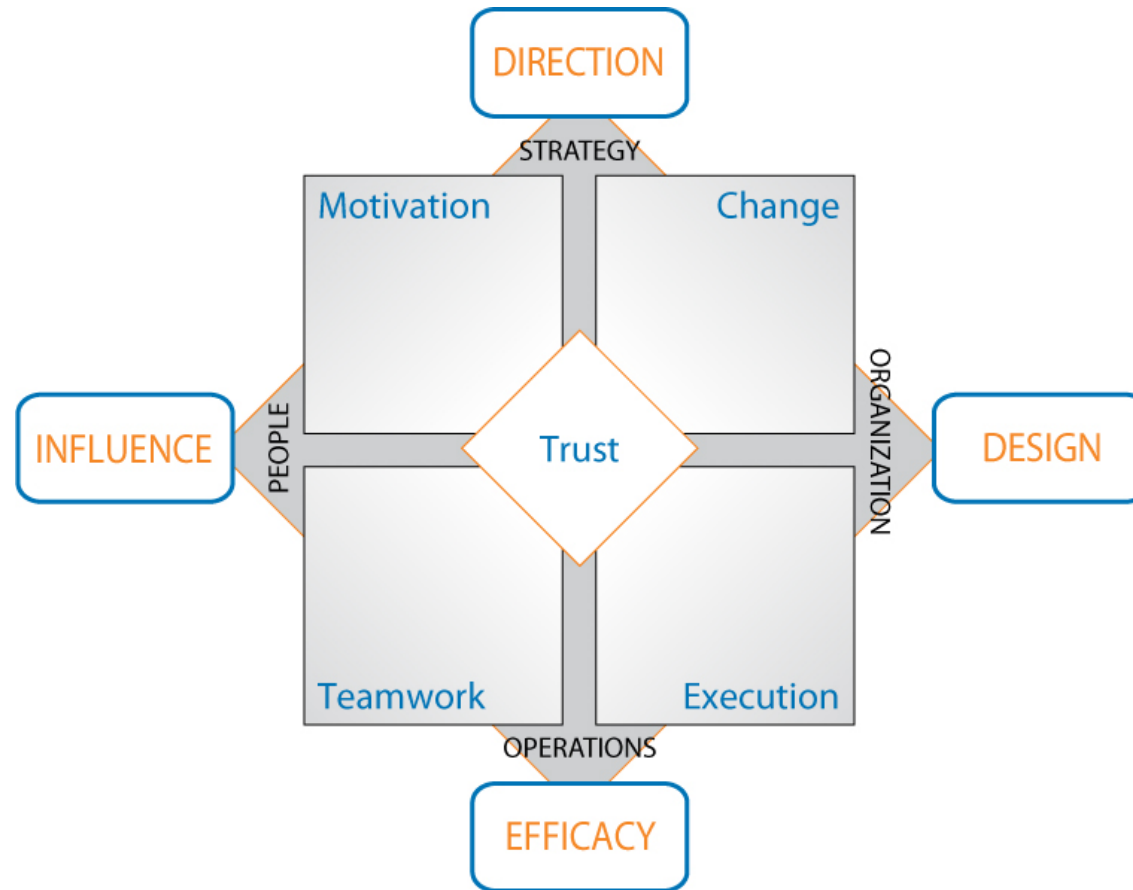
Section 2: The Vital Signs Model

The Vital Signs Model defines five key drivers of effective leadership that lead to four critical outcomes – that lead to sustainable performance:



The model is shown graphically on the next page.

The Vital Signs Model



Balancing the Dimensions

In the Vital Signs Model, there are two axes that define performance. On the vertical axis, Strategy is at the top (the long term) and Operations at the bottom (the immediate); an effective leader will balance across these dimensions. The horizontal axis has People on the left and Organization on the right – leaders need to both engage individuals and create an organizational structure that’s bigger than any individual.

Two dimensions of Leadership

Strategy: Creating a vision of change and enrolling people in that direction.



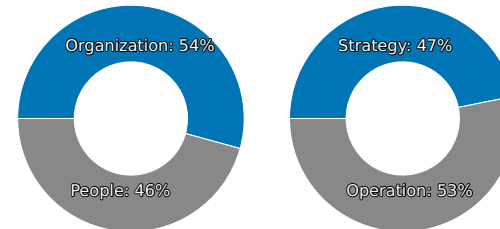
Operations: Focusing the team to execute effectively.

People: Building a cohesive team and enabling them to excel.



Organization: Maintaining focus and adaptability to pursue operational needs.

Your Self-Assessment



Drivers

Our research shows that five factors drive success on the dimensions shown on the previous page. As shown in the Executive Summary, you received feedback about your own capability for each of the five drivers:

Motivation, Change, Teamwork, Execution, Trust.

Before taking the assessment, what was your expectation? In which area would you have thought you'd receive your highest and lowest scores?

| | Highest | Lowest |
|-------------|---------|--------|
| Expectation | | |

According to your self-assessment, your highest and lowest scores are:

| Rated By | Highest | Lowest |
|----------|-----------|------------|
| Self | Execution | Motivation |

Reflection

How aligned is the results vs. your expectation?

How balanced is your profile?

Is this feedback generally true of you as a leader?

What is the implication for you of this snapshot?

Are there any changes you want to make in your leadership?



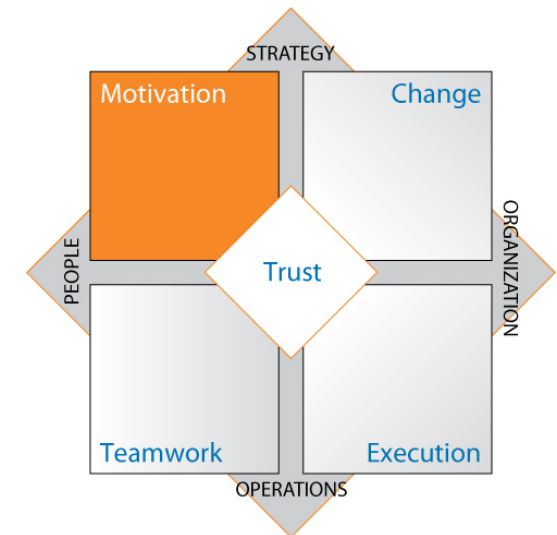
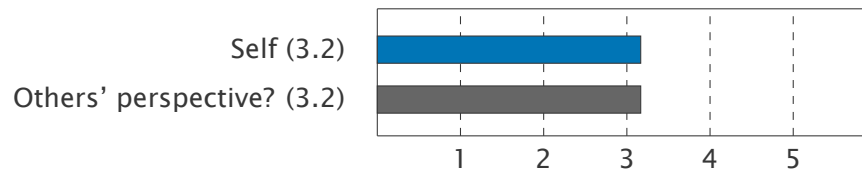
Section 3: The Drivers in Detail

On the following pages you find definitions of each of the five drivers and the numerical feedback you received.

1. Motivation

Definition: “Motivation is the source of energy to overcome challenges, pursue a goal, or maintain commitment.”

Many studies say – and common opinion agrees – that leadership creates value. However, leaders don’t create the results themselves. In fact, in checking all the variables, only 10–20% of an organization’s success can be directly attributed to the leader’s efforts. While that’s significant, it’s clear that the subordinates represent the real “human capital” – it is the remaining 80–90% that generates the success. So the leader’s contribution isn’t so much from direct action, but from understanding and engaging others. This requires building a shared sense of purpose and direction, setting mutual expectations, and setting up each person for success.



Your self-assessment is in blue. What would others say? Would they rate you lower, higher, or the same (the grey bar)?

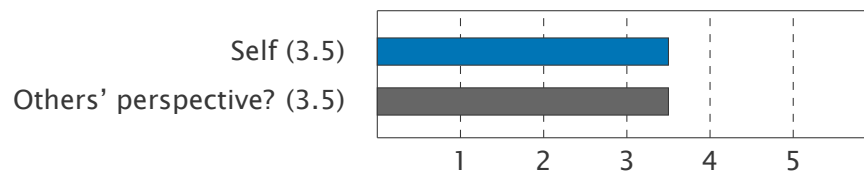
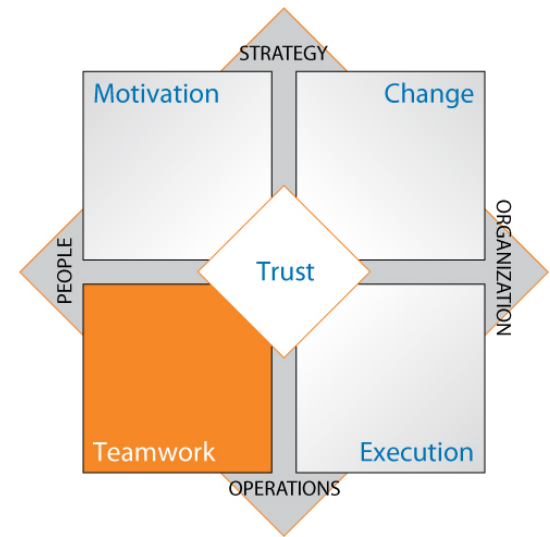


2. Teamwork

Definition: “Teamwork is collaborating to pursue a goal; it requires a sense of shared purpose and belonging.”

Imagine a group of musicians, each playing something a bit different. Now consider the conductor coordinating these diverse forces so that together something new is created. Like that orchestra, teams are plural, complex and delicate. Simultaneously individuals are moving in their own ways, yet with coordination and integration there is a powerful synergy.

The leader’s job is to create the conditions where the efforts of talented individuals are multiplied by belonging to a team. This requires a process of enrolling people in a shared direction and supporting each person to participate to the best of his/her ability. It requires making visible what it is frequently hidden, facilitating the flow of information, articulating different points of view and regularly providing feedback about what is and isn’t working.



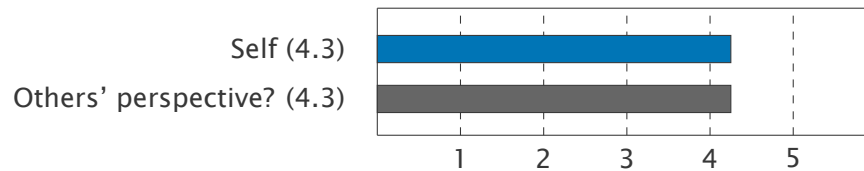
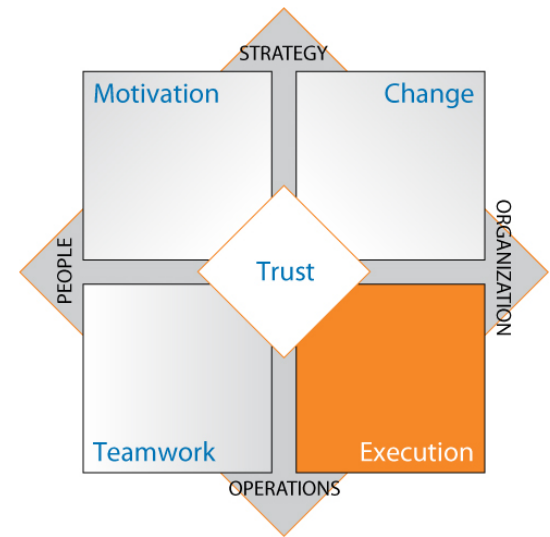
Your self-assessment is in blue.
 What would others say? Would they rate you lower, higher, or the same (the grey bar)?



3. Execution

Definition: “Execution is the ability to achieve strategic results by implementing specific steps that work.”

Even a great strategy isn’t enough. Operational success comes from turning the plan into reality. Effective leaders have enough of a plan to create clarity and they break it down into actionable, specific steps that work. Then they check progress, monitoring the delivery of these elements and circling back to ensure key milestones stay on track. This requires attention to detail, open communication, accountability, and the ability to see not just the overall vision, but how small actions will move toward that outcome.



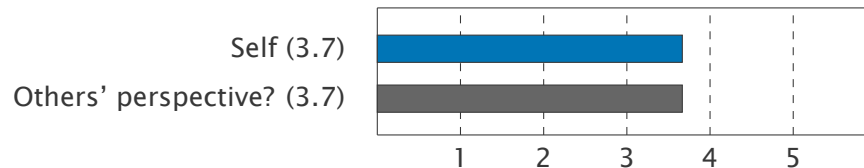
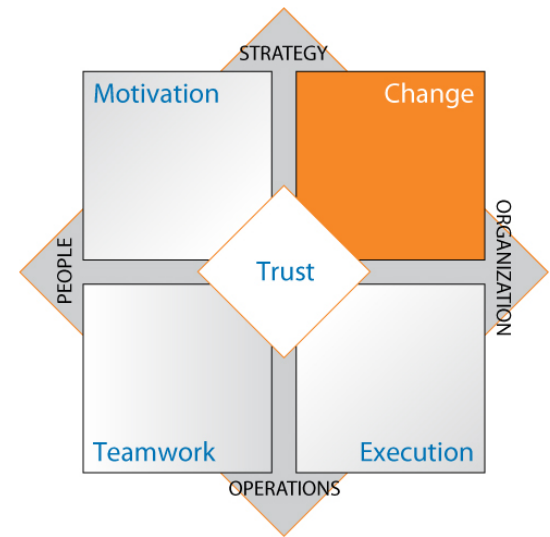
Your self-assessment is in blue.
 What would others say? Would they rate you lower, higher, or the same (the grey bar)?



4. Change

Definition: “Change leadership is the ability to keep the team innovating and adapting to succeed in a continuously changing environment.”

Change is mainly a process of learning: it means discovering new approaches, new systems, new ways of interacting. As organizational needs evolve, so must the players – and effective leaders have the awareness and skill to manage this dynamic process. To activate a change process we need to start with ourselves; the way we think, feel, and act ripple outward creating either resistance or engagement. An effective change leader maintains realistic optimism, takes the challenges as opportunities, and maintains an ongoing dialogue about the purpose and process of change.



Your self-assessment is in blue.
 What would others say? Would they rate you lower, higher, or the same (the grey bar)?



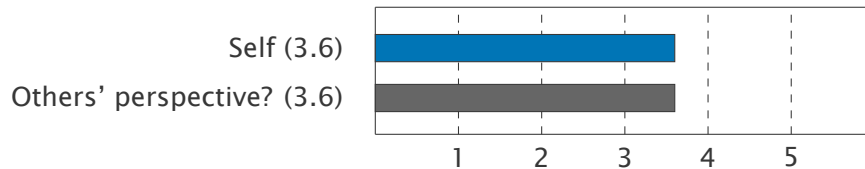
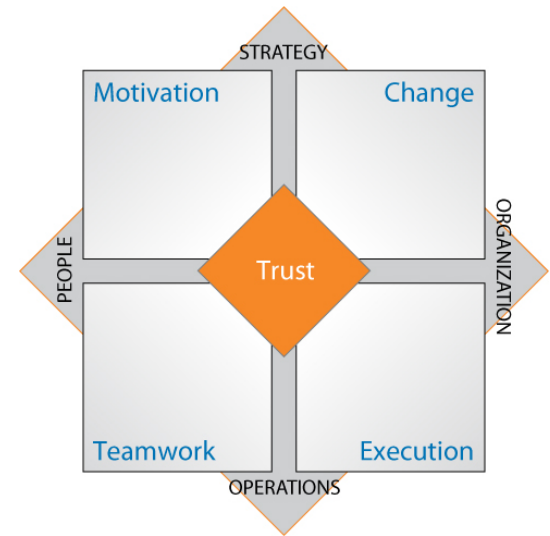
5. Trust

Definition: “Trust is a feeling of confidence and surety – a trustworthy leader is someone who others will rely upon.”

Leadership isn’t something that one can buy or make by oneself; by definition a leader requires the consent of followers. The quality of that relationship can be measured by trust; it is the benchmark or foundation of an effective working relationship.

Leaders who generate trust facilitate others to take positive risks – risks to fully commit, to be forthcoming and honest, to stretch, to be open to change, and to grow. Followers listen to a trusted leader, they believe in her/his words so they don’t waste time in petty disagreement and power struggle.

Trustworthy leaders keep promises, both those spoken and unspoken. Trust grows when leaders are competent, consistent, committed, and caring.

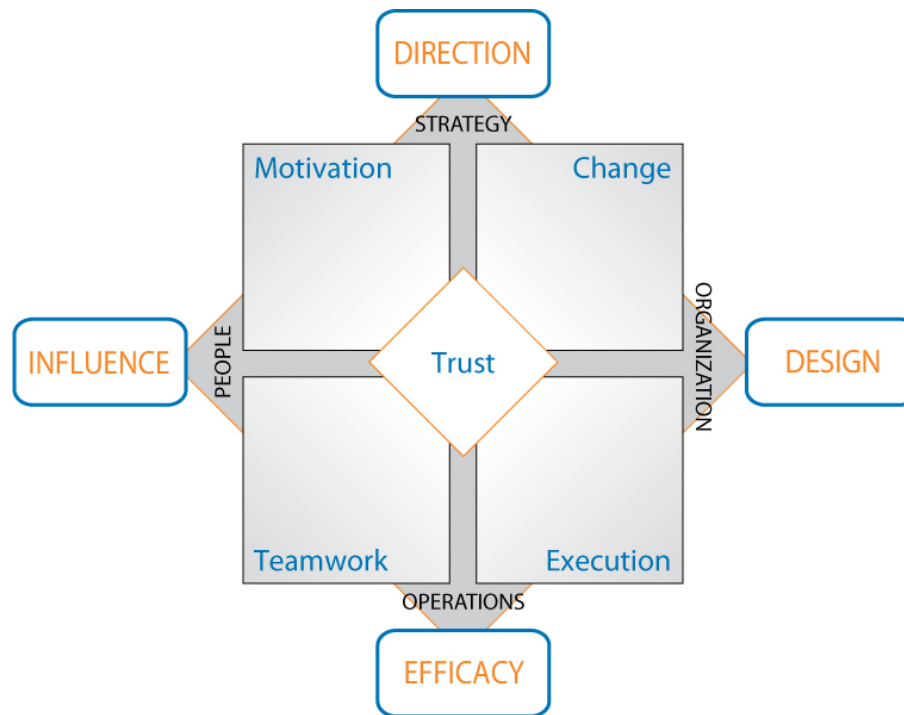


Your self-assessment is in blue.
What would others say? Would they rate you lower, higher, or the same (the grey bar)?



Section 4: Outcomes

Research with the Vital Signs model finds that the five drivers outlined above have a strong effect on certain critical performance outcomes, one per dimension. These outcomes are assessed with specific questions in the LVS survey.



Influence: building strong relationships to enroll people.

Efficacy: generating useful results.

Design: managing a smooth workflow with and through people.

Direction: setting a viable, powerful vision.



This chart provides a summary of your outcomes feedback.

The blue (top) bars show your self-assessment.

The diamonds on the bar graph represent targets for high performance there are 3 colors: A green diamond means that in this area, you perceive that you are in the top 25% of performers. A white diamond means you evaluated yourself in the average range. A red diamond means you see this as an area of concern or risk.



Section 5: Numeric Data

Analysis of Responses

This table shows your answers (1, 2, 3, 4, or 5) for each item. Your self-evaluation is highlighted in orange.

| Item | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1. I am genuinely appreciative | | | | | |
| 2. I translate strategic goals into practical action steps | | | | | |
| 3. I'm good at encouraging the flow of information | | | | | |
| 4. I can help people perceive change as an opportunity | | | | | |
| 5. I keep my promises | | | | | |
| 6. Everyday I commit to create positive workplace interactions with others | | | | | |
| 7. I delegate effectively | | | | | |
| 8. I put high values on teamwork | | | | | |
| 9. I push for innovation | | | | | |
| 10. I am a genuine and sincere person | | | | | |
| 11. I value different perspectives | | | | | |
| 12. I stay on top of projects by actively monitoring progress (mine and team members) | | | | | |
| 13. I facilitate connection between people | | | | | |



| Item | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 14. I involve people in change processes | | | | | |
| 15. I am a skilled professional | | | | | |
| 16. I clarify expectations | | | | | |
| 17. I meet deadlines | | | | | |
| 18. I inspire confidence | | | | | |
| 19. I have excellent relationship skills | | | | | |
| 20. I am highly attentive to others' needs | | | | | |
| 21. I encourage people to give and receive feedback | | | | | |
| 22. I convincingly explain the reasons behind change | | | | | |
| 23. I build trust | | | | | |
| 24. I help people utilize their strengths | | | | | |
| 25. As the change process closes, I reflect about the results of change with others | | | | | |
| 26. I am inspiring | | | | | |
| 27. Others go along with my ideas | | | | | |
| 28. I work with people to get important work accomplished | | | | | |
| 29. I achieve positive results | | | | | |
| 30. I stay actively involved in important projects | | | | | |
| 31. I plan projects systemically, balancing the various needs (priorities, people's skills and needs, finances, organizational culture, etc.) | | | | | |



| Item | 1 | 2 | 3 | 4 | 5 |
|------------------------------------|---|---|---|---|---|
| 32. I focus on long term goals | | | | | |
| 33. I bring people into the vision | | | | | |
| 34. People listen to me | | | | | |



Reflect on others

This table shows your self-assessment scores. An important reflection is to consider others' perception.

1) Think about your supervisor, peers, direct reports, other colleagues – how do you think they see your performance on the five Drivers? In each cell below, write what you think they would say if they were evaluating you (Low, Medium, High... or a score from 1–5).

| VS Driver | Self-Assessment Score | Supervisor might say... | Colleagues might say... | Subordinates might say... | Do you need to take any action? |
|------------|-----------------------|-------------------------|-------------------------|---------------------------|---------------------------------|
| Motivation | LOW (3.17) | | | | |
| Teamwork | AVERAGE (3.5) | | | | |
| Execution | HIGH (4.25) | | | | |
| Change | AVERAGE (3.67) | | | | |
| Trust | LOW (3.6) | | | | |

2) Next, consider if you need to take any action. Are there some gaps you're identifying? Would it help you to discuss this? Is it important to you that you're "on the same page" about these Drivers? Can you discuss this with your supervisor, colleagues, and/or direct reports?



Section 6: Comments

Examples

The LVS survey invites you to give examples to substantiate the responses.

No comments present.



Stop, Start, Continue

At the end, the questionnaire asks three open-ended questions. Your responses are below.

START - What would you like to start to do (or do more)?

- Self Sample Start....

STOP - What would you like to stop doing (or do less)?

- Self Sample Stop.....

CONTINUE - What would you like to continue (that you're doing well)?

- Self Sample Continue....

Do you have other reflections about your leadership?

- Self Sample Leadership....



Section 7: Conclusions

Action Plan

What are your next steps in your leadership development?

| Objective | Benefit | Action Steps |
|----------------------------|--|--|
| What is one key objective? | What are the benefits of achieving this? | What are some key steps to reaching the objective? |
| 1 | | |
| 2 | | |
| 3 | | |



Conclusions

A few key points...

- The Leadership Vital Signs Report provides feedback and information that you can consider. Some of the feedback will be invaluable, some will be unimportant. If you are defensive or closed, it will be hard to tell which is which! So approach this information with curiosity and openness. What gems can you find here?
- The five drivers in the Vital Signs model are powerful. Research and experience shows us these areas make a significant difference in a leader's effectiveness – and also in quality of life.
- The current scores are not permanent. If you choose to work on any area, you can change your interactions and change the scores.
- Don't forget your strengths. Often receiving this kind of feedback, leaders will focus on the criticisms or lowest scores. But focusing on strengths usually produces more and faster results. What is one of your strengths revealed in the feedback? How can you leverage it?

Congratulations on your commitment to growing as a leader, we hope the LVS Self has been valuable for you.

– The Six Seconds' Team



The Vital Signs Assessments:

- LVS SELF** Leadership Vital Signs: Insight on leadership effectiveness. Self-evaluation on the key drivers of individual performance.
- LVS** Leadership Vital Signs: Identify opportunities and obstacles by comparing the individual's perceptions plus others' feedback.
- TVS** Team Vital Signs: Identify opportunities and obstacles for optimal group performance.
- OVS** Organizational Vital Signs: Measure key indicators of organizational climate across the enterprise.

The Vital Signs toolkit is published by Six Seconds.

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