OVS

Six seconds
THE EMOTIONAL INTELLIGENCE NETWORK

Organizational Vital Signs
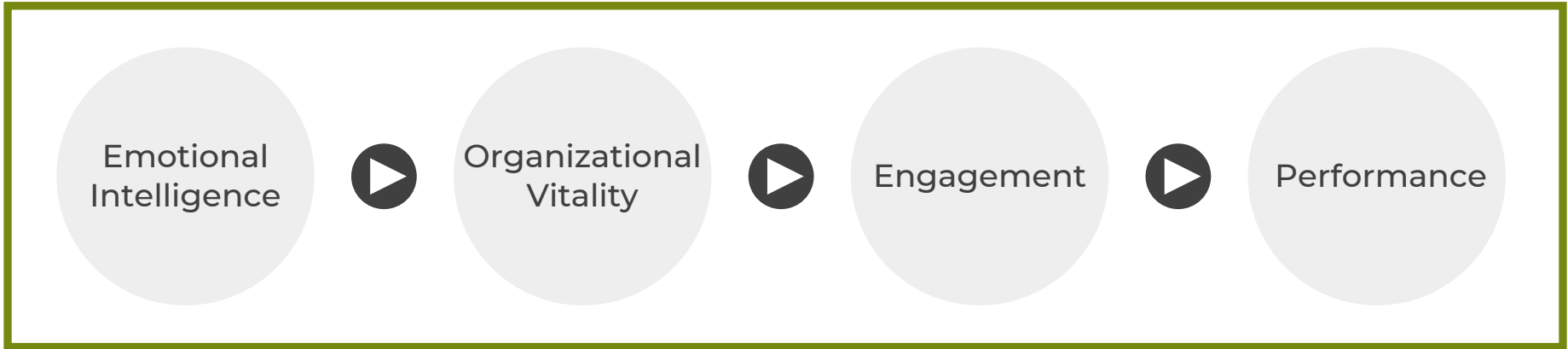### Emotional Intelligence for Performance

Report prepared for: Demo Participant

18 August 2022

Why Organizational Vital Signs

The business case at a glance:

Emotional Intelligence ▶ Organizational Vitality ▶ Engagement ▶ Performance

What is Organizational Vitality?

How is the "weather" in your workplace? Are people constantly on the lookout for dangerous storms of destructive 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. The culture is rules and norms; climate is how people feel about the culture. An organization with a healthy climate has strong Organizational Vitality.

Emotional Intelligence (EQ) is being smarter with feelings. Since part of organizational vitality is emotional, leaders and members of the organization who develop and use EQ have the skills to increase Organizational Vitality.

As shown in the graphic above, the business case is simple: EQ and other skills produce a positive climate. Climate drives engagement which fuels performance.

To learn more about the business value of EQ, there are numerous case studies showing the impact (6sec.org/cases) and the ongoing Vitality research examines global data on leader, team, and organizational vitality (6sec.org/vitality)

Welcome to OVS

OVS measures the drivers of organizational effectiveness, offering insight into the workplace climate and interpersonal dynamics. Climate is 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.

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

How to Improve Organizational Performance

1. This OVS report will guide you to identify strengths and obstacles for organizational performance. Discuss the report to decide if you want to improve; if yes, read about specific, actionable areas for improvement..

2. Leverage your emotional intelligence (EQ) skills to work on those. See 6sec.org/eq for an intro, and 6sec.org/organizations for proven strategies team leaders and team members use to apply EQ.

3. Re-measure with the OVS to track the results of your efforts.

Important tip: While reading the report it is important to keep in mind that the OVS questionnaire explores people's perspective about the organization. It is not a representation of how they see themselves or the individual leader, but the organization as a whole.

What's in this report?

Background

About this OVS

Project name:
Questionnaire start date:
Date of this report:
Participants:

This report is provided by:
Demo Consultant <staff@6seconds.org>

SIX SECONDS
Vital Signs Certification

Legend of the demographic groups:
"What is your department?"

- Group 1: Marketing, n=3
- Group 2: Accounting, n=5
- Group 3: Production, n=4
- Group 4: Sales, n=5
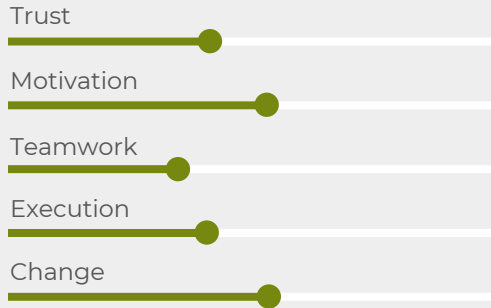- Group 5: Customer Support, n=3

Validity

The OVS is a normed and validated psychometric tool, which means the scores in this report are calculated in comparison to a global norm base built on a bell curve distribution. In the report you will see scales that go from 65 to 135; the average is set to 100 and the standard deviation is set to 15. To provide perspective, around 50% of or responses globally will be between 92.5 and 107.5. As you are looking at the data, this offers a context and a basis to compare this organization with organizations around the world.
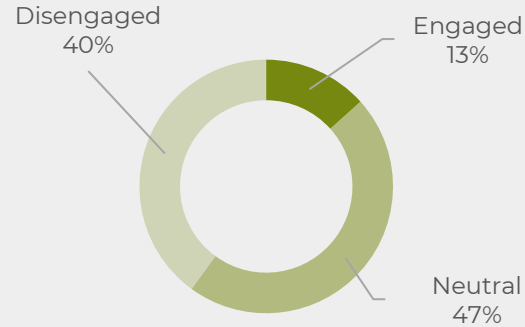
The Vital Signs research began in 2001. The current database includes over 50,000 people. The OVS analysis used in this report is based on a recent sample of over 10,000 individuals from organizations and teams around the world – in nine languages.

Statistical analyses to validate the OVS include confirmatory factor analysis (which found Cronbach's alphas >0.68) and inter-scale correlation as well as stepwise regression to assess the impact of the theoretical model (r2 from 0.52-0.65, statistical significance p<0.00). See 6sec.org/vitality to learn more about the research behind this tool.
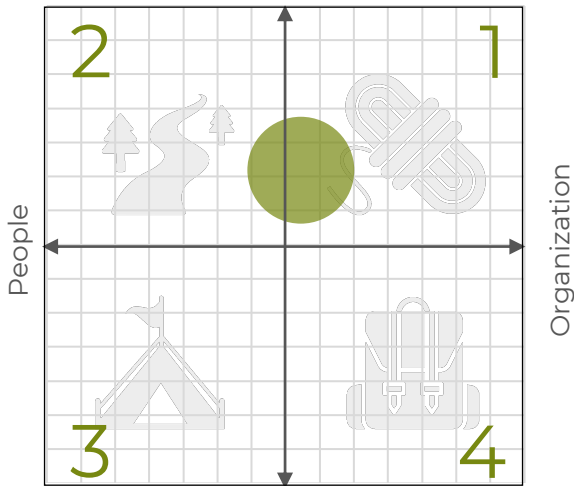
OVS Highlights

Climate Drivers

Trust

Motivation

Teamwork

Execution

Change

Engagement

Disengaged
40%

Engaged
13%

Neutral
47%

Outcomes

Future Success

Retention

Productivity

Customer Focus

Organizational Orientation

Strategy

2

1

People

Organization

3

4

Operations

Pulse Points Scorecard

- Meaning (MOTIVATION)
- Exploration (CHANGE)
- Mastery (MOTIVATION)
- Autonomy (MOTIVATION)
- Divergence (TEAMWORK)
- Celebration (CHANGE)
- Imagination (CHANGE)
- Accountability (EXECUTION)
- Transparency (TRUST)
- Care (TRUST)
- Focus (EXECUTION)
- Feedback (EXECUTION)
- Connection (TEAMWORK)
- Joy (TEAMWORK)
- Coherence (TRUST)

Distribution of Scores

B

A

High Strength

Low Strength

C

D

Low Cohesion

High Cohesion

The OVS Model

FUTURE SUCCESS
STRATEGY

Motivation | Change

RETENTION
PEOPLE

Trust

CUSTOMER FOCUS
ORGANIZATION

Teamwork | Execution

OPERATIONS
PRODUCTIVITY

The **OVS model** includes five drivers that predict four key performance outcomes (defined to the right). The Model is organized on two axes: **Horizontal** is from People (individuals) to Organization (system), **Vertical** is from Strategy (long term) to Operations (short term).

Definitions

Drivers

Trust: Build safety & assurance to risk for innovating, sharing, learning. (page 12)
Motivation: Clarify meaning & commitment to drive toward excellence. (page 13)
Teamwork: Collaborate & communicate to take on the challenges. (page 14)
Execution: Focus on what's important & be accountable to generate results. (page 15)
Change: Adapt & innovate to go into the unknown, risk, learn. (page 16)

As explained on pages 12-16, these drivers are based on core human needs. Each has both rational + emotional components.

Outcomes

Future Success: Driven for long-term sustainability. (page 17)
Retention: Committed to the organization (page 18)
Productivity: Focused on achievement. (page 19)
Customer Focus: Creating loyalty with genuine care. (page 20)

Organizational Orientation

By assessing the average scores of the responses from members of the organization, we can plot the organization's position on the horizonal and vertical axes to identify the organization's current style.

Quadrant 1: Expedition Organization

Imagine you are on a quest, an "expedition organization" would be looking for new opportunities, discovering what wasn't already known, and adapting to a changing environment (but they might not be bringing everyone together in the plan).

Organizations that are more towards Strategy like to have a very clear idea of their long-term goal and the plan to get there. These organizations work to ensure that their efforts will be directed towards meaningful outcomes.

On the Organization side, entities tend to streamline processes and build systems. Ideally they do so considering what works for their industry / sector / organization, and identifying the logical ways to organize the workflows for systemic implementation.

An example of an "expedition organization" would be consultants designing a restructuring plan, or innovation group planning the entry into a new market -- they would be good at forward thinking, open minded, brainstorming new ideas. It can be hard for a company like this to move into action, especially when rushed or when the vision is not clear. They can feel lost and get stuck. Working with other sectors or organizations can be a challenge at times, especially when there is weak alignment on the "why" and on the "how."

What are some challenges that your org has been recently facing?
How could this style help you?
What about this style can be an obstacle?
What quadrant would be the most useful place to be right now?
How can you flex in that direction?

Strategy / People / Organization / Operations quadrant chart. Quadrants numbered 2 (top-left), 1 (top-right), 3 (bottom-left), 4 (bottom-right).

Operations ←——◆——→ Strategy
+11%

People ←——◆——→ Organization
+2%

| Trailblazing | Expedition |
| Base Camp | Logistics |

Engagement

In a healthy organizational climate, people have a high level of Engagement, this means they feel a sense of safety, their work is meaningful, they are adaptable, collaborative and focused on important tasks. The OVS research created an algorithm to define engagement based on the large global database of organizations. For example, people in the Engaged category score in the highest quartile of responses in the database.
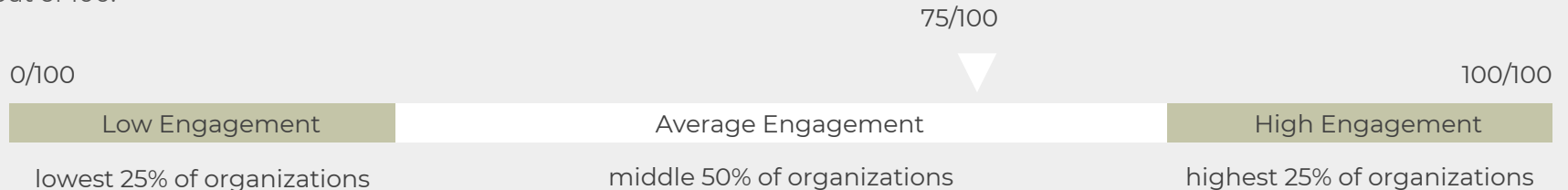
Individual view

On the graph to the right, you'll see what percentage of the individuals in the organization land in each category. This graph can be used as a benchmark for the members of your organization. An average organization would have 25% of people in the Disengaged category, 50% in Neutral and 25% in Engaged.

Engaged = Fully involved, connected, and committed.
Neutral = Meeting requirements, following, passive.
Disengaged = Isolated, disconnected, moving away.

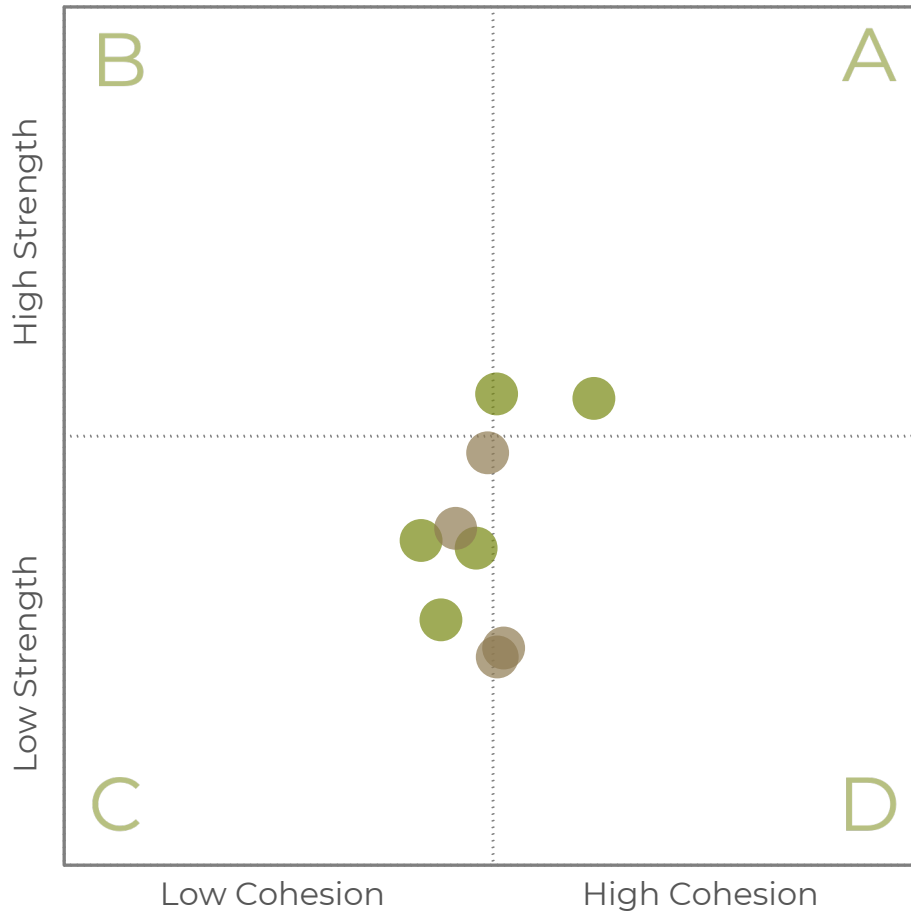Disengaged
40%

Engaged
13%

Neutral
47%
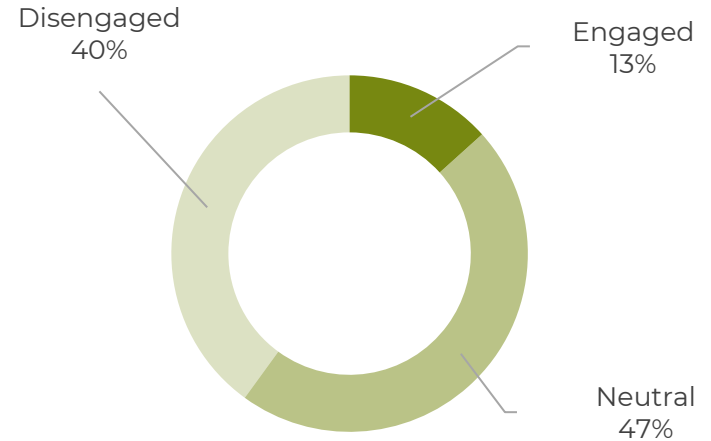
Organizational view

The graph below summarizes the organization as a whole, in comparison to the OVS database. The worldwide average is 50 out of 100.

75/100

0/100   100/100

Low Engagement	Average Engagement	High Engagement
lowest 25% of organizations	middle 50% of organizations	highest 25% of organizations

Distribution of Scores

High Strength / **Low Strength**

B | A

C | D

Low Cohesion — **High Cohesion**

Reading the graph

A = aligned strengths. Ideal for sustaining peak performance.
B = mixed strengths. Work on alignment.
C = mixed challenges. Pick 1 driver to improve.
D = aligned challenges. Improve any drivers.

When looking at the drivers and outcomes measured by the OVS, it is important to consider both the strength of the score and cohesion which shows the range of answers (based on standard deviation, the measure of how closely individual scores align to that average).

On the graph to the left, you can see each score in terms of strength and cohesion; consider how many of the dots land in each of these four quadrants:
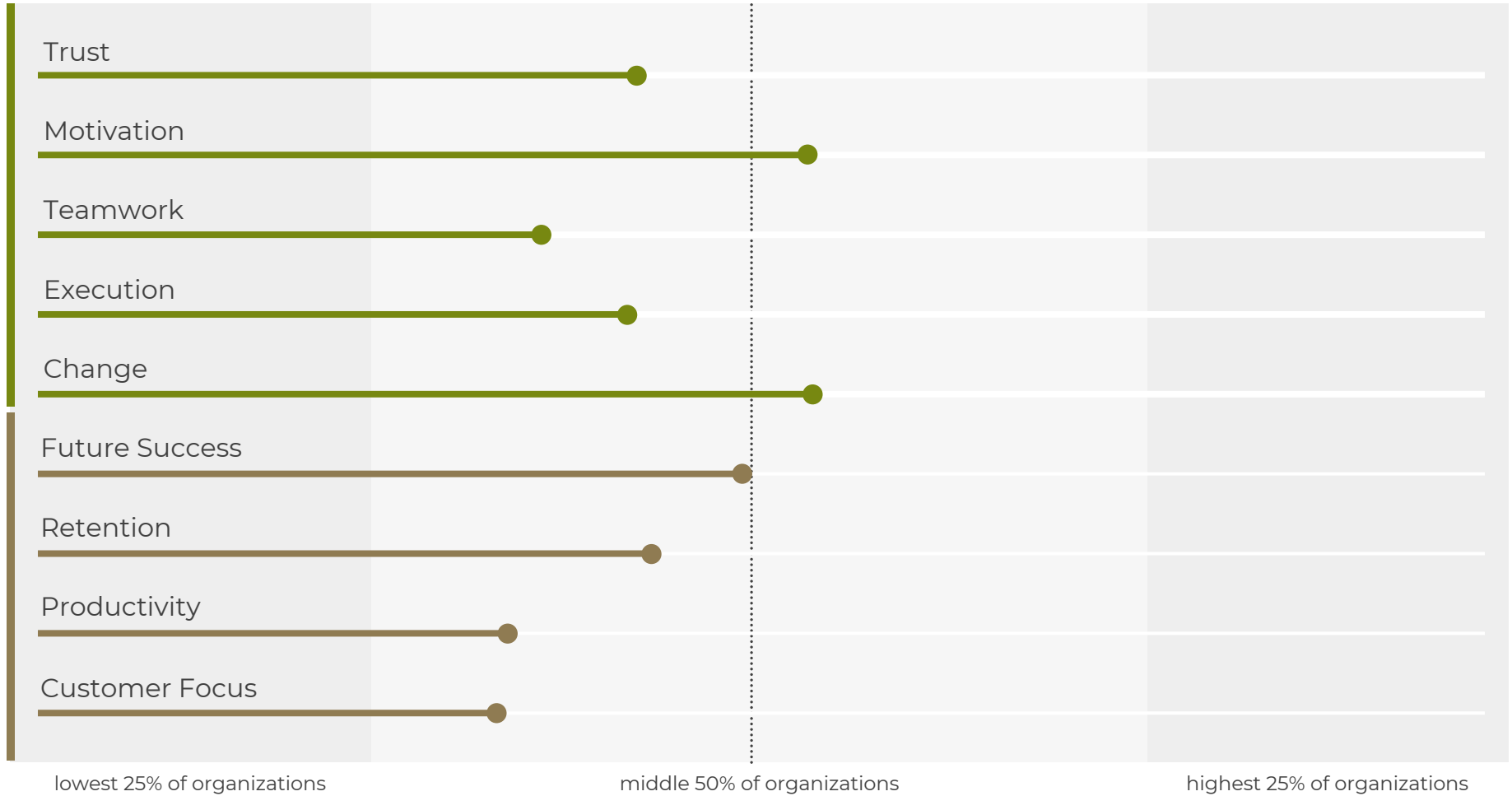
B	A
-	Change Motivation
C	D
Future Success CustomerFocus Trust Teamwork Execution	Productivity Retention

For detailed scores see the next two pages. Also remember that Cohesion is based on reversed Standard Deviation scores, in other words **higher** Cohesion means **lower** Standard Deviation.

Combined Snapshot

OVS measures these five elements of organizational climate within the organization and the four performance outcomes:

Trust

Motivation

Teamwork

Execution

Change

Future Success

Retention

Productivity

Customer Focus

lowest 25% of organizations   middle 50% of organizations   highest 25% of organizations

The normed scale goes from 65 to 135. The black dotted line in the middle represents the average, which is 100.
The darker grey area on the left represents the lowest 25% of organizations in the global database, the grey on right is the highest 25%.

Combined Snapshot - Table of Scores

This table shows the average scores from the previous graph for each of the 5 drivers and the 4 outcomes. The final column, Standard Deviation (SD), is a measure of how far individual responses are from the average. Lower SD scores represent more consistent responses; an SD around 15 is an organization with an average level of alignment.

For this organization...
Low SD (less variation among members of the organization): Change. Build on this alignment to work together on a goal.

High SD (high variation): Trust. Discuss why people have such different perspectives to increase alignment.

Note: The OVS includes two questionnaires: one on the 5 Drivers of climate and the other on Outcomes.

	FACTOR	Average	Standard Deviation
DRIVERS	Trust	94.0	17.5
	Motivation	102.2	14.9
	Teamwork	93.5	15.6
	Execution	89.3	16.8
	Change	102.5	11.5
OUTCOMES	Future Success	99.1	15.2
	Retention	94.7	16.3
	Productivity	87.7	14.7
	Customer Focus	87.2	14.9

Trust

TRUST

Transparency

Coherence

Care

Trust is a feeling of confidence, faith, and surety that engenders a willingness to risk and facilitates success in the other climate factors.
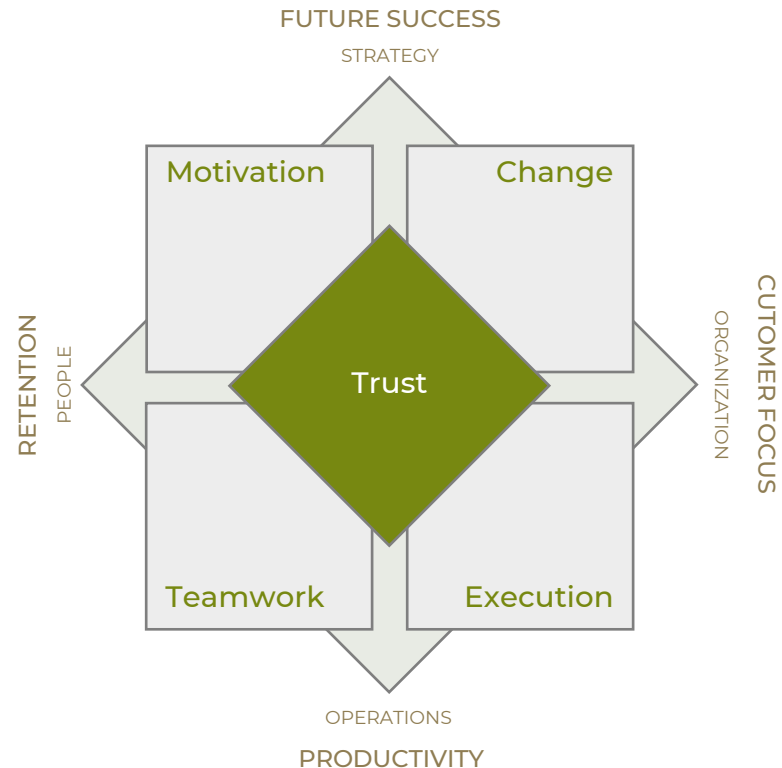
For this organization, trust is slightly below average and in the middle of the other scores, suggesting increasing a feeling of safety will help.

As shown above on the right, in the OVS there are three key ingredients (we call these "Pulse Points") for Trust. This can provide a clue to further understand the Trust score:
• Coherence is the lowest. This may mean members of the organization don't perceive they are aligned or working together toward a shared goal.
• Transparency is the highest. This suggests people perceive an openness and honesty within the organization.

Emotional Intelligence & Trust
Remember, trust is tied to a core human need: safety. People feel trust based on perceptions — which are shaped by relationships. Learn more: 6sec.org/vitality/trust

FUTURE SUCCESS
STRATEGY

Motivation   Change

RETENTION PEOPLE   CUTOMER FOCUS ORGANIZATION

Trust

Teamwork   Execution

OPERATIONS
PRODUCTIVITY

Driver:

Motivation

MOTIVATION

Autonomy

Meaning

Mastery

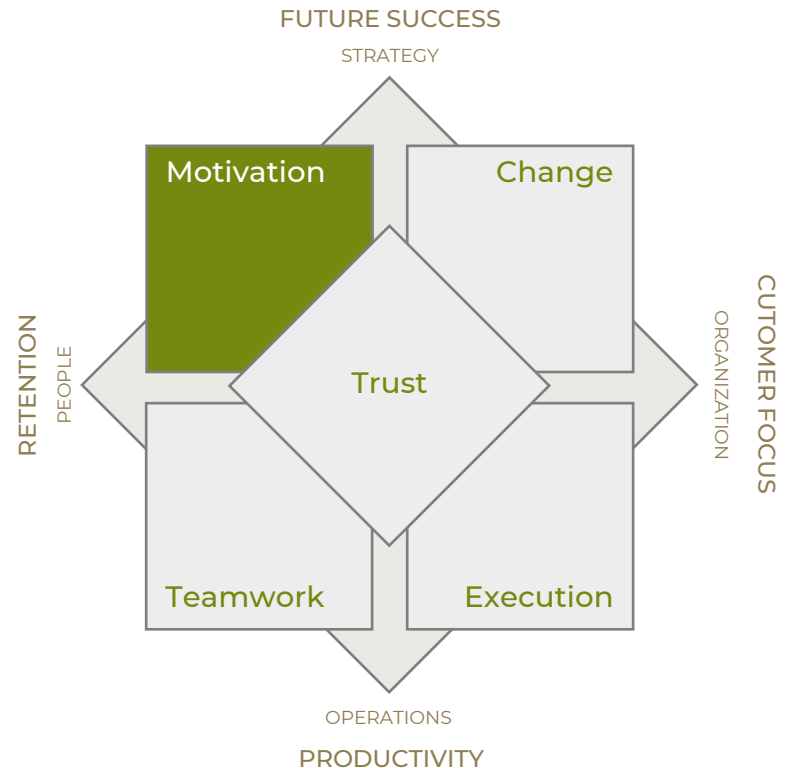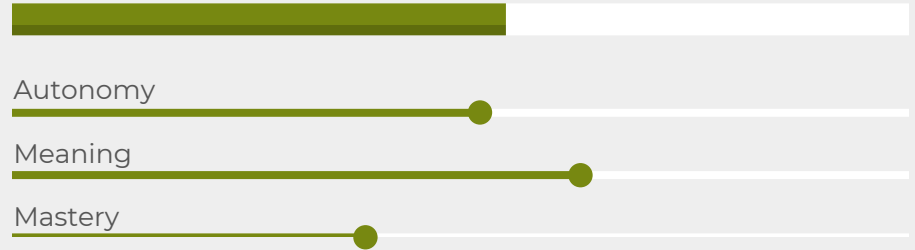Motivation is the source of energy to overcome challenges, pursue a goal, or maintain commitment.

For this organization, motivation is close to the average and one of the highest scores, suggesting people find their work relatively energizing.

As shown above-right, in the OVS there are three key ingredients (we call these "Pulse Points") for Motivation. This can provide a clue to further understand the Motivation score:
- Mastery is the lowest, which implies people don't feel their strengths are sufficiently used or they're not working from their strengths.
- Meaning is the highest, which implies the work of the organization matters to the members; they probably feel the importance of the organization's goals.

Emotional Intelligence & Motivation
In the VS Model, motivation connected to a core human need: meaning. When people feel their work is making a difference, they are more committed. That's partly rational, but also emotional. Learn more: 6sec.org/vitality/motivation

FUTURE SUCCESS
STRATEGY

Motivation Change

RETENTION / PEOPLE

Trust

CUTOMER FOCUS / ORGANIZATION

Teamwork Execution

OPERATIONS
PRODUCTIVITY

Driver:

Teamwork

TEAMWORK

Connection

Divergence

Joy

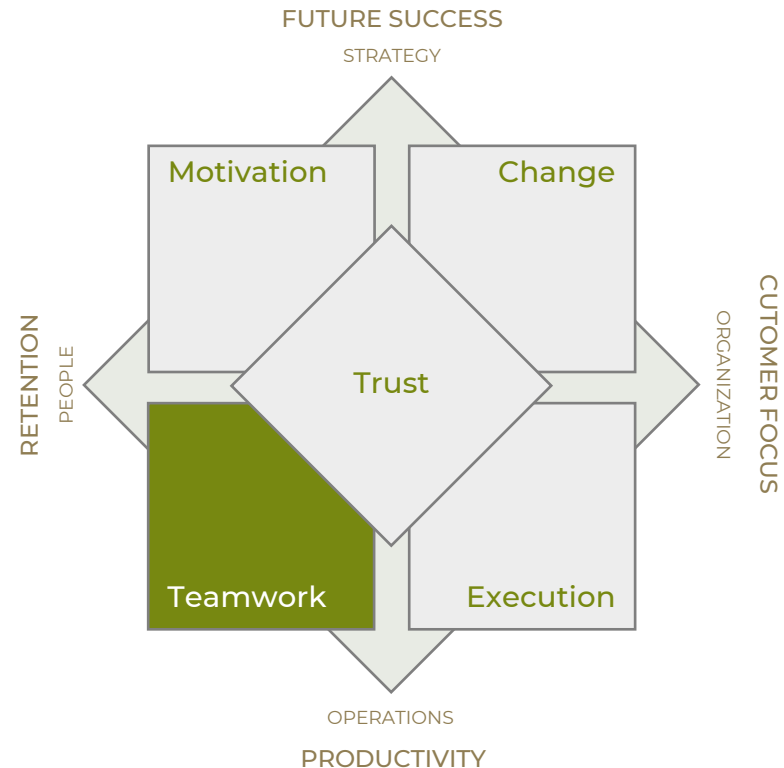Teamwork is collaborating to pursue a goal; it grows from a sense of shared purpose and belonging.

For this organization, teamwork is slightly below average and one of the lowest scores, suggesting people don't feel enough belonging.

As shown above on the right, in the OVS there are three key ingredients (we call these "Pulse Points") for Teamwork. This can provide a clue to further understand the Teamwork score:
- Joy is the lowest. This may mean that people don't feel sufficiently excited or working within the organization isn't fun.
- Divergence is the highest, which may mean multiple perspectives are encouraged and that their ideas will be heard.

Emotional Intelligence & Teamwork

The core human need under teamwork is: belonging. It's not enough to "have a seat at the table," in a vital organization, people feel welcome at the table. Learn more: 6sec.org/vitality/teamwork
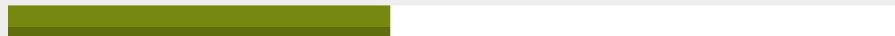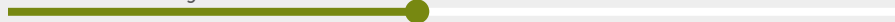
FUTURE SUCCESS
STRATEGY

| Motivation | Change |

RETENTION
PEOPLE

Trust

CUTOMER FOCUS
ORGANIZATION

| Teamwork | Execution |

OPERATIONS
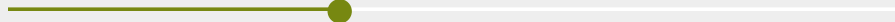PRODUCTIVITY

Driver:

Execution

EXECUTION

Accountability

Feedback

Focus

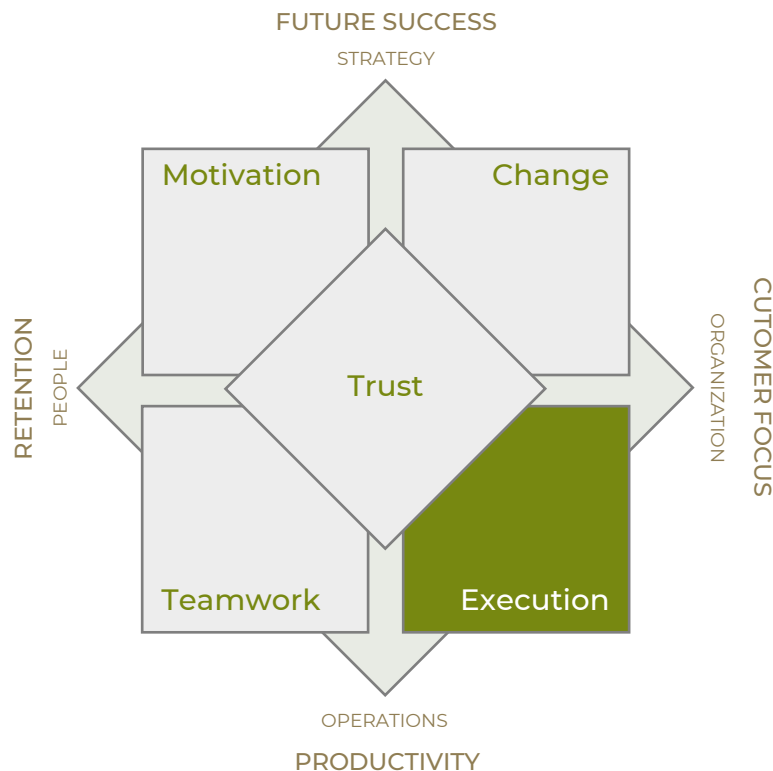Execution means the ability to achieve strategic results by implementing effective tactics.

For this organization, execution is slightly below average and one of the lowest scores, suggesting people don't feel enough achievement.

As shown above on the right, in the OVS there are three key ingredients (we call these "Pulse Points") for Execution. This can provide a clue to further understand the Execution score:

- Feedback is the lowest. People may not be getting sufficient data about how their work contributes to the organization's results.
- Accountability is the highest, which implies people feel a sense of responsibility and ownership of the organization's results.

Emotional Intelligence & Execution

While this driver is highly rational, it also meets a core human need: achievement. When people see & feel their work is producing useful results, they engage more deeply. Learn more: 6sec.org/vitality/execution

FUTURE SUCCESS

STRATEGY

Motivation

Change

RETENTION
PEOPLE

Trust

CUTOMER FOCUS
ORGANIZATION

Teamwork

Execution

OPERATIONS

PRODUCTIVITY

Change

CHANGE

Imagination

Exploration

Celebration

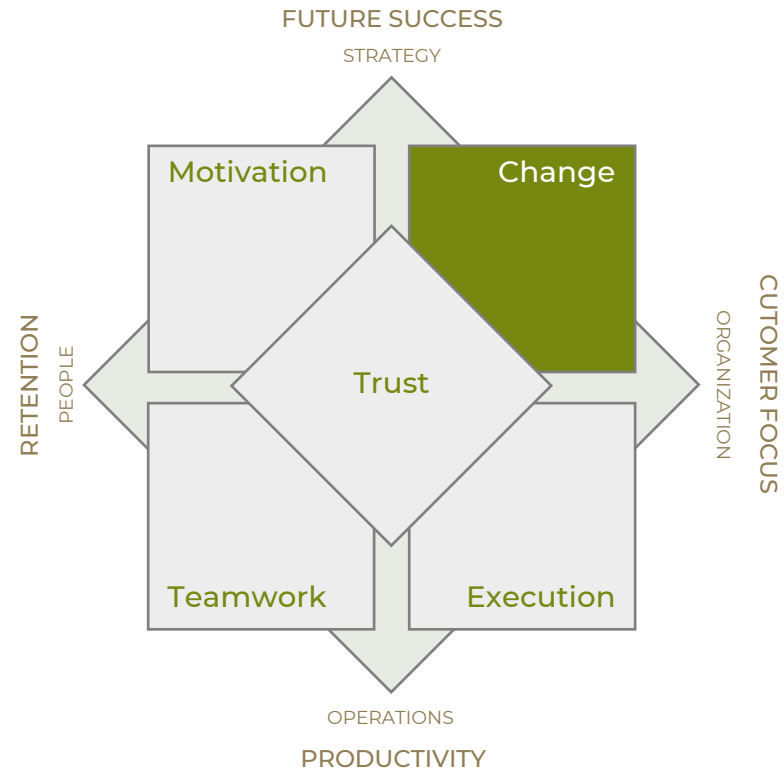Change is about the readiness to innovate and adapt to succeed in a continuously evolving situation.

For this organization, change is close to the average and one of the highest scores, suggesting growth isn't people's biggest concern.

As shown above on the right, in the OVS there are three key ingredients (we call these "Pulse Points") for Change. This can provide a clue to further understand the Change score:

- Imagination is the lowest, which may mean people don't have enough energy or it's hard for them to see options for moving forward.
- Exploration is the highest, which implies members of the organization are encouraged to try new things and experimentation is appreciated.

Emotional Intelligence & Change

Change is loaded with emotion and connected to the core human need for growth. Most change fails because it overlooks the emotional side; as explained on page 27, emotions fuel or block change. For more, see: 6sec.org/vitality/change

FUTURE SUCCESS
STRATEGY

Motivation

Change

RETENTION
PEOPLE

Trust

CUTOMER FOCUS
ORGANIZATION

Teamwork

Execution

OPERATIONS

PRODUCTIVITY

Outcome:
Future Success

Is the organization creating enduring value, and can that continue over time? Future success is about a strategic direction that makes sense for long-term.
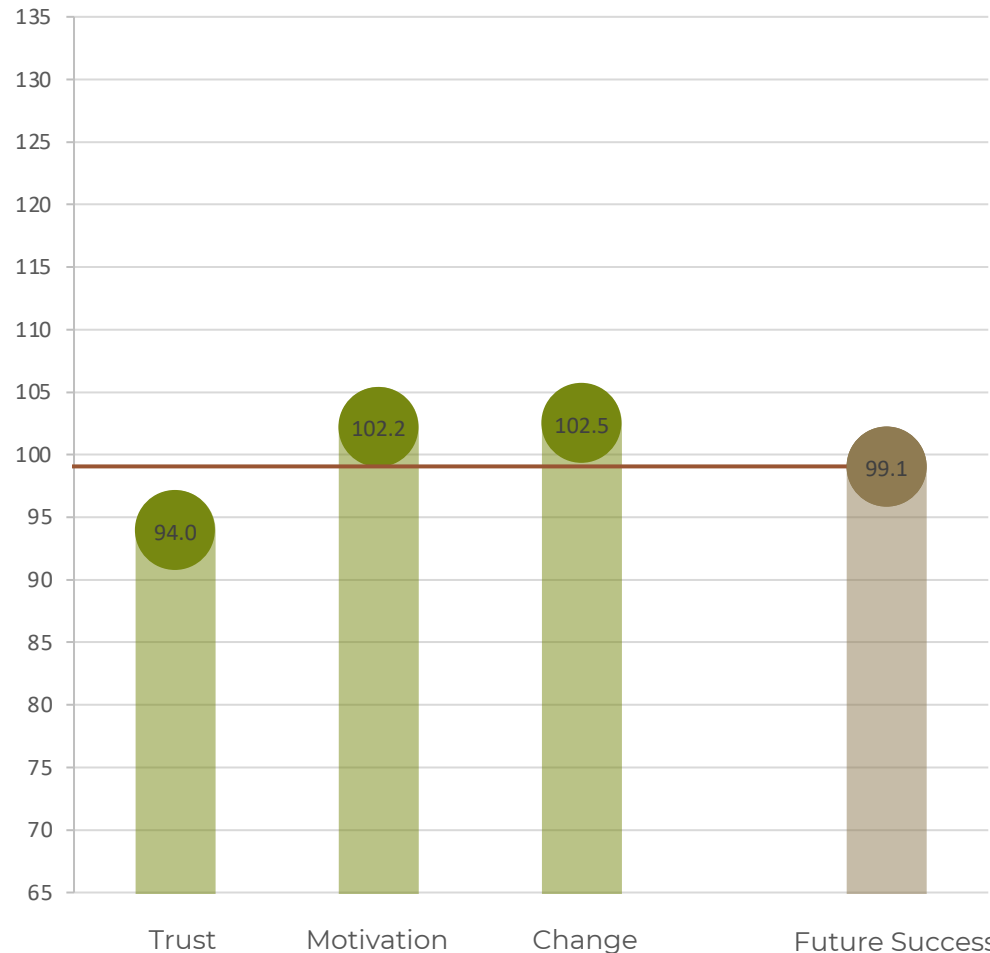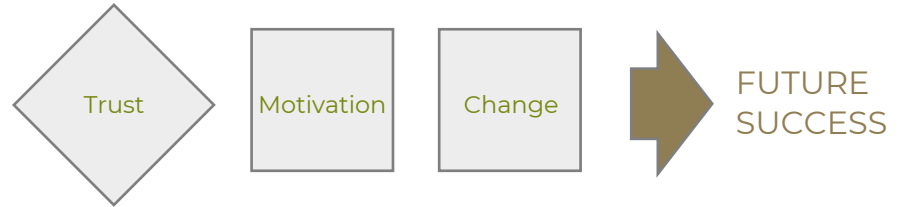
Respondents scored Future Success at 99.1 – which is in the average range, and this is the highest-scoring outcome. Is that sufficient given the organization's goals?

If this organization wants to increase Future Success, focus on the Drivers most closely linked with Future Success as shown below-right.

Trust is the lowest-scoring of these Drivers. What would it take for people to feel more confident (safe) about the long-term?

Of these three, Change is the Driver with the highest score, which suggests people are relatively open and adaptable. How can you leverage that flexibility to move to a more sustainable direction?

As you can see visually to the right, two of the Drivers landed above the Future Success score. This suggests an important opportunity: There is sufficient organizational vitality to increase future success. How can these resources be applied to support long-term success?

Trust ◇ Motivation ☐ Change ☐ ➔ FUTURE SUCCESS

	Trust	Motivation	Change	Future Success
Score	94.0	102.2	102.5	99.1

Retention

Are people feeling like valuable members of the organization? Do they want to stay in this role? Retention is linked with how connected people feel with the organization and its mission.
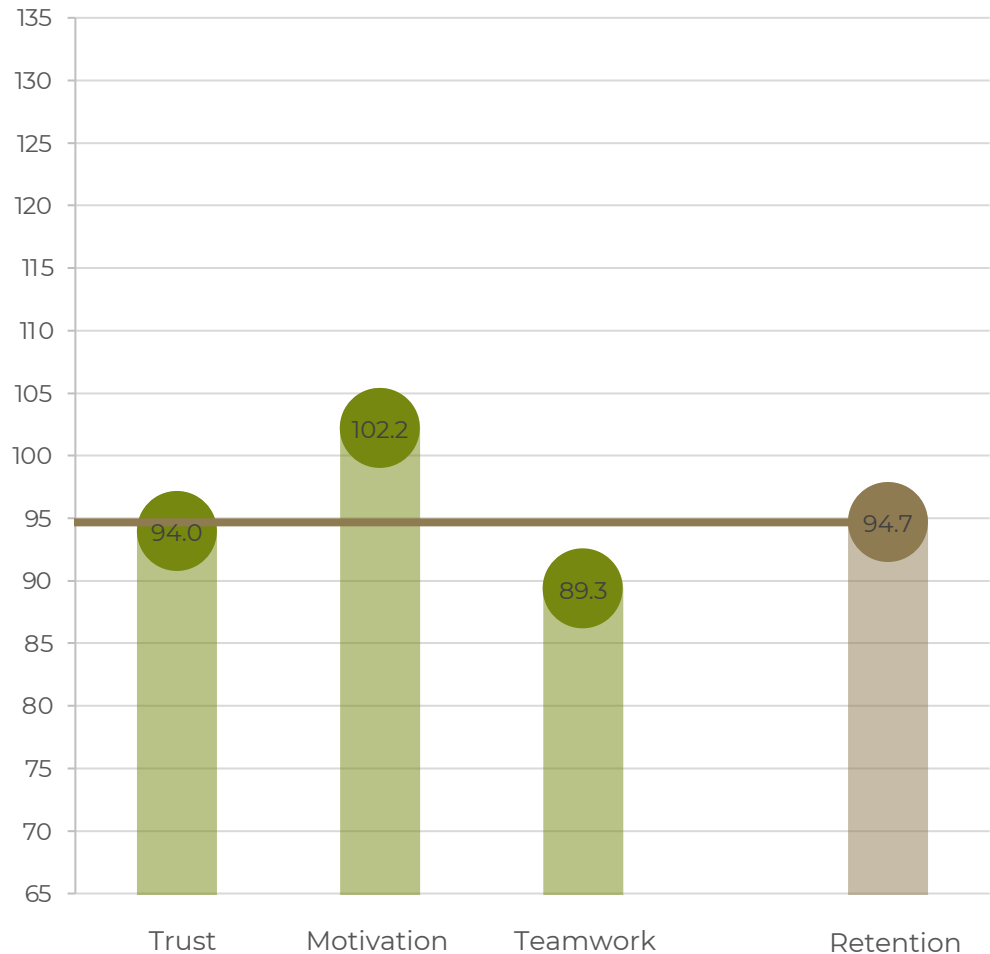
Respondents scored Retention at 94.7 – which is below average, and this is one of the middle-scoring outcomes. Is that sufficient given the organization's goals?

If this organization wants to increase Retention, focus on the Drivers most closely linked with Retention as shown below-right.

Among the three Drivers, Teamwork is the lowest-scoring one. How can you strengthen relationships so people feel more committed to this organization?

Of these three, Motivation is the Driver with the highest score, which suggests people feel relatively energized. How can you leverage that momentum to build greater commitment?

As you can see visually to the right, one of the Drivers landed above the Retention score. This suggests a risk: There may not be sufficient organizational vitality to maintain retention. How can these resources be strengthened to support commitment to the organization?

Trust | Motivation | Teamwork | → RETENTION

	Trust	Motivation	Teamwork	Retention
Score	94.0	102.2	89.3	94.7

Productivity

Do people in this organization perceive that together they are reaching worthwhile goals? Are we doing enough? Productivity is connected with the organization's ability to focus on key priorities so they get things done together.
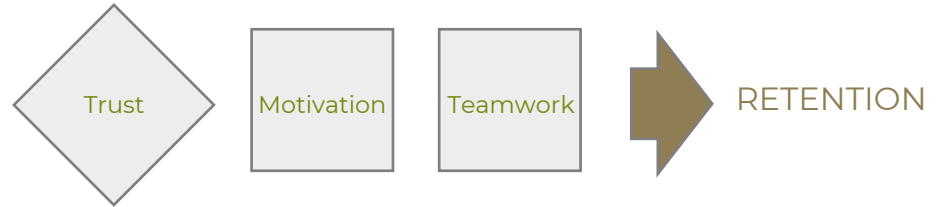
Respondents scored Productivity at 87.7 – which is below average, and this is one of the middle-scoring outcomes. Is that sufficient given the organization's goals?

If this organization wants to increase Productivity, focus on the Drivers most closely linked with Productivity as shown below-right.

Teamwork is the lowest-scoring of these Drivers, suggesting people are not working in a synergistic way. What would it take for people to feel more aligned?

Of these three, Trust is the Driver with the highest score. That suggests the organization feels safe enough to take risks and rely on each other. How can you leverage this sense of reliability to increase efficiency?

As you can see visually to the right, three of the Drivers landed above the Productivity score. This suggests an important opportunity: There is sufficient organizational vitality to increase productivity. How can these resources be applied to raise efficiency or effectiveness?

Trust | Teamwork | Execution | → PRODUCTIVITY

	Trust	Teamwork	Execution	Productivity
Score	94.0	89.3	93.5	87.7

Customer Focus

Is the organization able to rapidly adapt to changing client needs? Are they proactive? Customer Focus is about genuinely caring about the customer experience and their satisfaction.
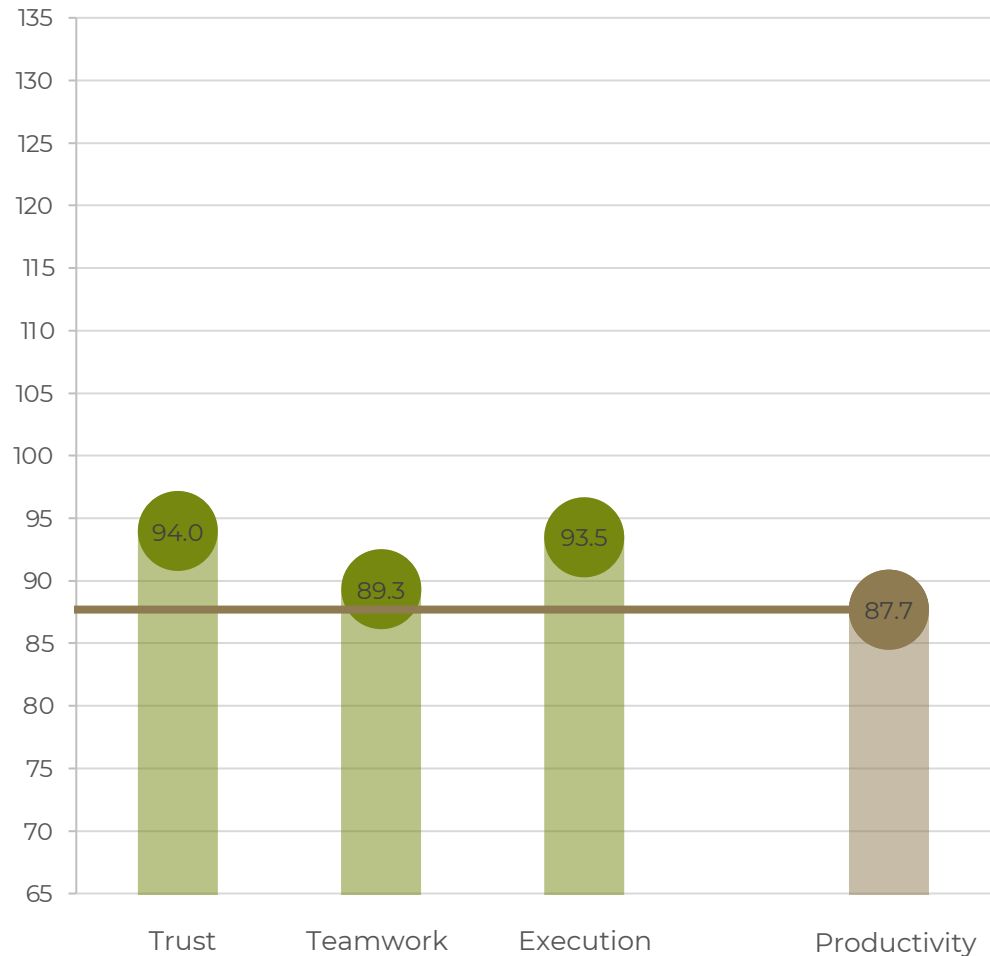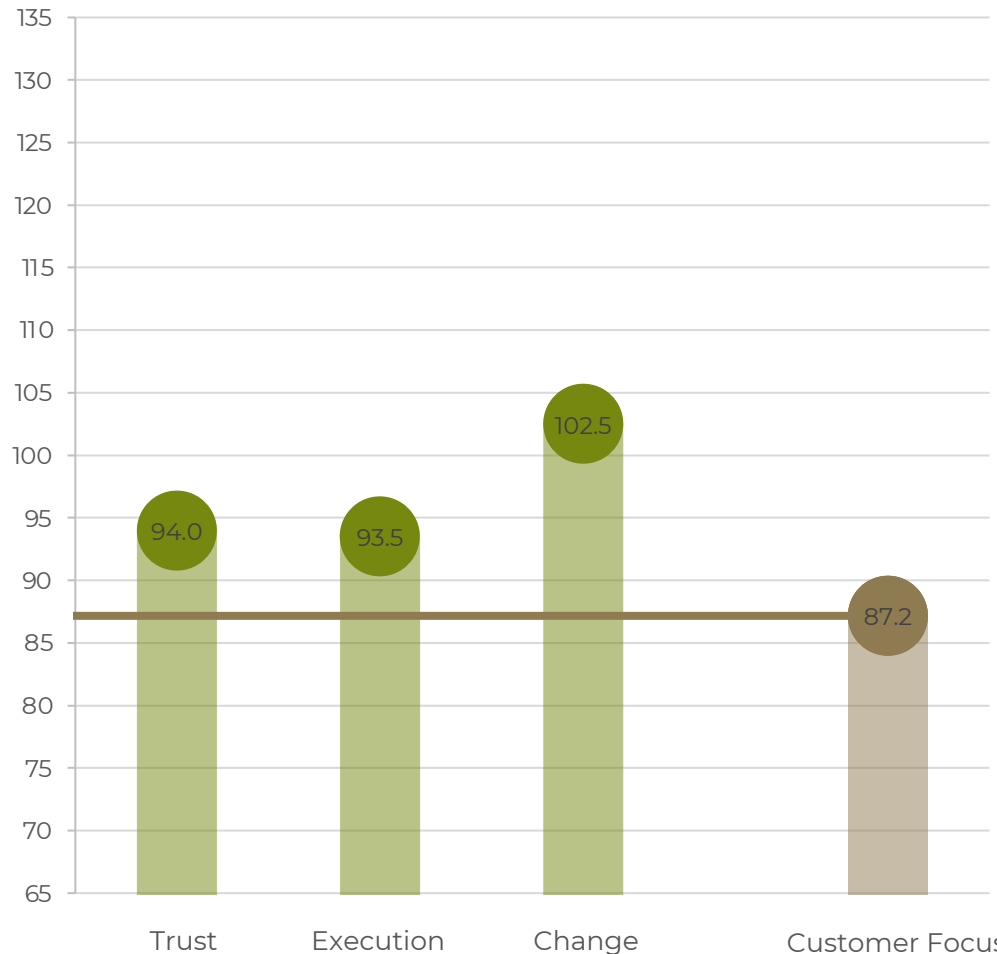
Respondents scored Customer Focus at 87.2 – which is below average, and this is the lowest-scoring outcome. Is that sufficient given the organization's goals?

If this organization wants to increase Customer Focus, focus on the Drivers most closely linked with Customer Focus as shown below on the right.

Execution is the lowest scoring Driver of these three, suggesting it might be hard for people to apply new ideas and make them practical. How can having the customer in mind guide them?

Of these three, Change is the Driver with the highest score. That suggests an openness or readiness to new opportunities. How can you leverage this openness to meet rapidly changing customer needs?

As you can see visually to the right, three of the Drivers landed above the Customer Focus score. This suggests an important opportunity: There is sufficient organizational vitality to increase customer focus. How can these resources be applied to support and really take a lead in innovation?

Trust   Execution   Change   →   CUSTOMER FOCUS

Trust	Execution	Change	Customer Focus
94.0	93.5	102.5	87.2

Pulse Points

Motivation
- Autonomy
- Meaning
- Mastery

Change
- Imagination
- Exploration
- Celebration

Trust
- Transparency
- Coherence
- Care

Teamwork
- Divergence
- Connection
- Joy

Execution
- Accountability
- Feedback
- Focus
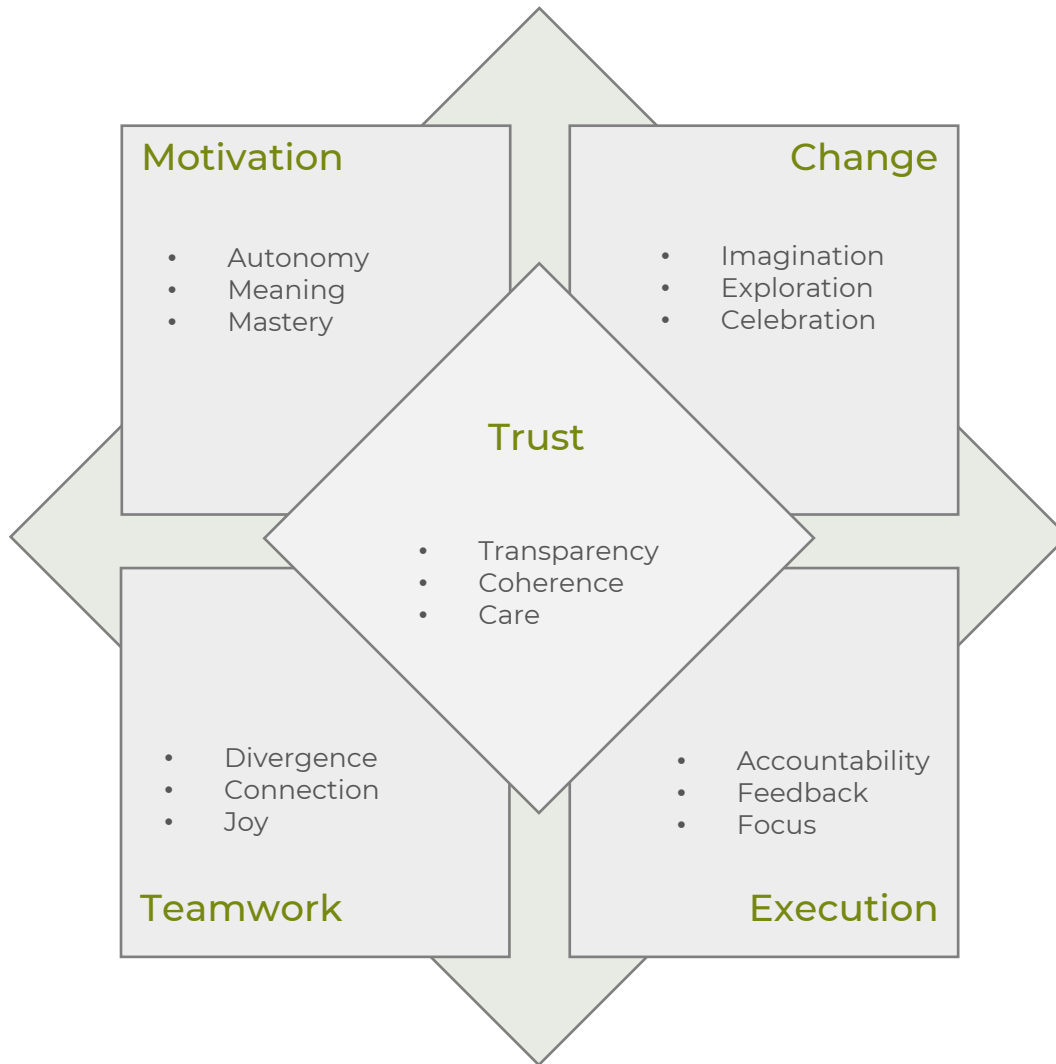
These 15 "Pulse Points" provide key indicators to make the Drivers actionable. As explained in the book The Vital Organization, they can be used as a kind of checklist to support the development of Vitality.

After an organization discusses which of the five Drivers they'll prioritize as a focus to improve, consider which of that Drivers' Pulse Points are actively working, and which can be strengthened.
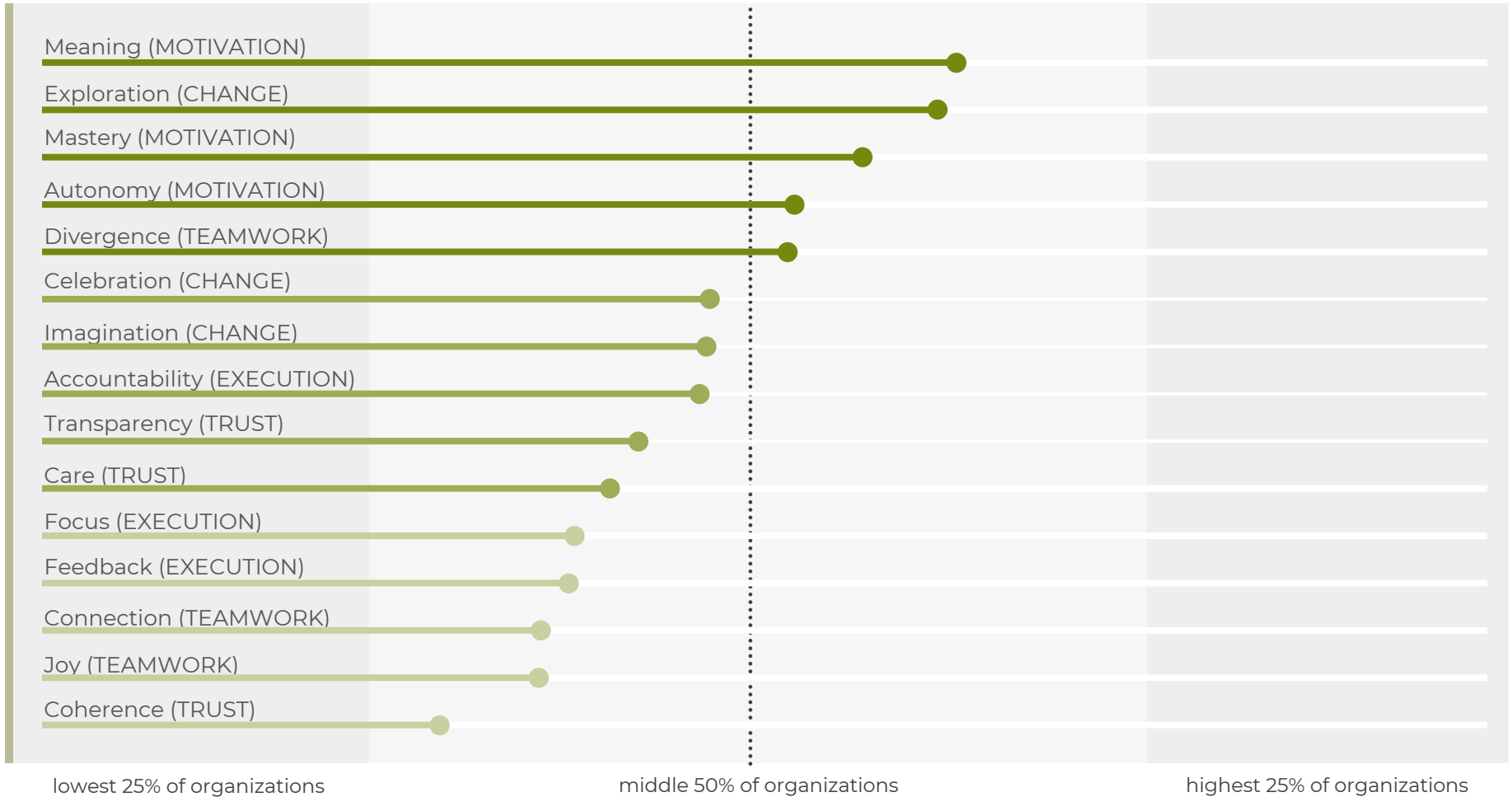
On the following page, you'll see scores on all 15 Pulse Points. What can you learn from the highest and lowest scores?

In the next two pages, in addition to the averages, you'll see the standard deviation (SD) scores, which show level of coherence among the group.

Pulse Points

OVS measures these five elements of organizational climate within which there are 3 pulse points as shown in the previous slide:

	lowest 25% of organizations	middle 50% of organizations	highest 25% of organizations
Meaning (MOTIVATION)			
Exploration (CHANGE)			
Mastery (MOTIVATION)			
Autonomy (MOTIVATION)			
Divergence (TEAMWORK)			
Celebration (CHANGE)			
Imagination (CHANGE)			
Accountability (EXECUTION)			
Transparency (TRUST)			
Care (TRUST)			
Focus (EXECUTION)			
Feedback (EXECUTION)			
Connection (TEAMWORK)			
Joy (TEAMWORK)			
Coherence (TRUST)			

lowest 25% of organizations   middle 50% of organizations   highest 25% of organizations

* The black dotted line in the middle represents 100, which is the average of the normed scale which goes from 65 to 135, while the two darker grey areas on the sides are indicative of the highest and lowest performing organizations from the normed sample dataset.

Pulse Points - Table of Scores

This table shows the numerical scores from the previous graph. The final column, SD, shows "Standard Deviation," a measure of the consistency of the scores where lower scores come from more consistent responses; an organization with an average level of alignment has an SD around 10.

These have low SD, which means there's less variation among members of the organization: Meaning, Mastery.

Meanwhile, these have high SD, high variation, which creates a valuable opportunity to discuss why people have such different perspectives: Exploration, Divergence, Celebration, Accountability, Transparency, Care.

Note: The Pulse Points are measured by the climate part of the questionnaire. These are indicators and they are less robust. They are meant to give you more specific and practical info to help you better understand the organization's drivers.

	FACTOR	Average	Standard Deviation
1	Meaning (MOTIVATION)	109.3	11.3
2	Exploration (CHANGE)	108.4	18.2
3	Mastery (MOTIVATION)	104.7	11.2
4	Autonomy (MOTIVATION)	101.4	15.7
5	Divergence (TEAMWORK)	101.1	17.7
6	Celebration (CHANGE)	97.3	17.6
7	Imagination (CHANGE)	97.2	15.0
8	Accountability (EXECUTION)	96.8	17.4
9	Transparency (TRUST)	93.9	17.3
10	Care (TRUST)	92.5	18.5
11	Focus (EXECUTION)	90.8	16.6
12	Feedback (EXECUTION)	90.5	14.4
13	Connection (TEAMWORK)	89.1	14.4
14	Joy (TEAMWORK)	89.0	16.5
15	Coherence (TRUST)	84.2	14.0

Reflection Questions

Highest Scores	Average	Standard Deviation
Meaning (MOTIVATION)	109.3	11.3
Exploration (CHANGE)	108.4	18.2
Mastery (MOTIVATION)	104.7	11.2
Autonomy (MOTIVATION)	101.4	15.7
Divergence (TEAMWORK)	101.1	17.7

Lowest Scores	Average	Standard Deviation
Focus (EXECUTION)	90.8	16.6
Feedback (EXECUTION)	90.5	14.4
Connection (TEAMWORK)	89.1	14.4
Joy (TEAMWORK)	89.0	16.5
Coherence (TRUST)	84.2	14.0

- Are these strengths?
- How are these strengths being leveraged now?
- How can leaders and members of the organization 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?
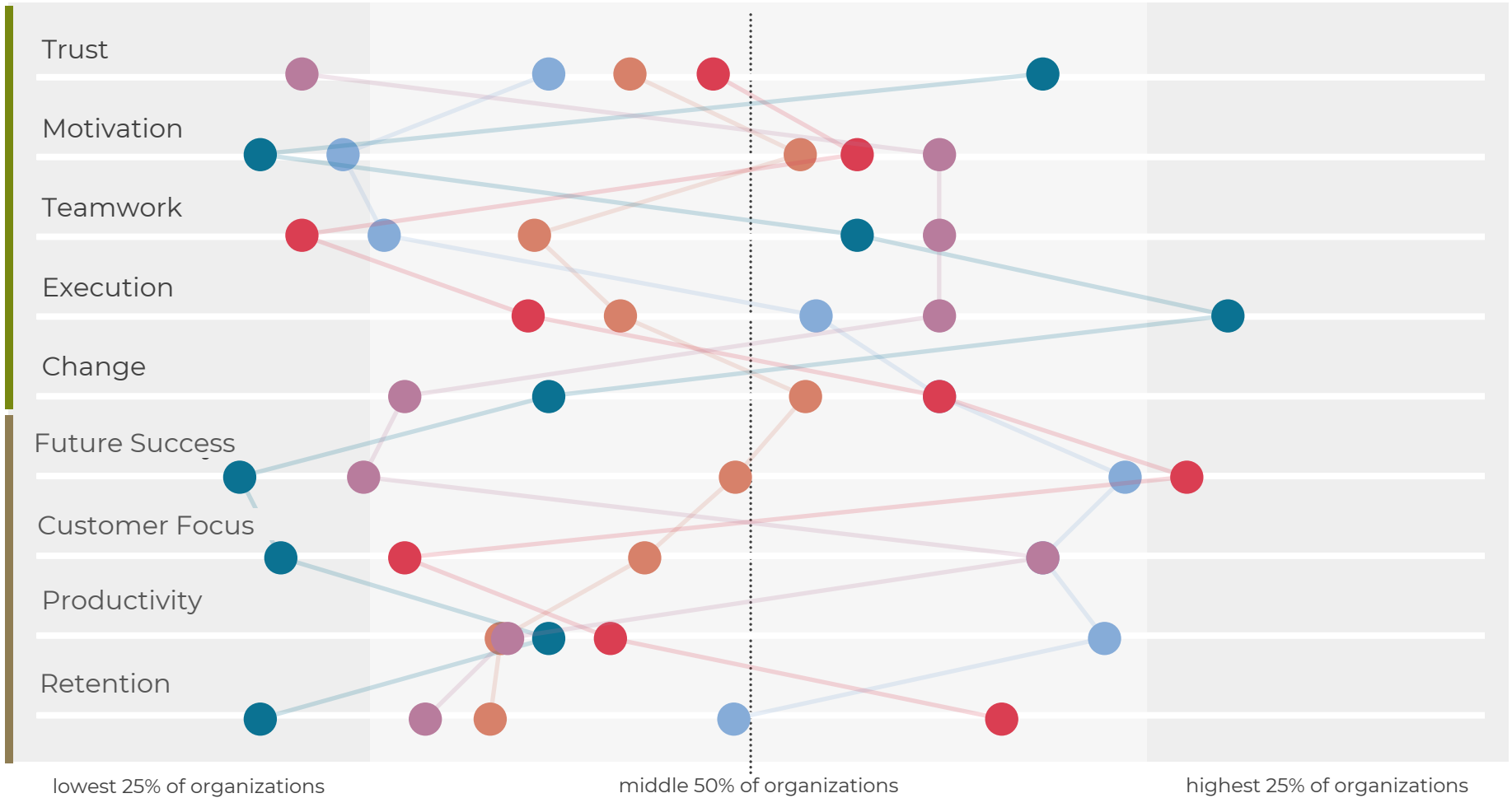- How can these strengths be celebrated and recognized to add positive energy to the organization?

- 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 feelings these engender?
- To what degree do the organization's leaders 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?

Comparison by demographics

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 and low scores may indicate a need for training/development.

● Group 1   ● Group 2   ● Group 3   ● Group 4   ● Group 5

Trust

Motivation

Teamwork

Execution

Change

Future Success

Customer Focus

Productivity

Retention

lowest 25% of organizations   middle 50% of organizations   highest 25% of organizations

Comparison - Table of Scores

This table shows the average scores from the previous graph for each of the demographic groups.

Legend of demographic groups:

- Group 1: Marketing, n=3
- Group 2: Accounting, n=5
- Group 3: Production, n=4
- Group 4: Sales, n=5
- Group 5: Customer Support, n=3

	FACTOR	1	2	3	4	5
DRIVERS	Trust	94.0				
	Motivation	102.2				
	Teamwork	93.5				
	Execution	89.3				
	Change	102.5				
OUTCOMES	Future Success	99.1				
	Retention	94.7				
	Productivity	87.7				
	Customer Focus	87.2				

Additional question 1

Q1: Sample additional question, select one of the following options
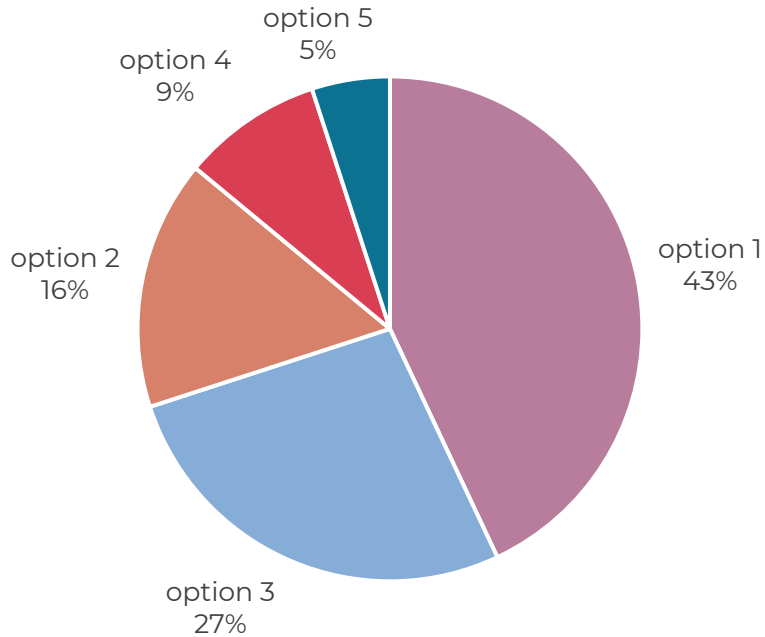
Options:	Percentage of responses
Option 1	43%
Option 2	16%
Option 3	27%
Option 4	9%
Option 5	5%

This question is a multiple choice question, the pie chart displays the distribution of answers for this organization.

Additional question 2

Q2: This is a test question.

3.2	

Rating:	Q1
1	43%
2	16%
3	27%
4	9%
5	5%

This question is a 1-5 rating non normed question, where 5 is highest.
Legend: 1= I disagree, 2 = I slightly disagree, 3 = I slightly agree, 4 = I agree, 5 – I strongly agree.

Action Plan

The CHANGE MAP, shown to the right, offers a structure for planning how to address opportunities and challenges raised in this report.

There are three steps:

ENGAGE – Get buy in to a simple plan

Use this report to get aligned on the current situation. Then pick a goal: If you retake the OVS in 3-6 months, what are one or two areas you'd most like to improve? Why? Then discuss: What would help you do so?

ACTIVATE – Experiment and improve

The next step is action! To improve the areas you've identified, do the individual and shared work of learning and practicing. Get training or coaching to strengthen underlying skills. Check in regularly.

REFLECT – Assess progress & strategize

To ensure your work is generating results, schedule a time to assess progress. Retake the assessment and/or discuss the growth. What did you learn so far? How can you build on that? Then start the process again from Engage, expanding on what you learned.
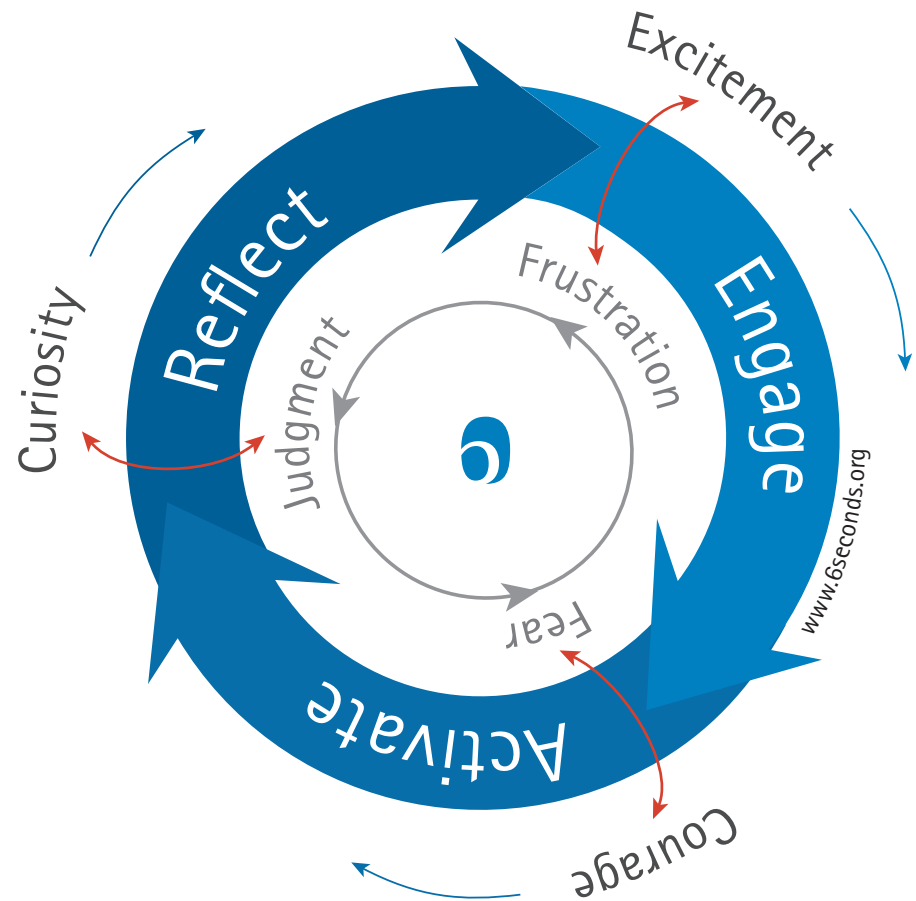
The CHANGE MAP
from the book INSIDE CHANGE by Freedman & Ghini

Tips about leveraging emotional intelligence for change are available here: 6sec.org/vitality/change

Conclusions

The five drivers of climate (trust, motivation, change, teamwork and execution) in the Vital Signs model are powerful. Research and experience shows us these areas make a significant difference in organizational engagement and effectiveness – and also to the experience of the individuals inside the organization.

The current scores are not permanent. Maintaining high climate and outcome score or changing these scores both require concerted effort and careful work.

Please don't forget your organization's strengths. Often receiving this kind of feedback, people will focus on the criticisms or lowest scores. But focusing on strengths usually produces more and faster results. What is one of the organization's 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

FUTURE SUCCESS
STRATEGY

Motivation   Change

RETENTION   PEOPLE

Trust

CUSTOMER FOCUS   ORGANIZATION

Teamwork   Execution

OPERATIONS
PRODUCTIVITY

The Vital Signs Toolkit

The Vital Signs toolkit is published by Six Seconds, the global community working to increase emotional intelligence (EQ). We think the world would be a better place if a billion people were practicing EQ. So, we research and share best practices to do so – at work, school, and home.
www.6seconds.org

LVS-s   Leadership Vital Signs Self: Self-evaluation on leadership and insight into the drivers of people-performance.

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.

EVS   Education Vital Signs: Assess school climate to create a shared vision of a connected, supportive learning environment.

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