

Report prepared for

**SAMPLE**

May 3, 2013 v4

**ORGANIZATIONAL VITAL SIGNS**  
North American Edition

## Executive Summary

### Background

OVS measures the organizational climate – an overview of the employees’ relationship with and within the organization. The climate is the context in which employees work each day; research shows climate strongly influences how people perform their jobs.

### Value

This report provides a snapshot of the organizational climate. As leaders develop and use emotional intelligence to optimize relationships, climate improves. As climate improves, so does performance.

Using EQ Skills → Improved Climate → Improved Performance

This report will help you discuss the importance and impact of climate. If you choose to learn more about this important component for competitive advantage, our team will prepare a detailed OVS analysis and consult with you on how to make rapid and sustainable improvements.

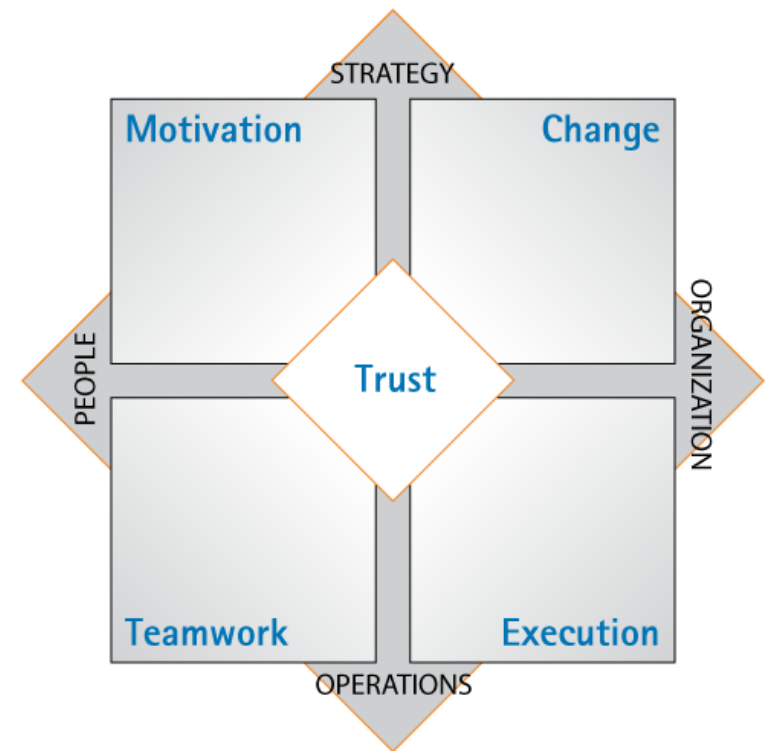
## At a Glance

### Scope

The “Organizational Vital Signs” (or “OVS”) survey was conducted in April 2013 – based on XX responses from the SAMPLE organization.

### Climate Index: 78.4%

This index is an aggregate score on the OVS and can be used as a benchmark for the overall organizational health, effectiveness, and readiness for change. It’s an average of all responses to the climate questions.



## Engagement

A more positive climate is linked to more engaged, committed, fully-enrolled staff.

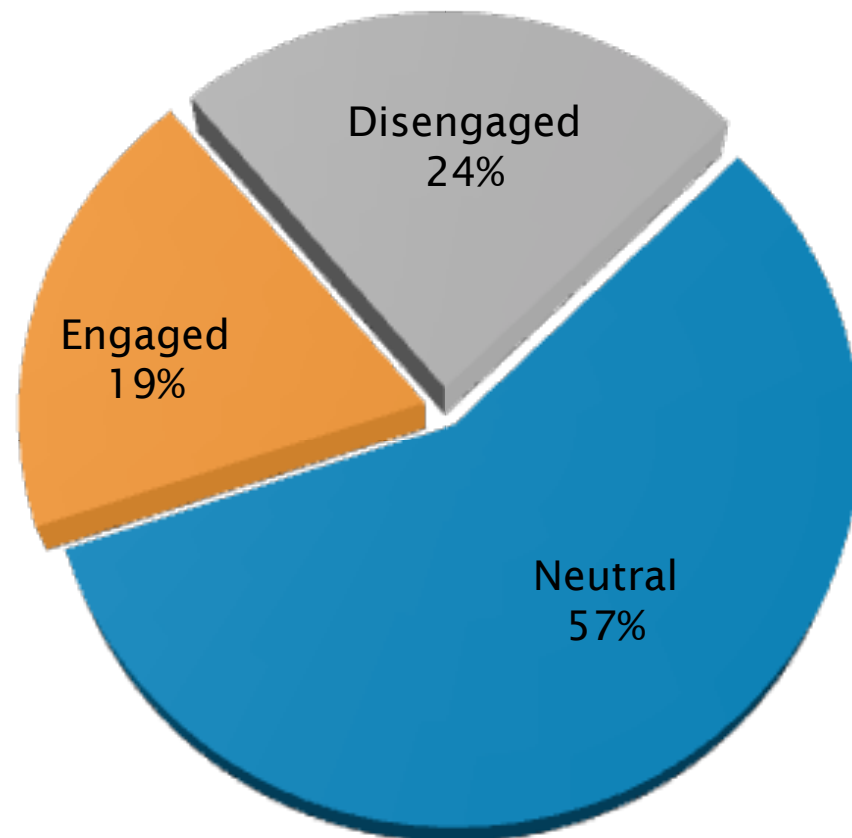
On average in the OVS database, around 25% of team members land in the “Engaged” category – higher scores here represent an team important strength. According to Gallup, world class teams have a different mix: 67% Engaged, 26% Neutral, and only around 7% Disengaged.

The chart to the right shows what percentage of respondents are:

**Engaged** = Fully involved, connected, and committed.

**Neutral** = Meeting requirements, following, passive.

**Disengaged** = Isolated, disconnected, moving away.



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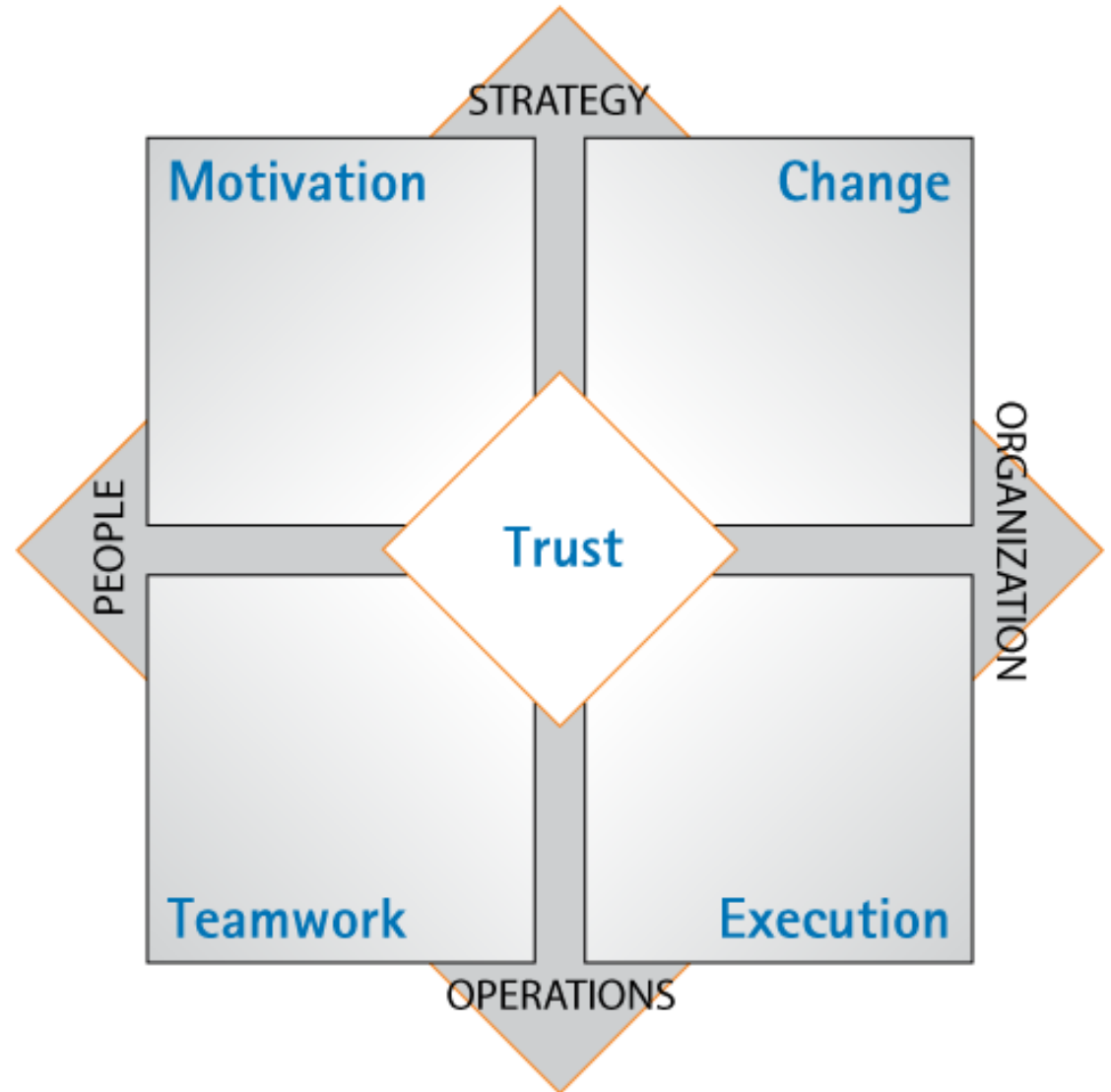


## The Vital Signs Model

How is the “weather” in your workplace? Are people constantly on the lookout for dangerous storms of destructive leadership behavior? Or are they looking forward to coming to work each day?

Organizational Climate is an indicator of the collective feelings, relationships, and reactions in the workplace. A positive culture drives engagement, unlocks communication, and fuels performance.

The Vital Signs Model defines organizational climate in the five factors shown to the right. A healthy climate will be balanced across the four dimensions of the model (people-organization and strategy-operations).



## The Vital Signs Factors

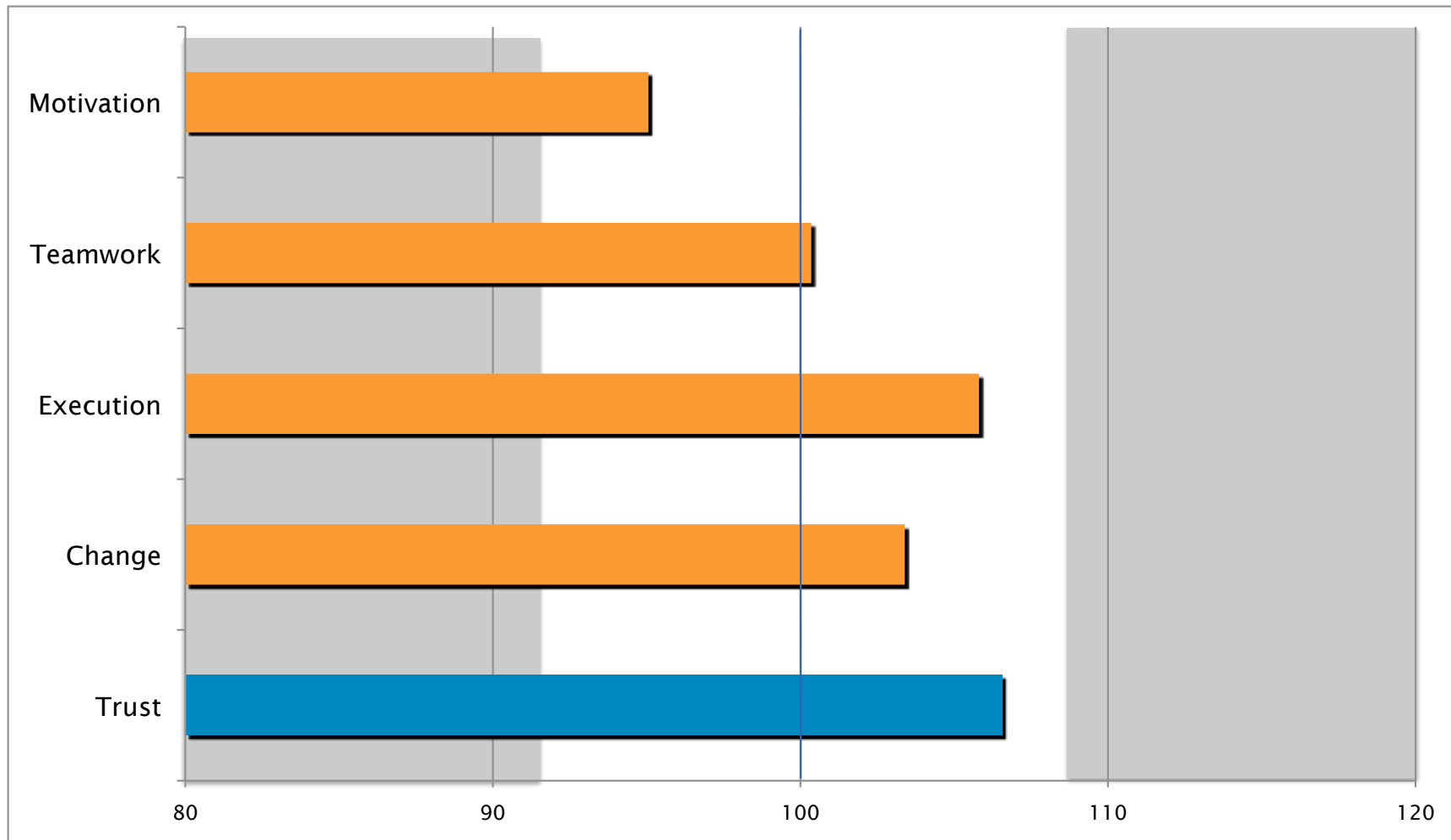
OVS measures these five elements of organizational climate:

Climate Factor	Definition
Motivation	Motivation is the source of energy to overcome challenges, pursue a goal, or maintain commitment.
Change	Change is the readiness to innovate and adapt to succeed in a continuously evolving situation.
Teamwork	Teamwork is collaborating to pursue a goal; it requires a sense of shared purpose and belonging.
Execution	Execution is the ability to achieve strategic results by implementing effective tactics.
Trust	Trust is a feeling of confidence, faith, and surety that engenders a willingness to risk and facilitates success in the other climate factors.



## Climate Snapshot

This graph shows the overall scores on the climate. The median score is 100; scores in the grey zones represent lower or upper 25%.





## Snapshot Data

This table shows the numerical scores from the previous graph. The final column, SD, shows “Standard Deviation,” a measure of the coherence of the scores; *lower* SD scores indicate higher coherence.

The average SD on this tool is 15; highly aligned groups have an SD of under 12; SD scores over 18 represent inconsistency among respondents.

Climate Factor	Average Score	Standard Deviation
Motivation	95.1	16.1
Change	103.4	13.7
Teamwork	100.4	14.8
Execution	105.8	14.2
Trust	106.6	13.0



## Climate and Performance

There are many critical indicators for organization success. In our research, leaders agreed that these four outcomes are essential:

Outcome	Definition
Customer Focus	Do people perceive a commitment to genuinely care for customers in order to create loyalty?
Productivity	Are people accomplishing the work at hand and the work that matters in an efficient manner?
Future Success	Is the organization moving in a sustainable, valuable direction?
Retention	How committed are employees to remaining in the organization?

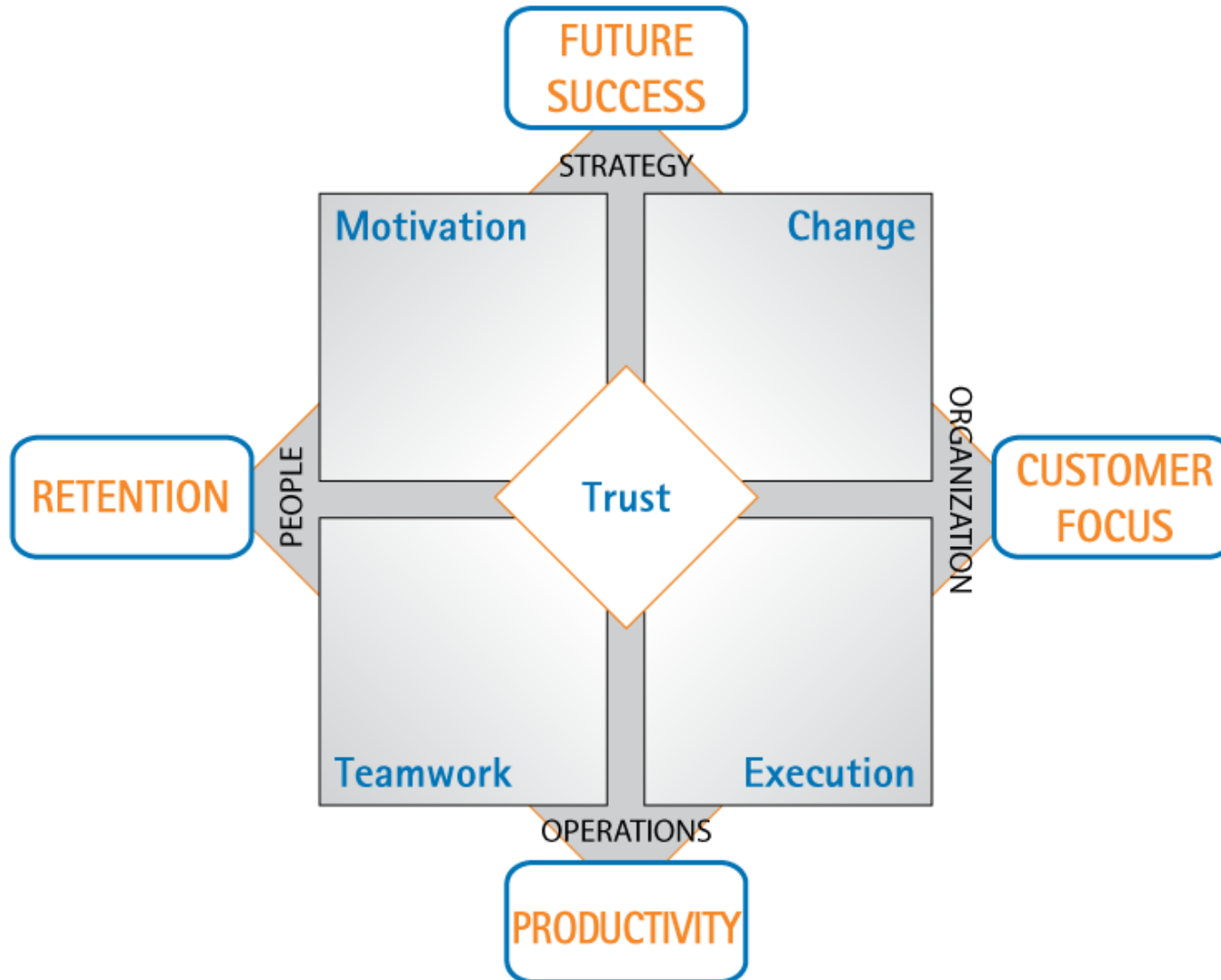
These outcomes are driven by a variety of forces, some “hard” (such as delivery systems) and some “soft” (such as relationships). How important is the “soft” side? Our research shows that organizational climate predicts 57.7% of the variations in these outcomes.

In other words: Improving the climate is likely to offer significant benefits to your ability to meet your mission and achieve your financial success now and into the future.



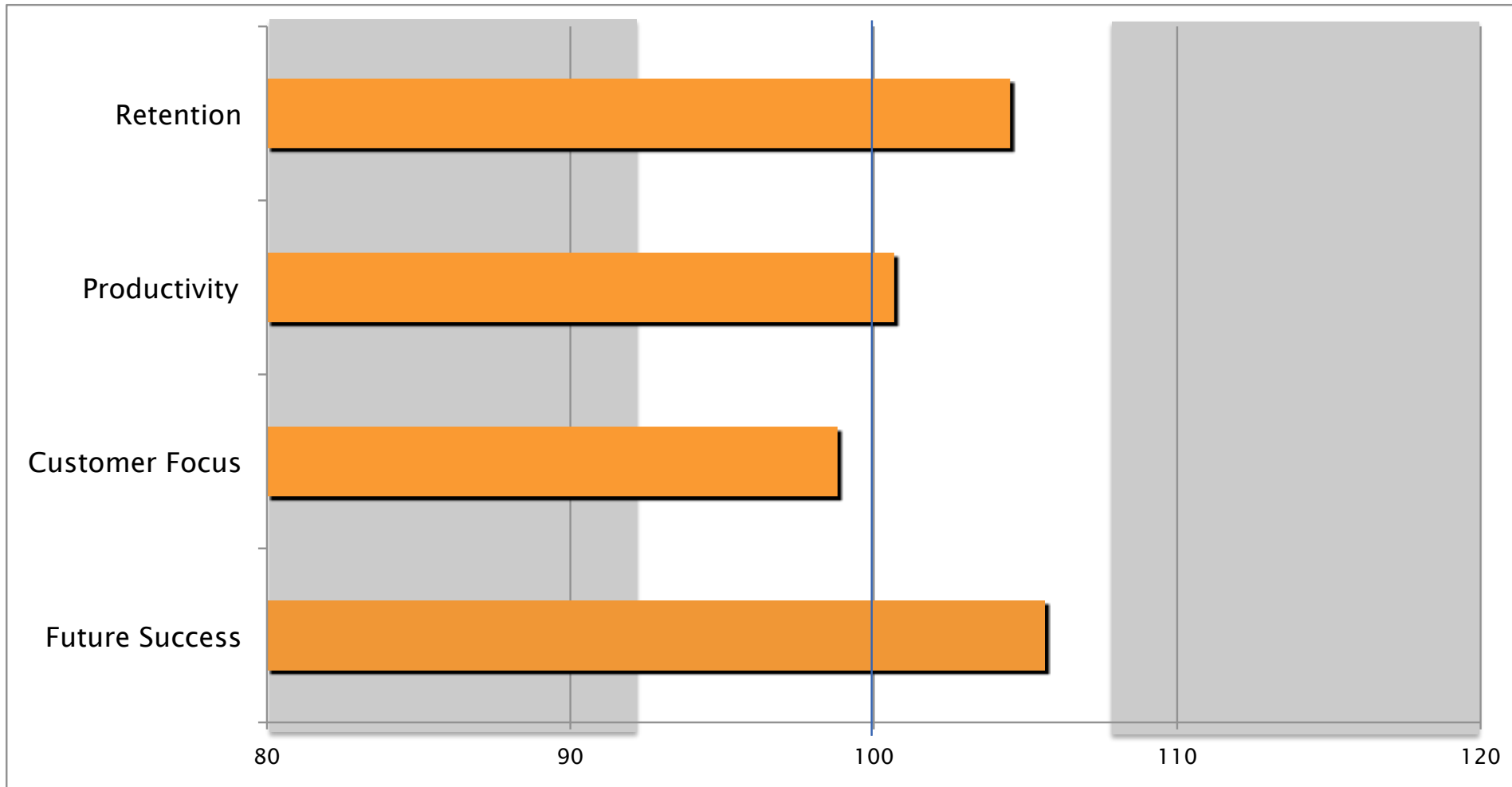
## Outcomes Model

The OVS measures four outcomes aligned to the key elements of organizational climate:



## Outcomes Scores

This graph shows overall scores on the four outcomes and an aggregate score:



## Outcomes Data

This table shows the numerical scores from the previous graph. The final column, SD, shows “Standard Deviation,” a measure of the coherence of the scores; *lower* SD scores indicate higher coherence.

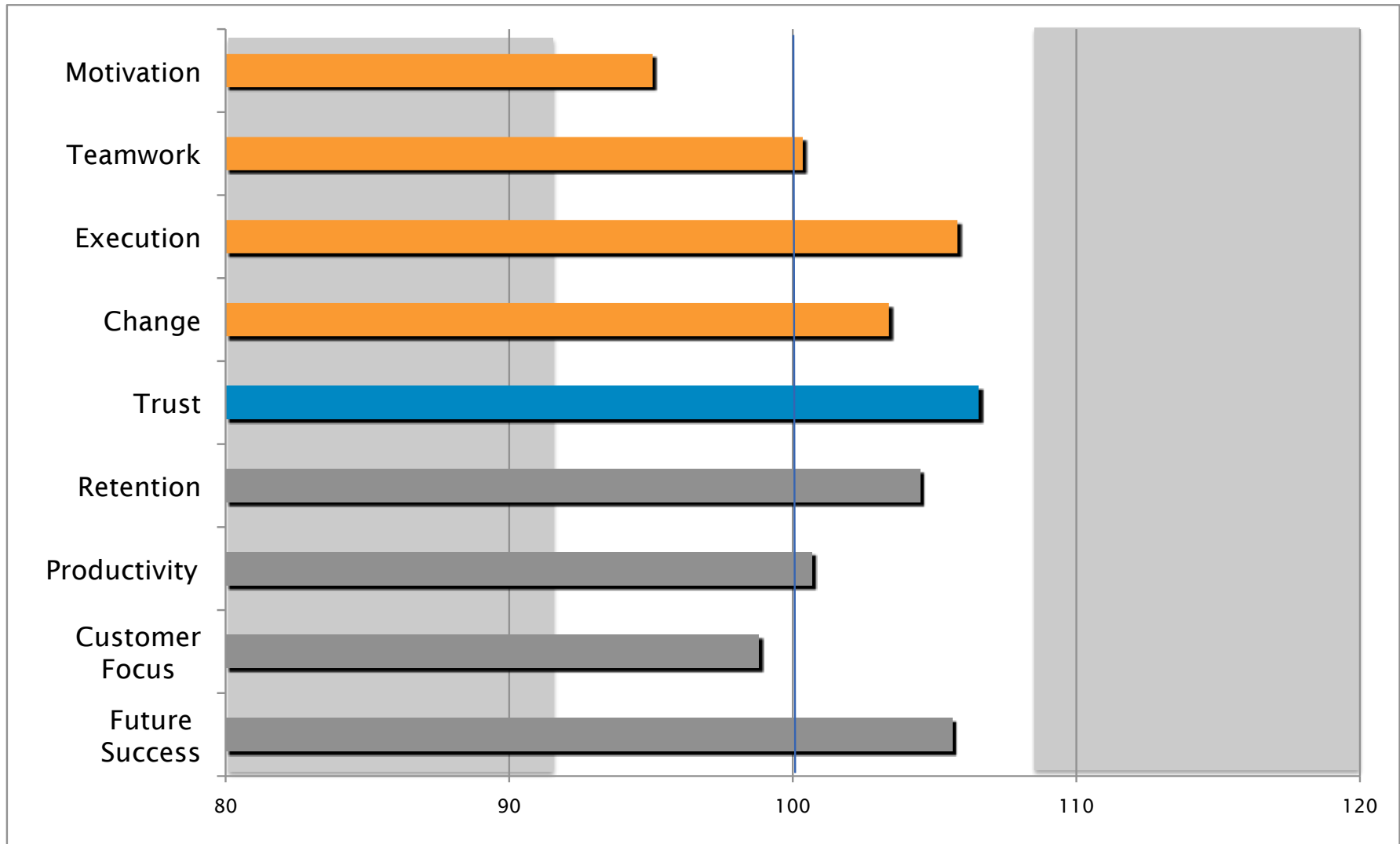
The average SD on this tool is 15; highly aligned groups have an SD of under 12; SD scores over 18 represent inconsistency among respondents.

Outcome Factor	Average Score	Standard Deviation
Future Success	105.6	11.7
Customer Focus	98.8	14.5
Productivity	100.7	15.3
Retention	104.5	13.6



## Combined Snapshot

This chart shows the climate and outcome scores at a glance



## Critical Items

This graph shows the three questions with the highest and lowest ratings. It may help clarify specific areas to leverage and manage.



## Critical Items Reflection

### Low Scores

- ♦ What is “underneath” these concerns – the behavior, policy, fear, or doubt that makes this concern come up?
- ♦ What is the emotional impact of these concerns – the feels these engender?
- ♦ To what degree does leadership take ownership and responsibility for these concerns?
- ♦ How are these three issues impacting performance?
- ♦ What would it look like if these were resolved? (What would satisfy people in these areas?)
- ♦ What would be required to resolve these concerns?

### High Scores

- ♦ Are these strengths?
- ♦ How are these strengths being leveraged now?
- ♦ How can leaders put these strengths in play more, and more often?
- ♦ Is there a relationship between any of these strengths and any of the challenges above?
- ♦ How can these strengths be used to address the challenges?
- ♦ How can these strengths be celebrated and recognized to add positive energy to the organization?



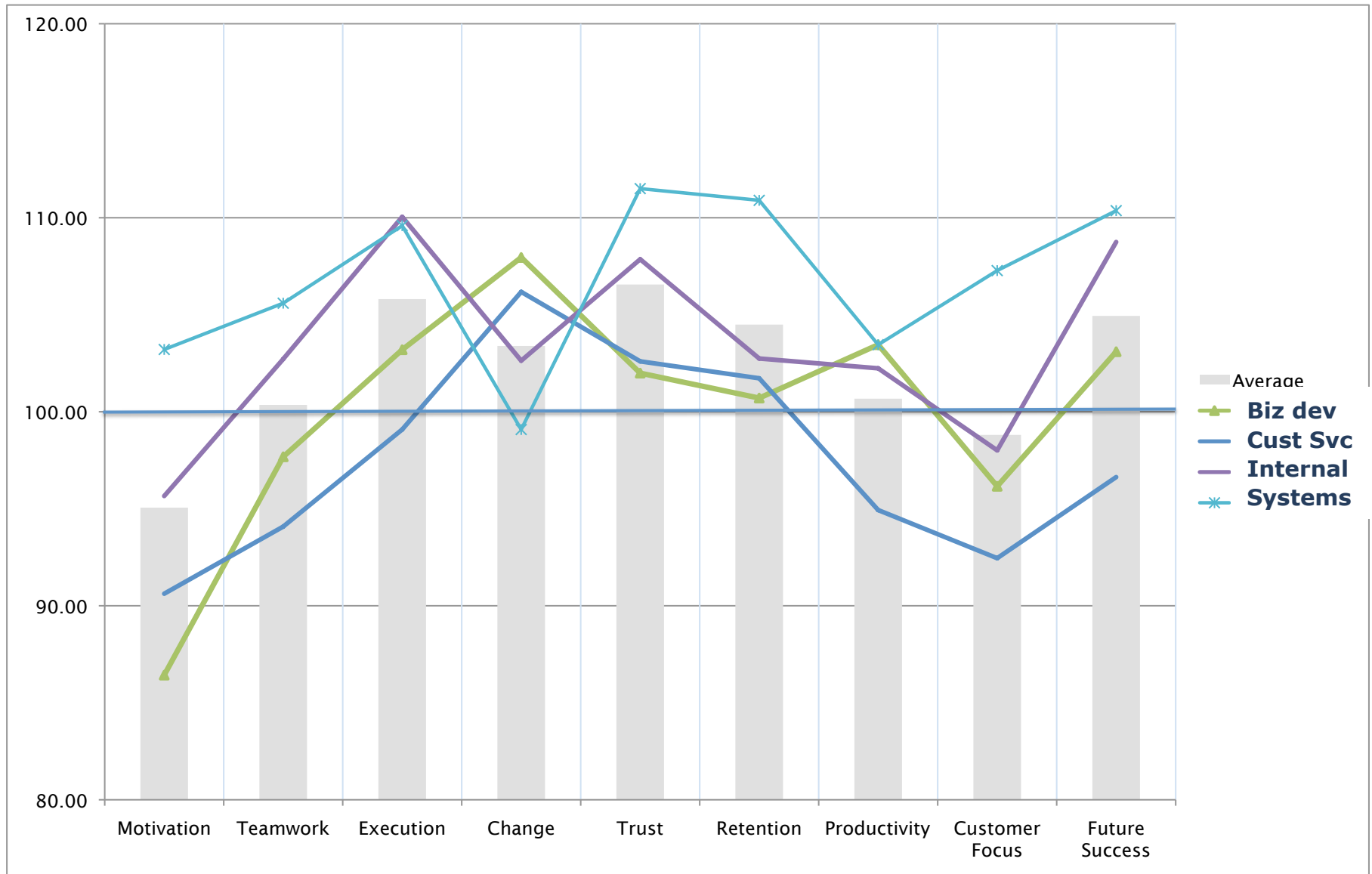
## Comparisons

Based on the customization of the OVS survey, data was collected to allow comparisons between different constituencies of the total group.

These graphs show how people in different categories responded to the survey. *They are depicted as line graphs for visual clarity.*

- Higher scores indicate a perceived strength that should be leveraged.
- Gaps may indicate a need for communication.
- Low scores may indicate a need for training/development.

## OVS by Work Focus

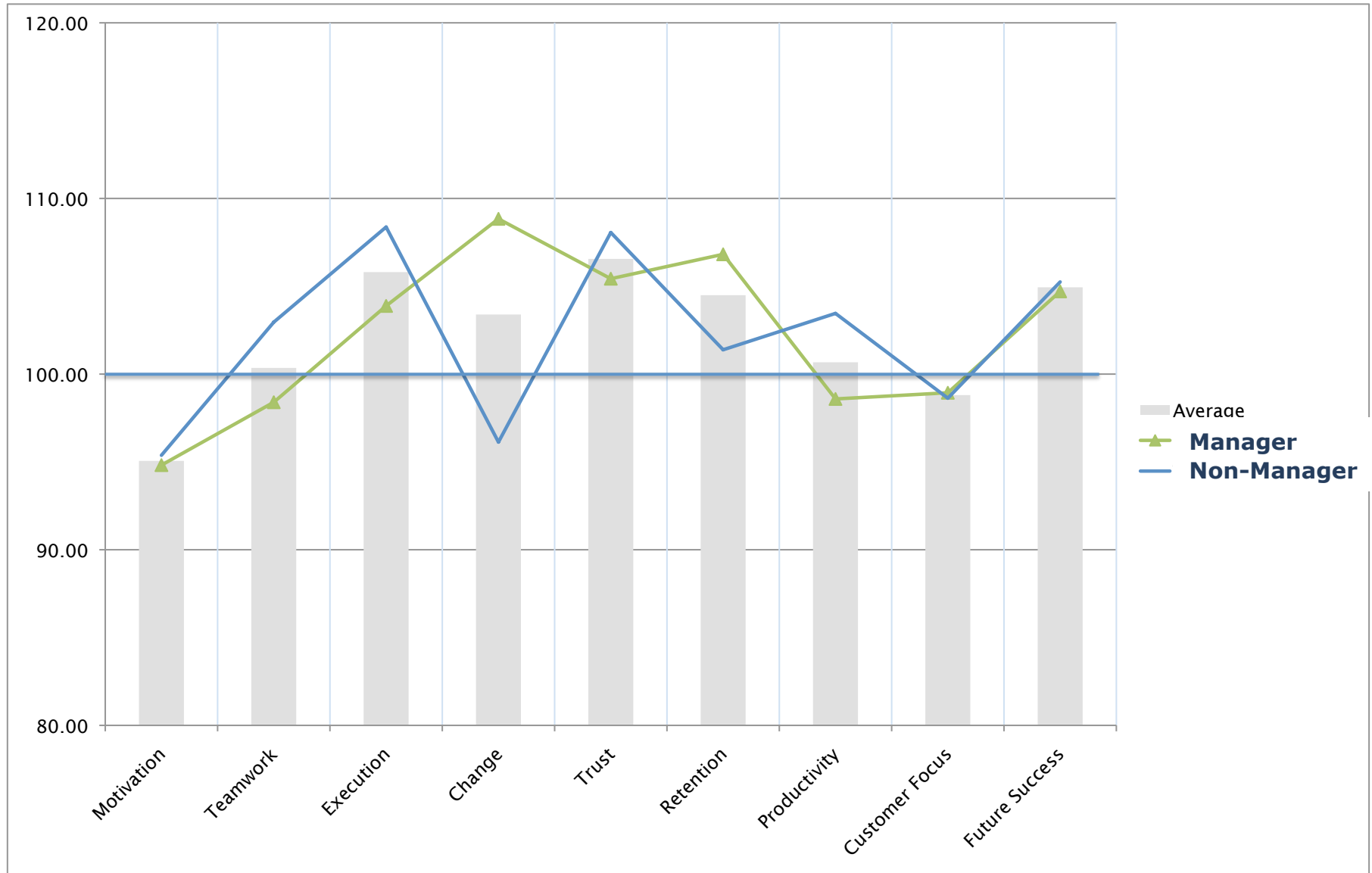


## OVS by Department Data

	Motivation	Teamwork	Execution	Change	Trust	Retention	Productivity	Customer Focus	Future Success
Average	95.06	100.35	105.81	103.39	106.56	104.49	100.67	98.80	104.94
BizDev	86.42	97.68	103.20	107.95	101.99	100.71	103.46	96.16	103.09
Cust Serv	90.62	94.08	99.09	106.18	102.60	101.72	94.93	92.45	96.63
Internal	95.66	102.72	110.05	102.63	107.86	102.74	102.24	98.01	108.75
Systems	103.21	105.60	109.59	99.08	111.50	110.90	103.46	107.28	110.37



## OVS by Role



## OVS by Role Data

	Motivation	Teamwork	Execution	Change	Trust	Retention	Productivity	Customer Focus	Future Success
Average	95.06	100.35	105.81	103.39	106.56	104.49	100.67	98.80	104.94
Manager	94.82	98.40	103.88	108.84	105.43	106.82	98.59	98.94	104.71
Non Manager	95.38	102.96	108.37	96.13	108.06	101.39	103.46	98.63	105.25



## Comparisons Reflection

Where a difference exists, it could be a reflection of the group, but it's also likely a reflection of this group's different perspective. "Reality" is probably somewhere in between the different perceptions.

What's driving these differences of view?

Are these circumstances that would make some groups have a different perspective?

Is it important for others in the organization to "get" that different perspective?

What performance issues are highlighted by these gaps?

Do the leaders of these groups recognize these different perceptions? Do they take responsibility for any part of these issues? What help do they need help addressing any of these challenges, and/or leveraging any of these strengths?

### Higher Scores

- ◆ Are these strengths? How can those be utilized more effectively?
- ◆ What are the benefits of these strengths? What capability does this impart to the organization?

### Lower Scores

- ◆ Are these vulnerabilities? What is the risk of this continuing as status quo?
- ◆ Is it important to address this? Who will take responsibility for making a difference in this area?  
How?

## Responses by Item (page 1)

Item	Overall Avg	ST Dev
1. People here take responsibility for work.	103.71	14.08
2. Everyone here has good intentions.	106.40	10.93
3. I am inspired by our organization's mission.	93.89	13.16
4. People here have internal drive to do excellent work.	105.91	10.35
5. We make decisions as a team.	100.75	12.76
6. My leader turns goals into action steps.	100.13	12.78
7. The work I do matters greatly.	98.39	13.96
8. People here seek feedback.	96.40	15.30
9. We weigh the costs and benefits when making decisions.	109.15	10.84
10. I get feedback that is effective.	101.31	13.17
11. People here feel they are part of the organization.	105.22	13.20
12. We have what it takes to improve.	106.27	9.75
13. The people here do what they say.	114.01	12.20
14. I can explain the goals of our organization to others.	101.22	18.06
15. I welcome change, even if it affects my job.	106.96	15.09
16. People here follow through on commitments.	103.65	16.37
17. I get the support I need to do my work.	103.52	9.67
18. We respond quickly to market changes.	115.70	11.94
19. We are ready for a transformation.	108.14	12.33
20. I understand what is expected of me.	106.35	15.05
21. People here accept other people's points of view.	108.20	12.33



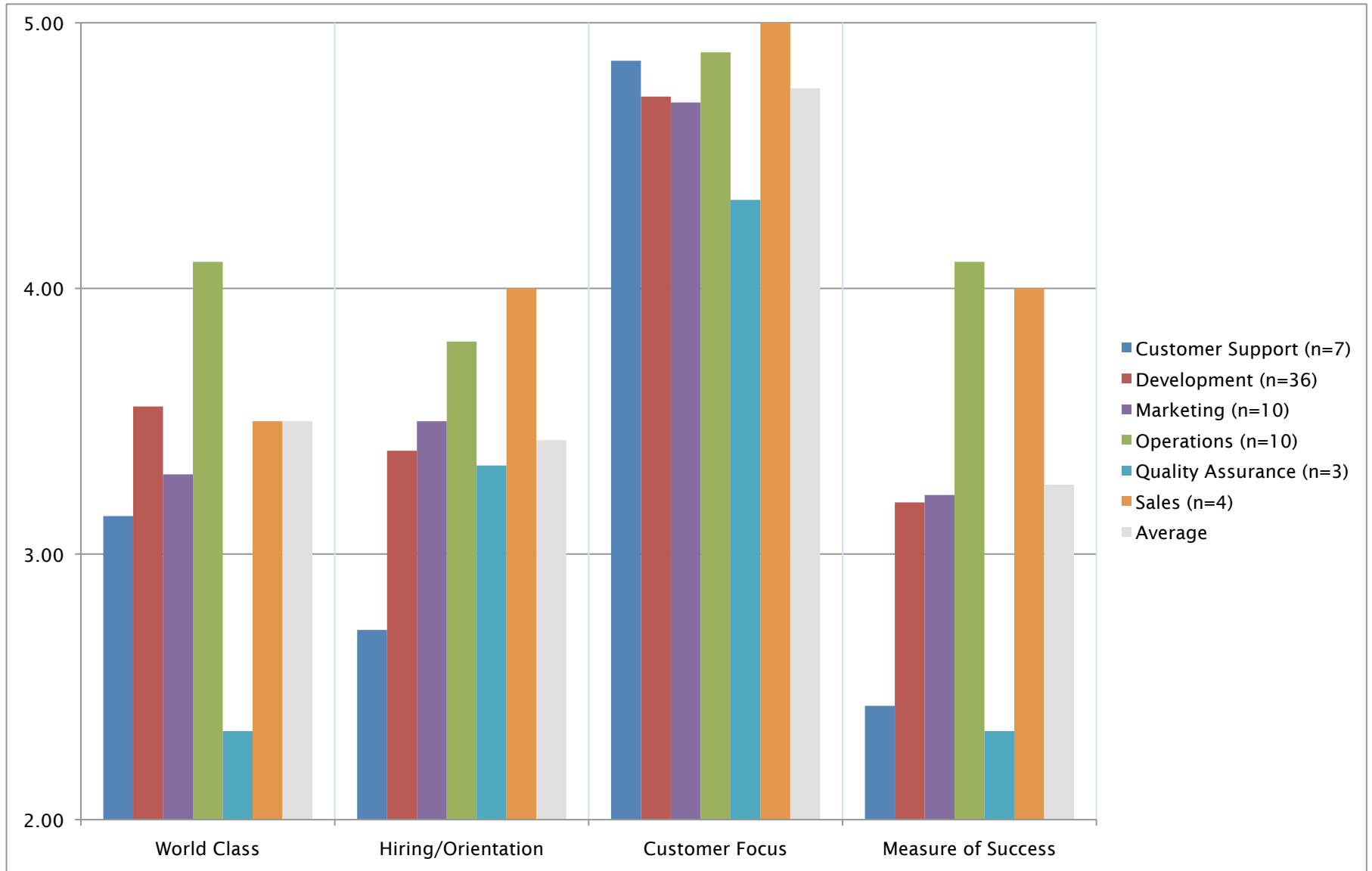
## Responses by Item (page 2)

Item	Overall Avg	ST Dev
22. Our organization has strong leadership.	101.15	14.09
23. My leader cares about me.	104.18	12.45
14. People here understand the purpose of our organization.	104.39	17.41
15. I can see better ways of doing my work.	90.20	11.22
26. We stand up for our decisions.	103.46	12.97
27. Internal groups cooperate effectively with other internal groups.	113.15	13.69
28. Our leaders make change when needed.	98.25	18.02
29. We can handle new initiatives.	110.21	14.02
30. My work motivates me.	100.07	12.74
31. I can count on the people I work with.	98.57	16.33
32. People here are creative.	102.16	15.01
33. Leaders here are sincere.	108.70	12.88
34. I like where our organization is going.	103.04	14.22
35. I easily handle change in my workplace.	108.40	16.11
36. My team members care about me.	96.57	14.96
37. People I work with show initiative.	99.70	11.17
38. We work well as a team.	103.91	11.07
39. The mission of our organization is important to society.	75.38	18.29
40. I would benefit from change in the organization.	97.21	11.65
41. The organization delivers what it promises.	101.40	13.05
42. People here communicate openly.	100.61	12.36





## Custom Items by Department



## Conclusions

The five drivers in the Vital Signs model are powerful. Research and experience shows us these areas make a significant difference in organizational effectiveness – and also in the experience of the individuals inside that organization.

The current scores are not permanent. While it is daunting to change climate for an entire organization, the tools are straightforward.

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?

**Thank you for your interest in Organizational Vital Signs and your commitment to create a workplace where people can be and do their best.**

- The Six Seconds' Team

## The Vital Signs Toolkit

### LVS

Leadership Vital Signs: Insight on leadership effectiveness.

### 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.

Six Seconds provides consulting, training, education, and tools supporting people to create positive change – in organizations, schools, families, and communities around the globe.

[www.6seconds.org](http://www.6seconds.org)