Report prepared for   Sample Report

March 24, 2021

Project: Sample Report

ORGANIZATIONAL VITAL SIGNS
International Edition

sixseconds
THE EMOTIONAL INTELLIGENCE NETWORK

OVS ORGANIZATIONAL VITAL SIGNS

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 March 2021 – with input from 294 members.
Categories considered:
Question 1
Question 2
Question 3

Engagement index: 60

This index is a benchmark for the overall organizational health, effectiveness, and readiness for change. The score is based on the percentage of employees who are engaged, neutral, and disengaged (see next page) plus research on the actual performance impact of engagement. It is a single number from 1 to 100, with the average team scoring 50.

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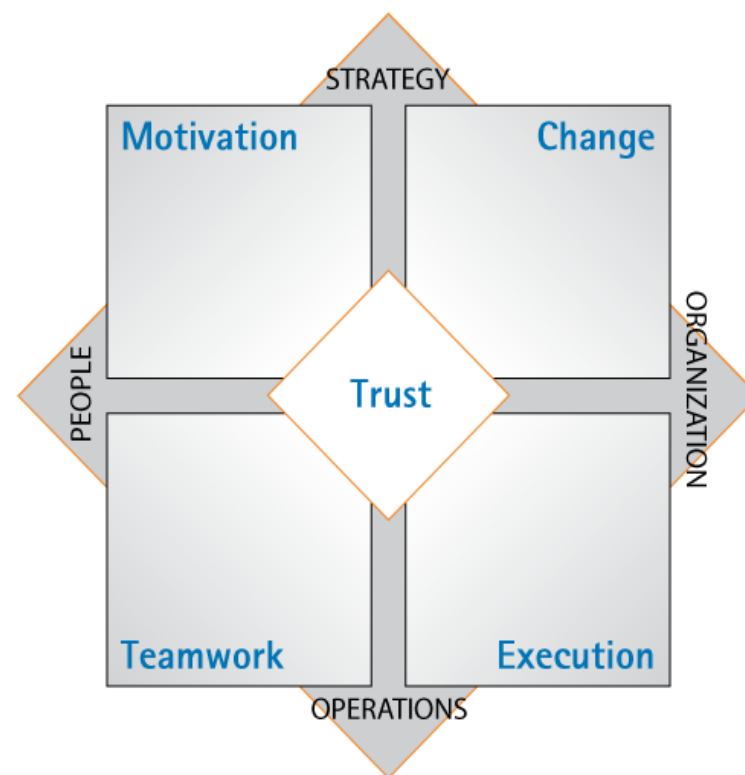
Engagement

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

On average in the OVS database, around 25% of organization members are in the "Engaged" category and 25% are "Disengaged" - higher "Engaged" scores here represent an important organization strength. According to Gallup, world class organizations 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.
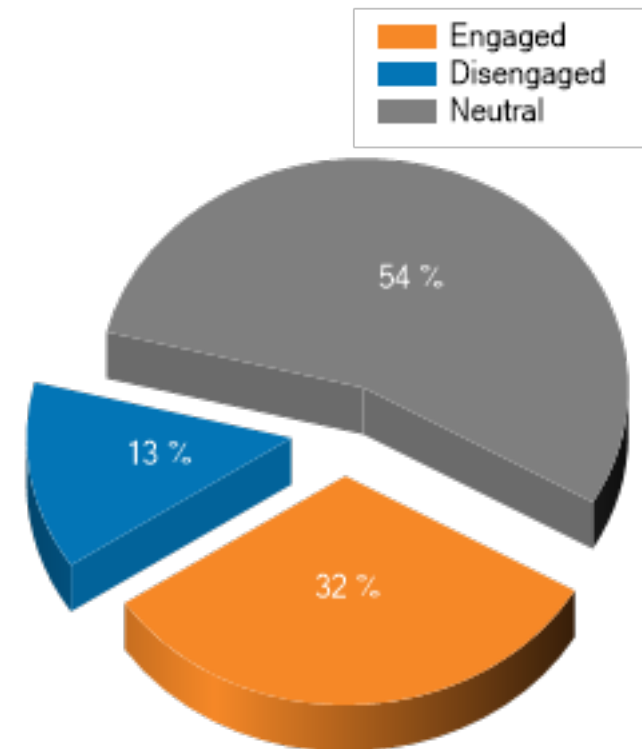
Legend:
- Engaged
- Disengaged
- Neutral

54 %
13 %
32 %

Contents

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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).

STRATEGY

Motivation

Change

PEOPLE

Trust

ORGANIZATION

Teamwork

Execution

OPERATIONS
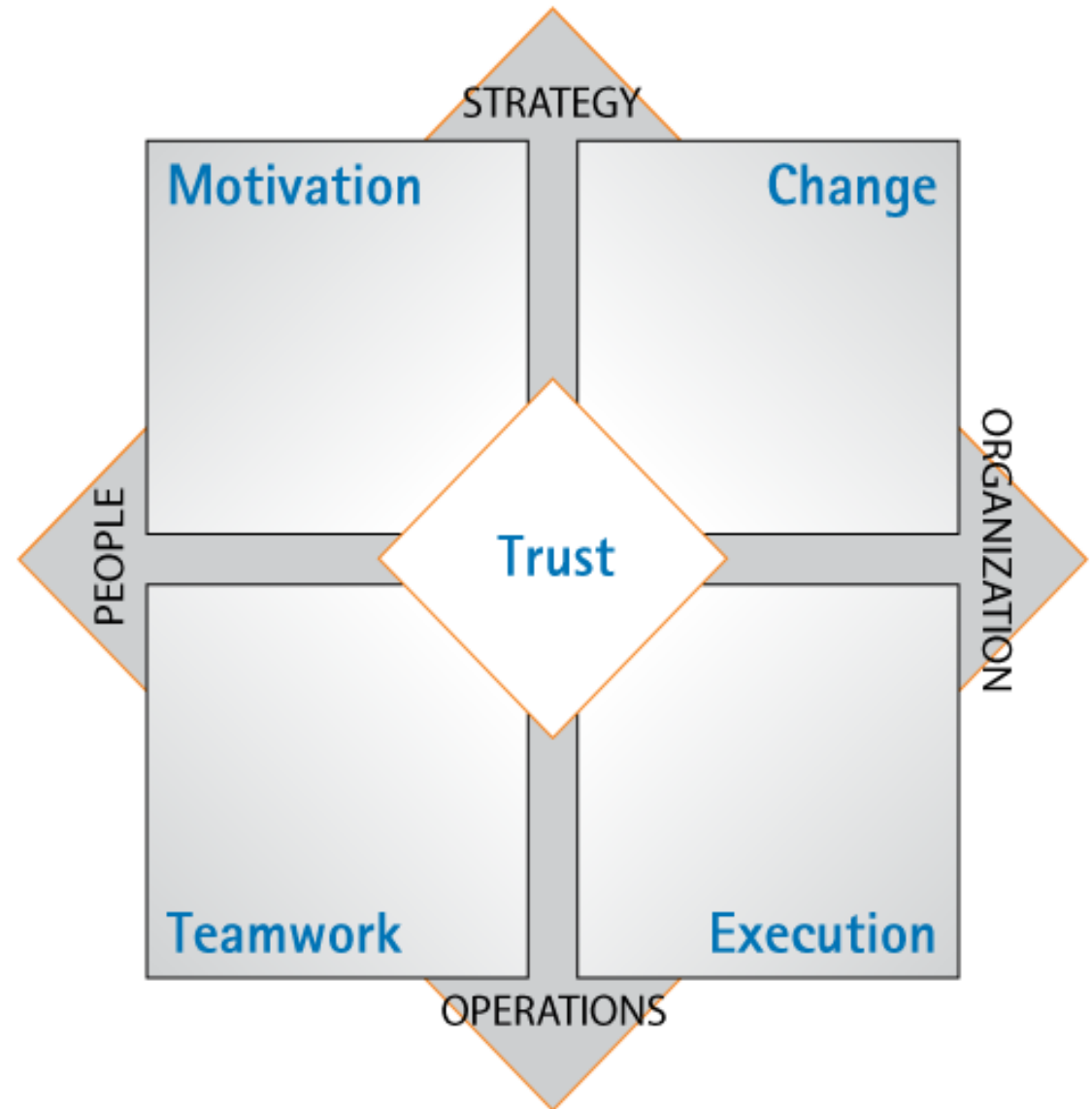
The Vital Signs Factors

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

Motivation	97.9
Teamwork	105.3
Execution	107
Change	104.9
Trust	101
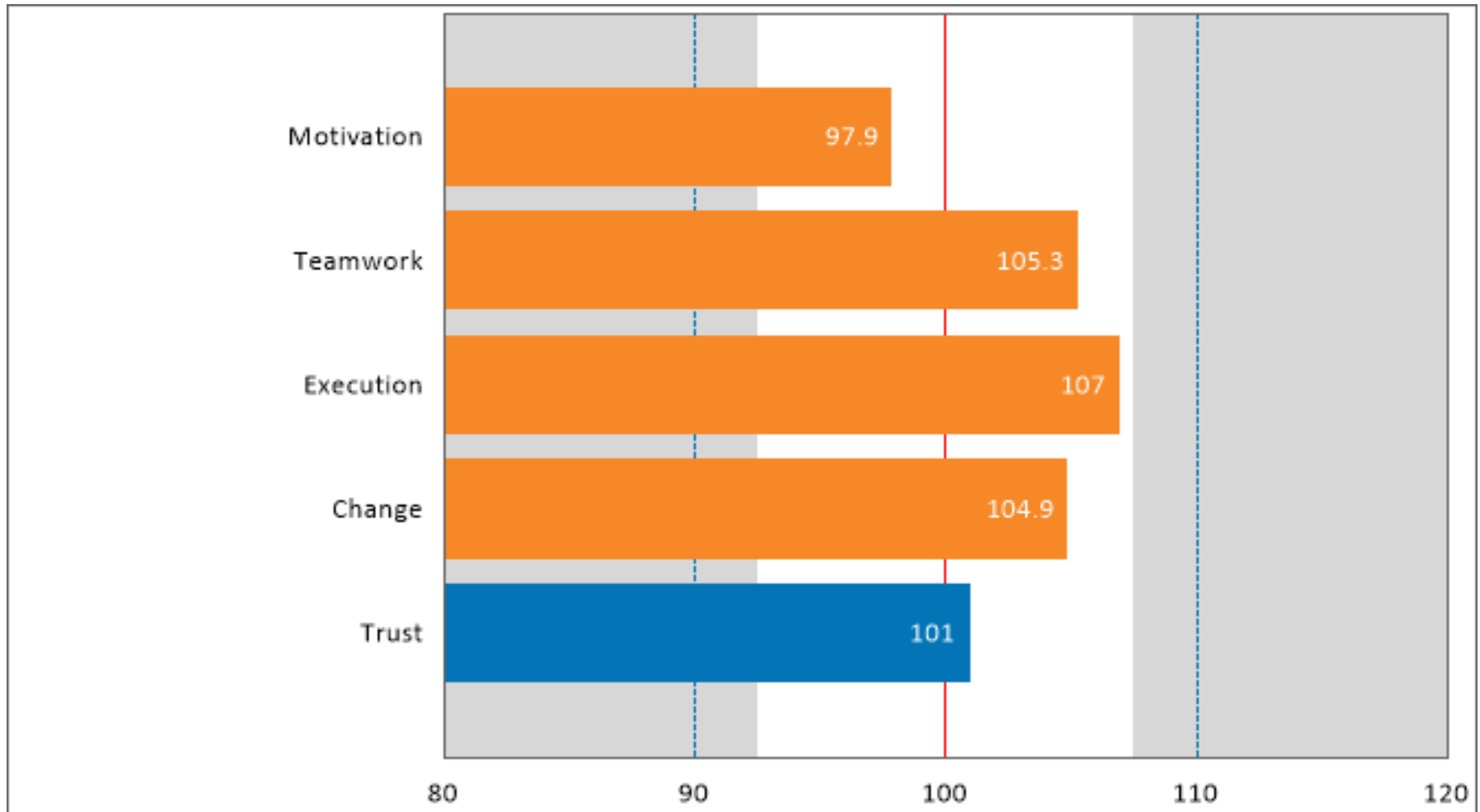
Snapshot Data

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	97.9	14.7
Teamwork	105.3	11.7
Execution	107.0	12.6
Change	104.9	13.3
Trust	101.0	13.5

Climate and Performance

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

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

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.

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Outcomes Model

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

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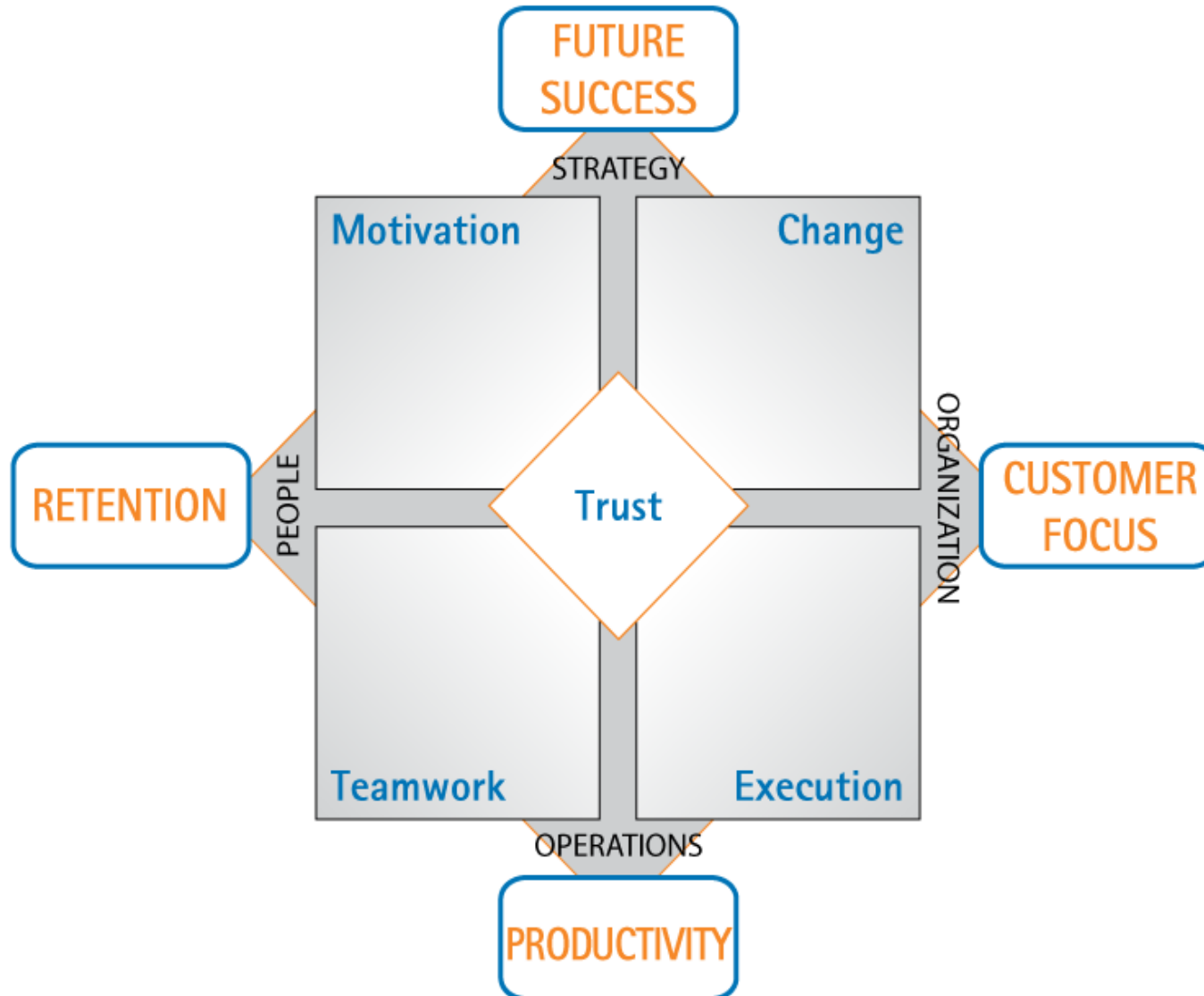
Outcomes Scores

This graph shows overall scores on the four outcomes:

To improve or leverage these outcomes, improve organizational climate.

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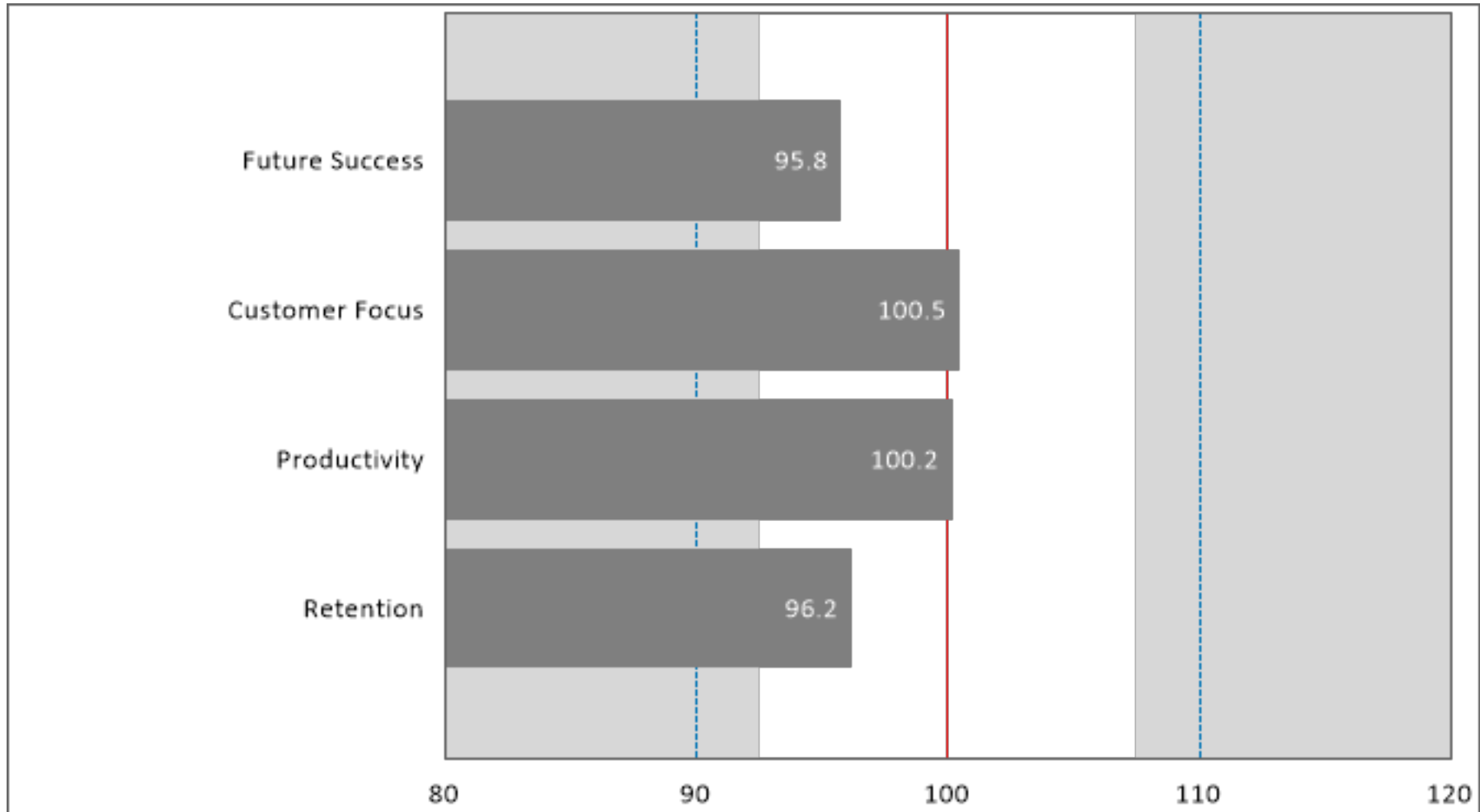
Outcomes Data

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
Retention	96.2	15.6
Productivity	100.2	13.5
Customer Focus	100.5	12.4
Future Success	95.8	14.1

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Combined Snapshot

This chart shows the climate and outcome scores at a glance
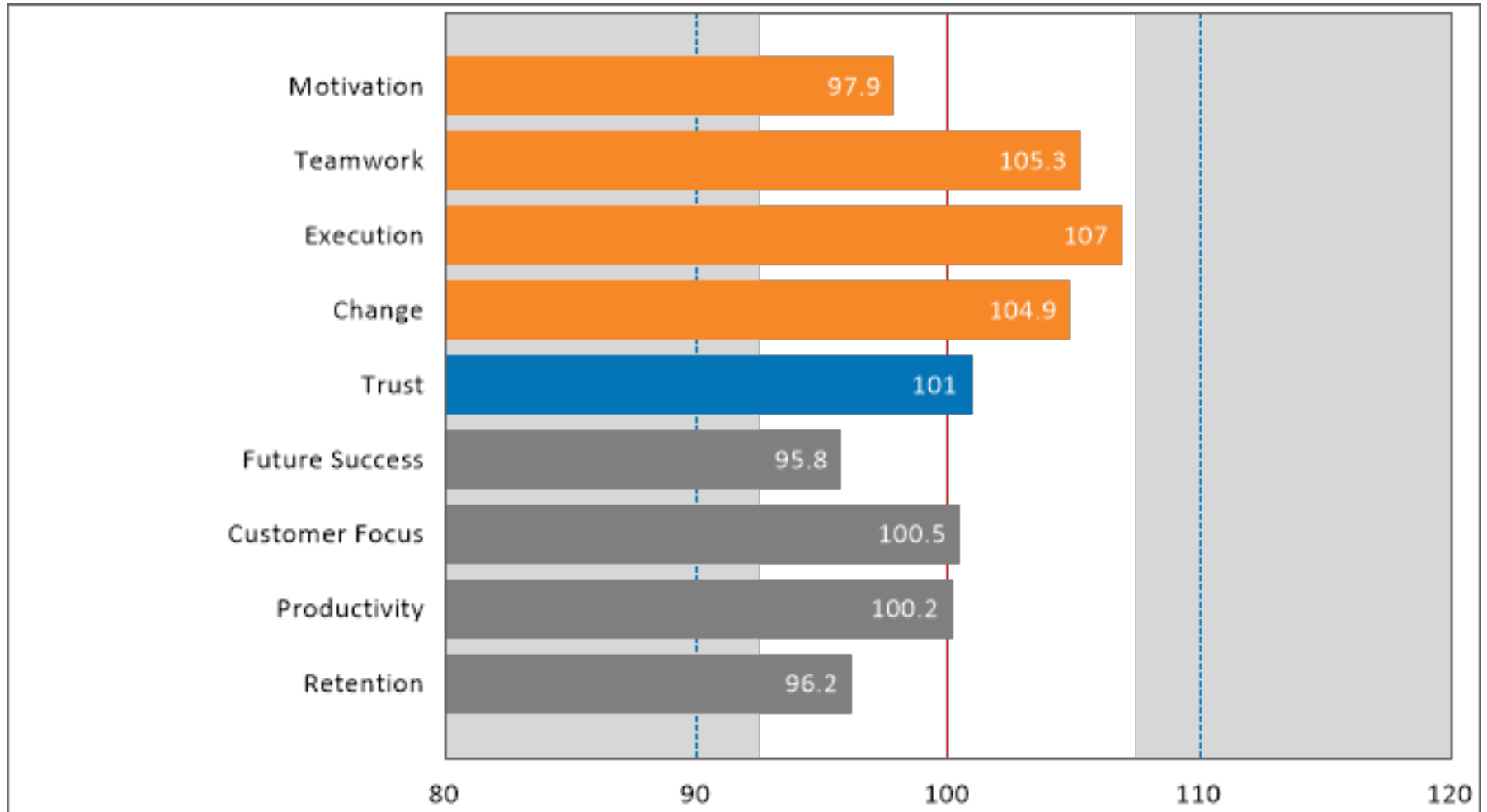
Critical Items

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 feelings these engender?

- To what degree does leadership take ownership and responsibility for these concerns?

- How are these three issues impacting performance?
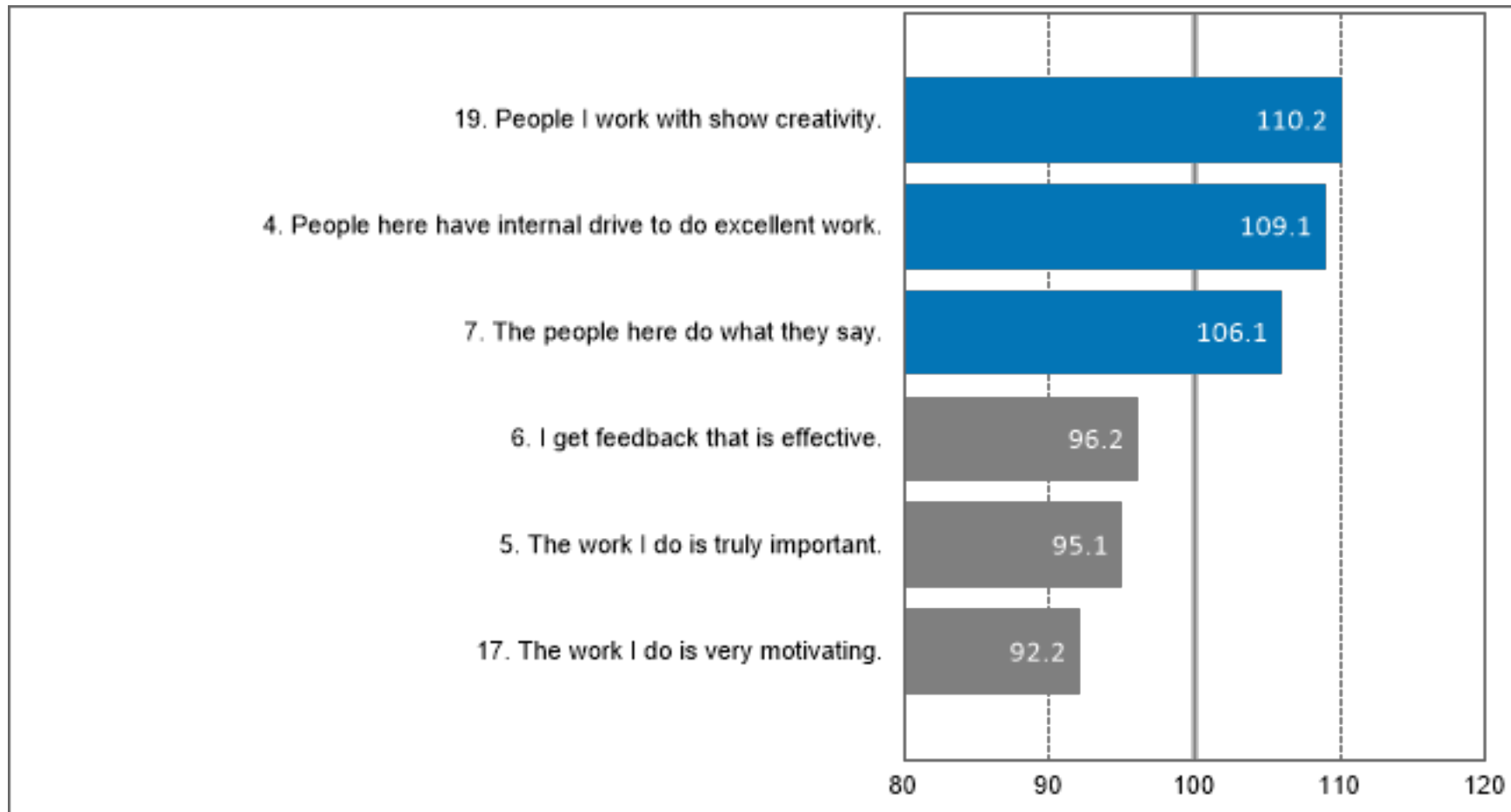
- What would it look like if these were resolved? (What would satisfy people in these areas?)

- 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.

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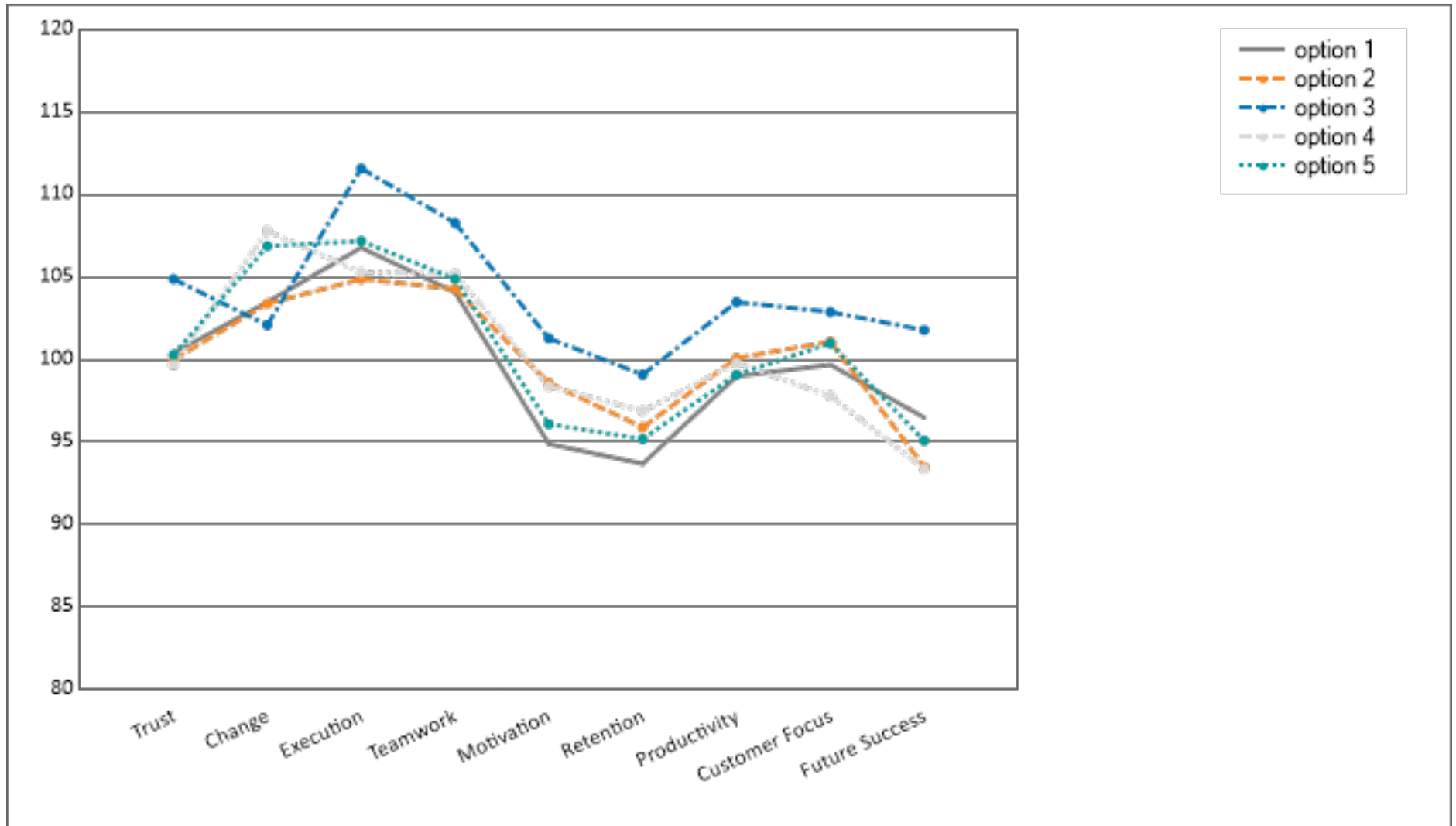
OVS By Question 1

OVS By Question 1

	Motivation	Teamwork	Execution	Change	Trust	Retention	Productivity	Customer Focus	Future Success
option 1	94.9	104.1	106.8	103.5	100.4	93.7	99.0	99.7	96.5
option 2	98.6	104.3	104.9	103.4	100.0	95.9	100.1	101.1	93.5
option 3	101.3	108.3	111.6	102.1	104.9	99.1	103.5	102.9	101.8
option 4	98.4	105.2	105.3	107.8	99.7	96.9	99.8	97.8	93.4
option 5	96.1	104.9	107.2	106.9	100.3	95.2	99.1	101.0	95.1

OVS By Question 2

OVS By Question 2

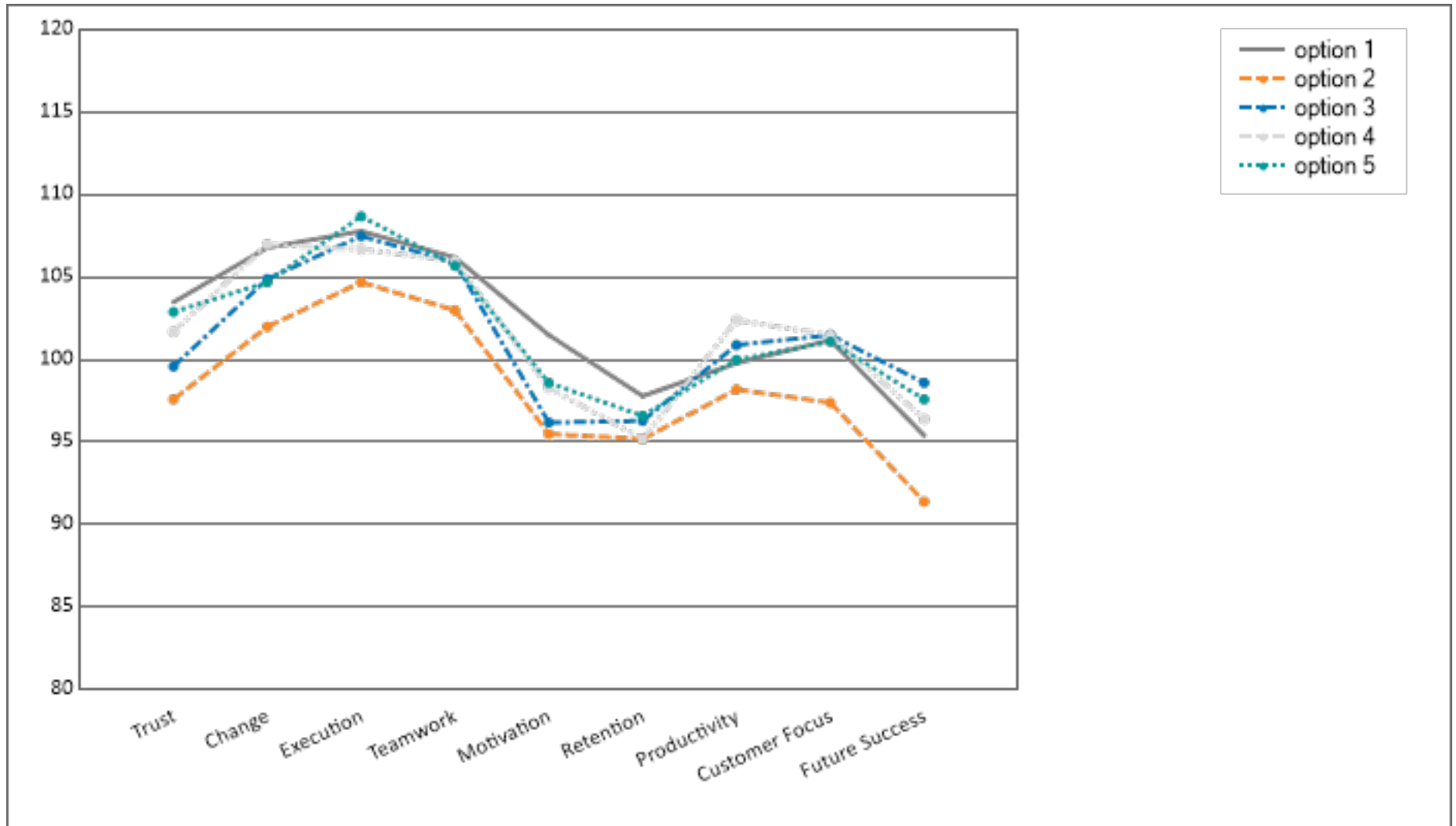|	Motivation	Teamwork	Execution	Change	Trust	Retention	Productivity	Customer Focus	Future Success
option 1	97.6	105.9	107.3	104.7	101.8	97.8	101.3	100.8	94.2
option 2	96.4	102.4	105.0	105.7	96.9	92.0	97.5	99.5	94.7
option 3	96.1	104.0	105.9	104.7	101.3	93.9	97.2	99.1	95.1
option 4	102.2	108.8	111.2	107.2	104.4	100.7	104.1	102.7	98.4
option 5	97.8	106.5	106.6	102.1	101.7	97.7	102.1	100.8	97.7

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OVS By Question 3

OVS By Question 3

	Motivation	Teamwork	Execution	Change	Trust	Retention	Productivity	Customer Focus	Future Success
option 1	101.5	106.2	107.8	106.8	103.5	97.8	99.8	101.2	95.4
option 2	95.5	103.0	104.7	102.0	97.6	95.2	98.2	97.4	91.4
option 3	96.2	105.9	107.5	104.9	99.6	96.3	100.9	101.5	98.6
option 4	98.3	106.0	106.7	107.0	101.7	95.2	102.4	101.5	96.4
option 5	98.6	105.7	108.7	104.7	102.9	96.6	100.0	101.1	97.6

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 there circumstances that would make some groups have a different perspective?

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

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 to address any of these challenges, and/or leverage 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 maintaining the 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)

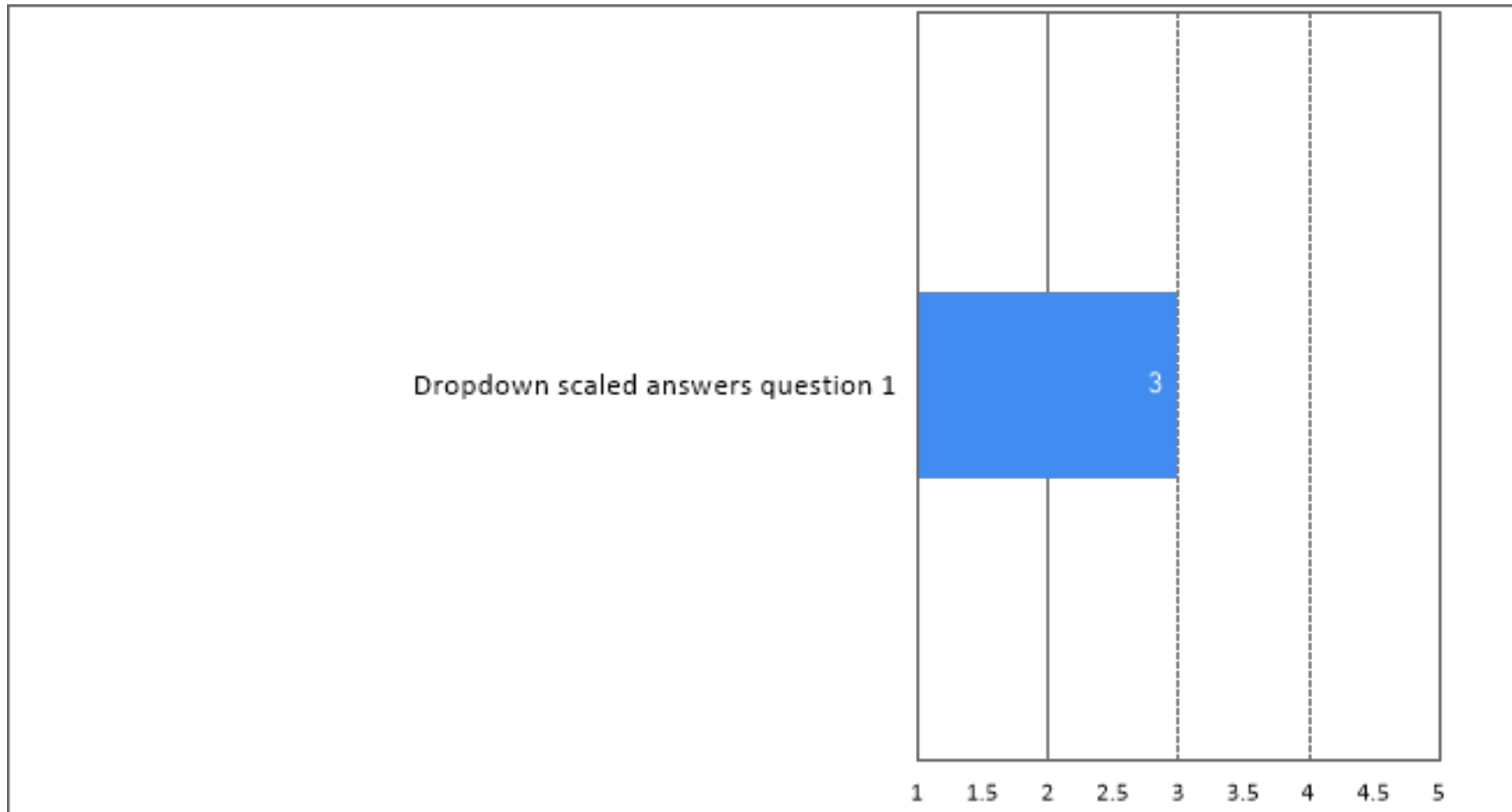| Item	Overall Avg	ST Dev
1. People here take responsibility for work.	103.2	12.0
2. Everyone here has good intentions.	105.8	11.5
3. I am inspired by our organization's mission.	105.4	12.7
4. People here have internal drive to do excellent work.	109.1	11.2
5. The work I do is truly important.	95.1	15.0
6. I get feedback that is effective.	96.2	15.8
7. The people here do what they say.	106.1	11.6
8. I can explain the goals of our organization to others.	101.6	14.2
9. I can see better ways of doing my work.	100.3	15.1
10. People here follow through on commitments.	102.1	13.9
11. We are ready for a transformation.	104.4	13.8
12. Our organization has strong leadership.	98.8	14.2
13. My leader cares about me.	102.3	13.4
14. People here understand the purpose of our organization.	101.3	14.0
15. I welcome change even if it affects my job.	105.7	11.6
16. Work units cooperate effectively.	98.5	14.6
17. The work I do is very motivating.	92.2	15.4
18. I can count on the people I work with.	101.2	12.8
19. People I work with show creativity.	110.2	11.6

Normed scores; 100 is the median, SD=15

Responses by Item (page 2)

Item	Overall Avg	ST Dev
20. Leaders here are sincere.	100.2	14.2
21. I like where our organization is going.	103.1	13.1
22. I easily handle change in my workplace.	104.7	12.2
23. My team members care about me.	104.8	13.0
24. People I work with show initiative.	105.0	12.1
25. We work well as a team.	100.8	14.3
26. The mission of our organization is important to society.	96.7	14.9
27. I would benefit from change in the organization.	101.2	12.9
28. The organization delivers what it promises.	99.5	13.1
29. I will stay working here for at least another year.	96.9	14.4
30. I love coming to work most days.	96.2	15.6
31. Clients customers are happy with our service.	101.7	13.0
32. People often tell me I go beyond what is expected.	105.3	10.8
33. We use our time efficiently.	94.7	15.7
34. People here care about our clients customers.	99.2	12.3
35. We plan ahead for the long term.	95.7	14.4
36. We are moving toward sustainable success.	96.4	14.3
37. We accomplish good results in the time available.	105.0	12.2
38. People here are good at delivering results.	105.6	11.7

Normed scores; 100 is the median, SD=15

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Custom Items

The following custom items were added to the survey

Dropdown scaled answers question 1 — 3

1   1.5   2   2.5   3   3.5   4   4.5   5

Custom Items Data

Item	Average
Dropdown scaled answers question 1	3.0

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

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The Vital Signs Toolkit

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.

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

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