TVS

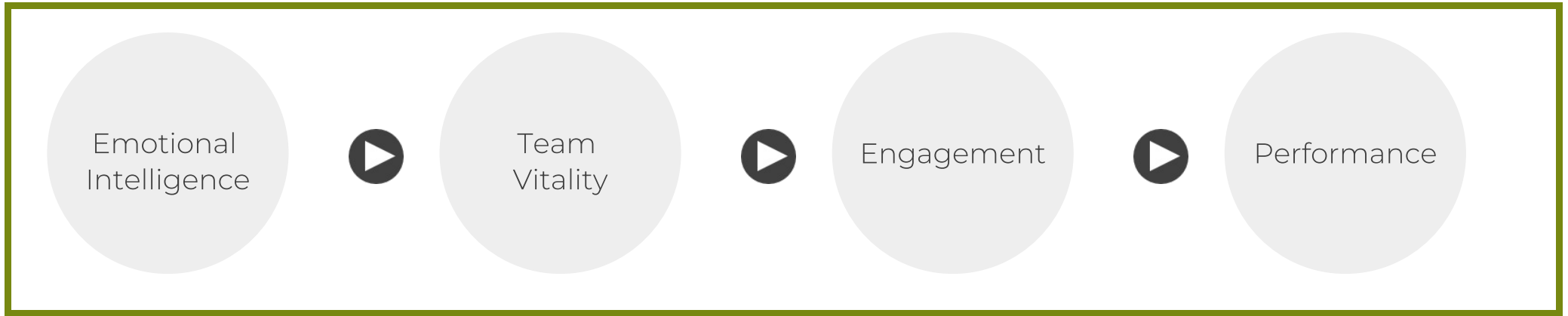## Team Vital Signs
Emotional Intelligence for Performance

Report prepared for: New Tvs All Data Test, 9 participants
April, 4 2022

sixseconds
THE EMOTIONAL INTELLIGENCE NETWORK

Why Team Vital Signs

The business case at a glance:

Emotional Intelligence	▶	Team Vitality	▶	Engagement	▶	Performance

What is Team Vitality?

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

Team 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. A team with a healthy climate has strong Team Vitality.

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

TVS measures the drivers of team effectiveness, offering insight into the workplace climate and team dynamics. Climate is an overview of the employees' relationship with and within the team. 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 team climate and effectiveness. As leaders & team members develop and use emotional intelligence to optimize relationships, climate improves. As climate improves, so does performance.
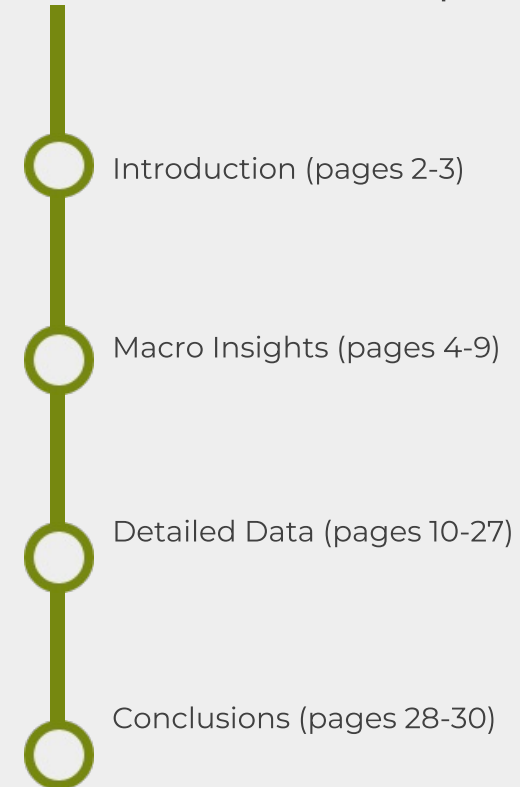
How to Improve Team Performance

1. This TVS report will guide you to identify strengths and obstacles for team 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/teams for proven strategies team leaders and team members use to apply EQ.
3. Re-measure with the TVS to track the results of your efforts.

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

What's in this report?

○ Introduction (pages 2-3)

○ Macro Insights (pages 4-9)

○ Detailed Data (pages 10-27)

○ Conclusions (pages 28-30)

Background

About this TVS
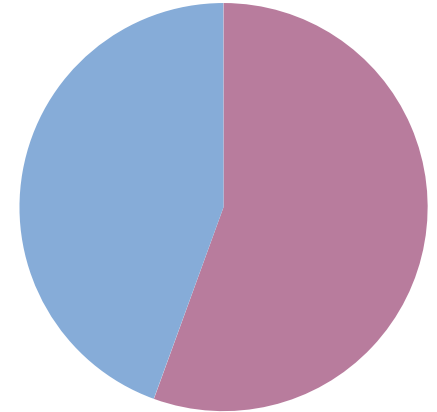
Project name: New Tvs All Data Test
Questionnaire start date: January, 12 2022
Date of this report: April, 4 2022
Participants: 9

Legend of the demographic groups:
Personal Data Question

🟣 Group 1: PD1 n = 5

🔵 Group 2: PD2 n = 4

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SIX SECONDS
Vital Signs Certification

Validity

The TVS 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 team with teams around the world.

The Vital Signs research began in 2001. The current database includes over 50,000 people. The 2020 TVS 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 TVS include confirmatory factor analysis (which found Cronbach's alphas >0.66) and inter-scale correlation as well as stepwise regression to assess the impact of the theoretical model (r2 from 0.34-0.78, statistical significance p<0.00). See 6sec.org /vitality to learn more about the research behind this tool.
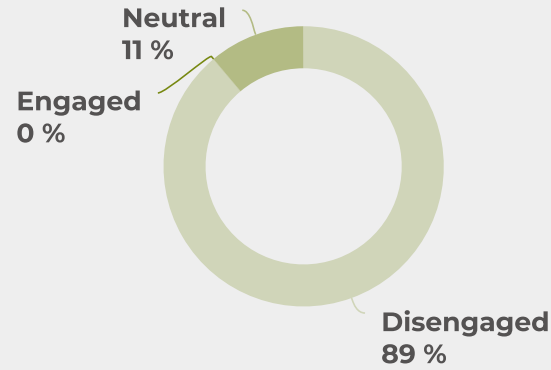
TVS Highlights

New Tvs All Data Test, 9 participants
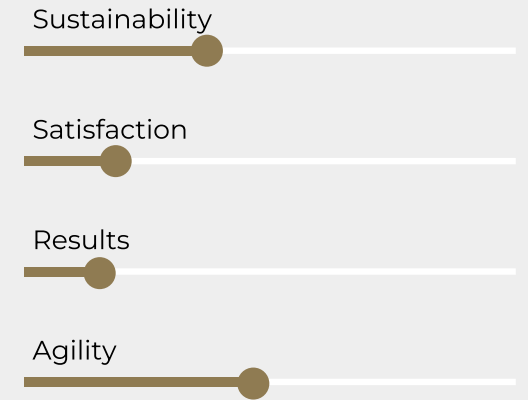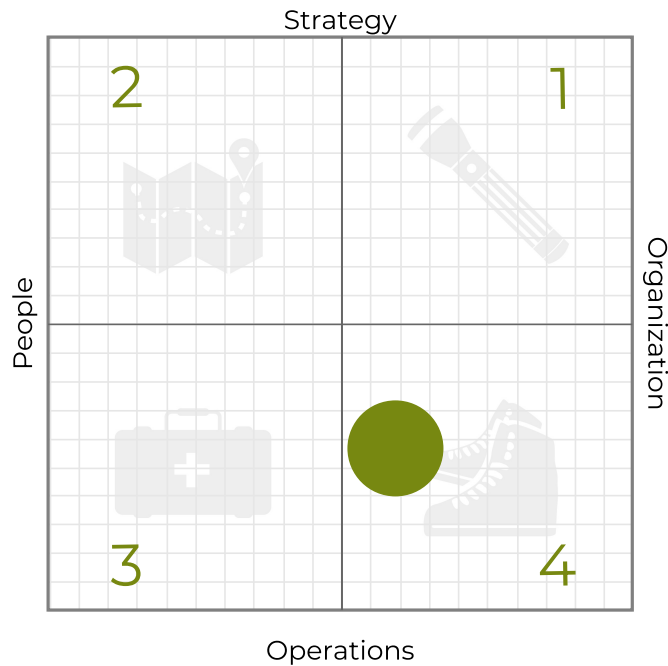April, 4 2022

Climate Drivers

- Trust
- Motivation
- Teamwork
- Execution
- Change

Engagement

Neutral 11 %

Engaged 0 %

Disengaged 89 %

Outcomes

- Sustainability
- Satisfaction
- Results
- Agility

Team Orientation

Strategy

Organization

People

Operations

2	1
3	4

Pulse Points Scorecard

- Feedback (EXECUTION)
- Focus (EXECUTION)
- Divergence (TEAMWORK)
- Celebration (CHANGE)
- Connection (TEAMWORK)

- Joy (TEAMWORK)
- Meaning (MOTIVATION)
- Imagination (CHANGE)
- Transparency (TRUST)
- Mastery (MOTIVATION)

- Accountability (EXECUTION)
- Coherence (TRUST)
- Care (TRUST)
- Exploration (CHANGE)
- Autonomy (MOTIVATION)

Distribution of Scores

High Strength

Low Strength

B | A

C | D

Low Cohesion | High Cohesion
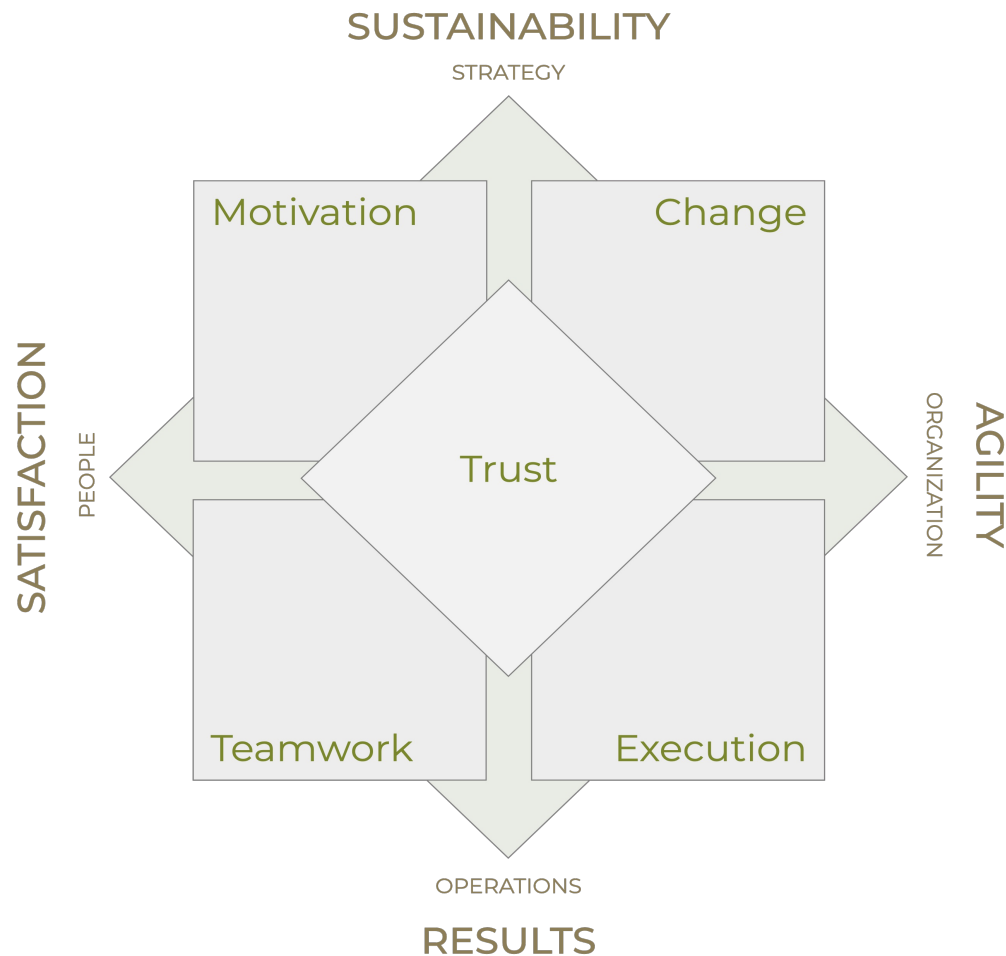
The TVS Model

The **TVS 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

- **Sustainability:** Driven for long term-success. (page 17)
- **Satisfaction:**Committed to the team. (page 18)
- **Results:** Focused on achievement. (page 19)
- **Agility:** Ready to take new opportunities. (page 20)

Team Orientation

By assessing the average scores of the team responses, we can plot the team position on the horizonal and vertical axes to identify the team current style.

Quadrant 4: Hiking Boots Team

Imagine you are on an expedition, a "hiking boots team" would be moving into action, creating efficient systems to get things done, and preparing for all-weather conditions (but they might have a hard time engergizing all the people).

Teams that are more toward Operations care about working together effectively to accomplish the concrete and urgent priorities. These teams focus on the daily tasks to meet short term objectives and won't quit until all the items are checked off.

On the Organization side, teams 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 a "hiking boots team" would be a group assembled for a product launch, or rapid response task force for managing crisis -- they would be good at a reliable, urgent, operations. They might have trouble with keeping people engaged and maintaining alignment. They can be overly task oriented and forget about the "why," especially when there is not a strong vision or a focus on individuals.
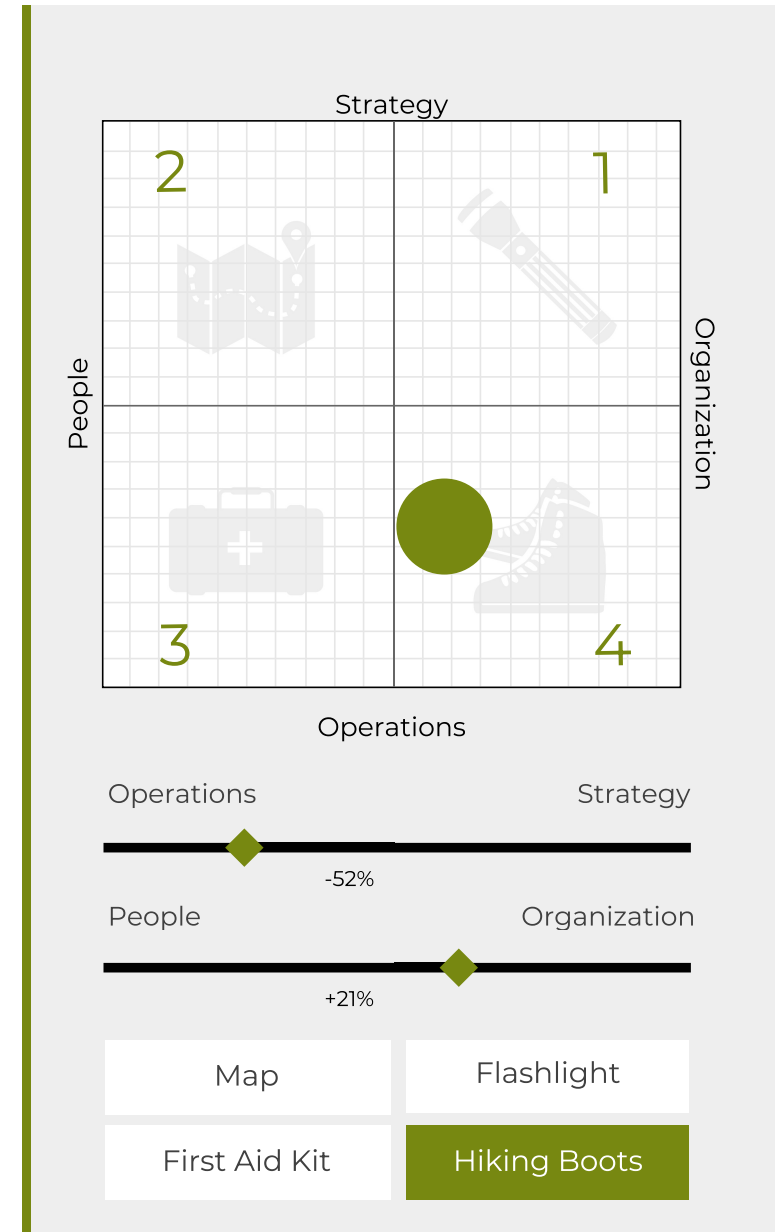
What are some challenges that your team has been recently facing?
How could this style help you?
What about this style can be an obstacle?
What quadrant would be the most useful place to be right now?
How can you flex in that direction?

Strategy

People / Organization

2   1

3   4

Operations

Operations   Strategy

-52%

People   Organization

+21%

| Map | Flashlight |
| First Aid Kit | Hiking Boots |

Engagement

In a healthy team 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 TVS research created an algorithm to define engagement based on the large global database of teams. For example, people in the Engaged category score in the highest quartile of responses in the database.
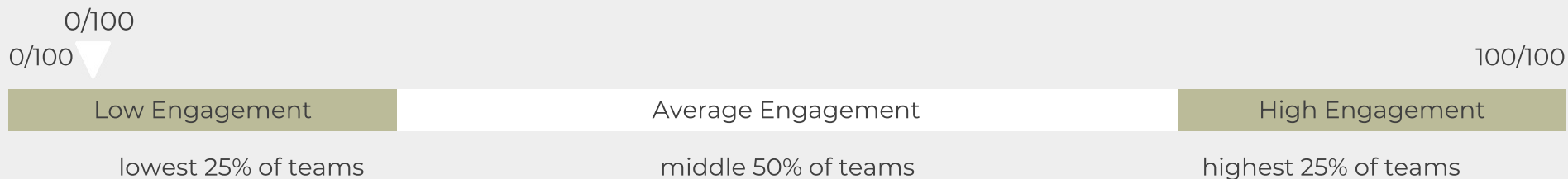
Individual view

On the graph to the right, you'll see what percentage of the individuals in the team land in each category. This graph can be used as a benchmark for the members of your team. An average team 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.
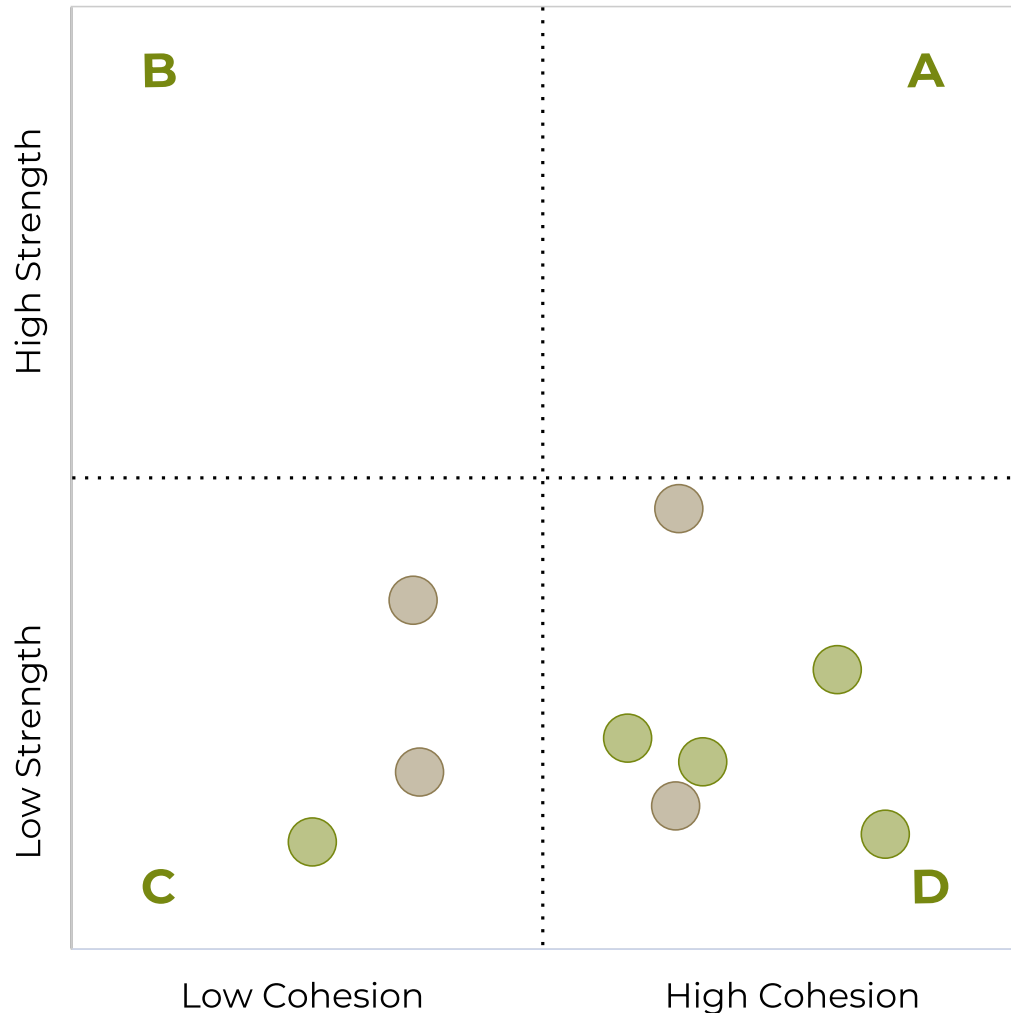Disengaged = Isolated, disconnected, moving away.

Neutral
11 %

Engaged
0 %

Disengaged
89 %
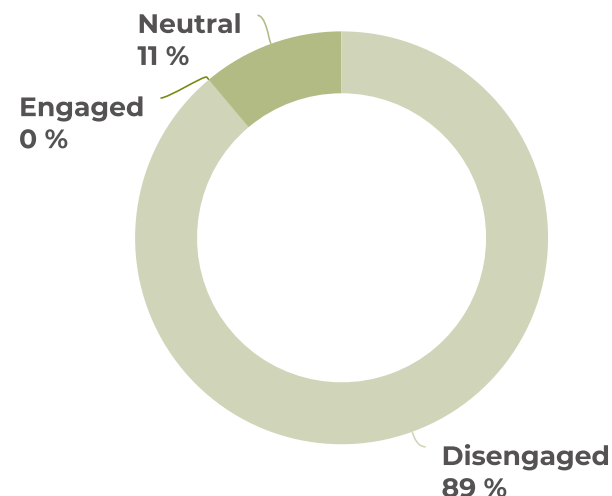
Team view

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

0/100

0/100 ▽

100/100

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

Distribution of Scores

High Strength

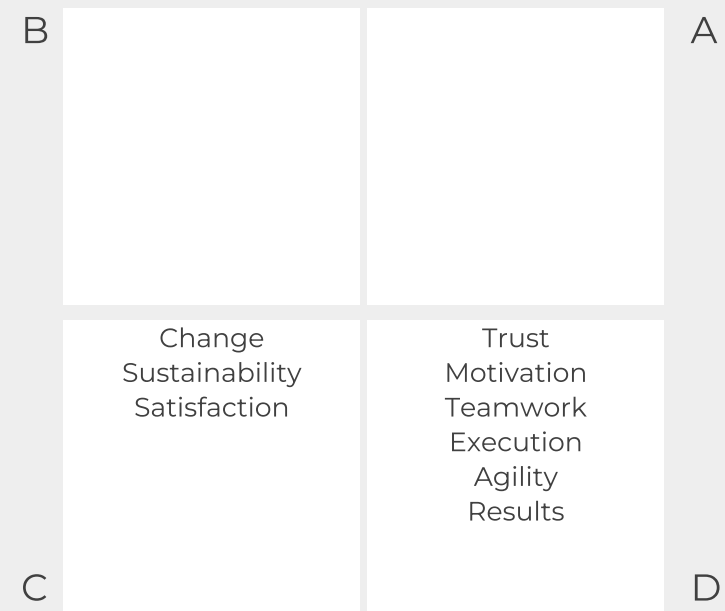**Low Strength**

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 TVS, 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:

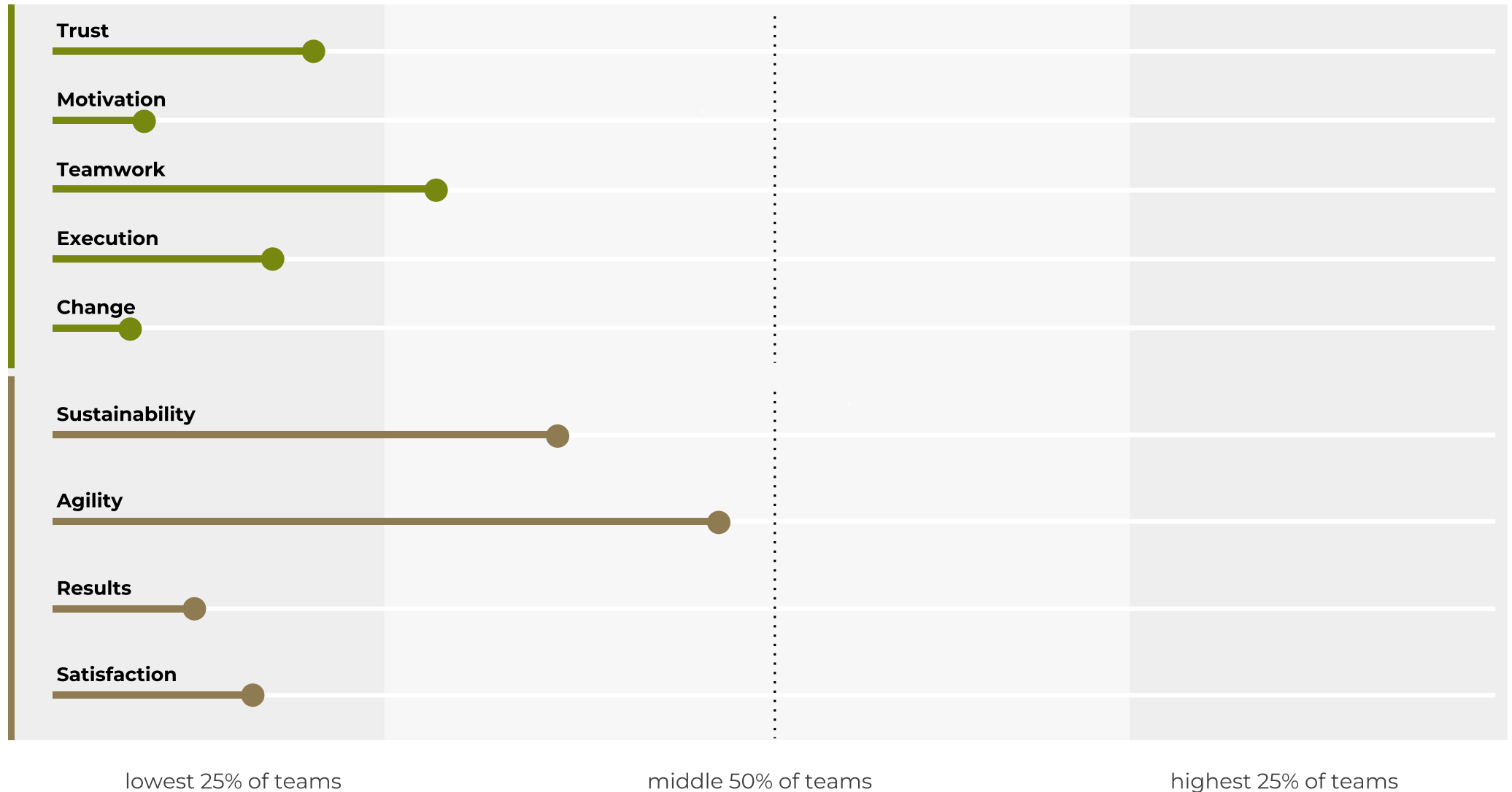| B		A
Change Sustainability Satisfaction	Trust Motivation Teamwork Execution Agility Results	
C		D

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

TVS measures these five elements of team climate within the team and the four performance outcomes:

Trust

Motivation

Teamwork

Execution

Change

Sustainability

Agility

Results

Satisfaction

lowest 25% of teams   middle 50% of teams   highest 25% of teams

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 teams 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 a team with an average level of alignment.

For this team...
Low SD (less variation among team members): Motivation Teamwork Execution Agility Results Build on this alignment to work together on a goal.

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

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

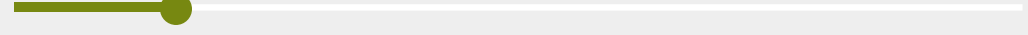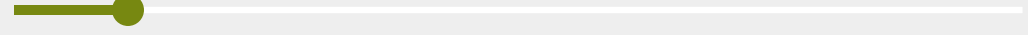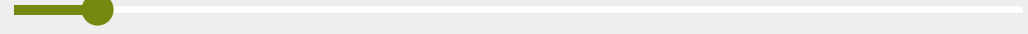|	FACTOR	Average	Standard Deviation
DRIVERS	Trust	83.4	13.1
	Motivation	77.3	7.3
	Teamwork	87.8	8.3
	Execution	81.9	11.4
	Change	76.8	20.2
OUTCOMES	Sustainability	92.2	17.9
	Satisfaction	81.2	17.7
	Result	79.1	12
	Agility	98	11.9

Driver:

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 team, trust is slightly below average and one of the highest scores, suggesting safety isn't people's biggest concern.

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

- Care is the lowest. This may mean team members don't feel accepted or valued enough within the team.
- Transparency is the highest. This suggests team members perceive an openness and honesty within the team.

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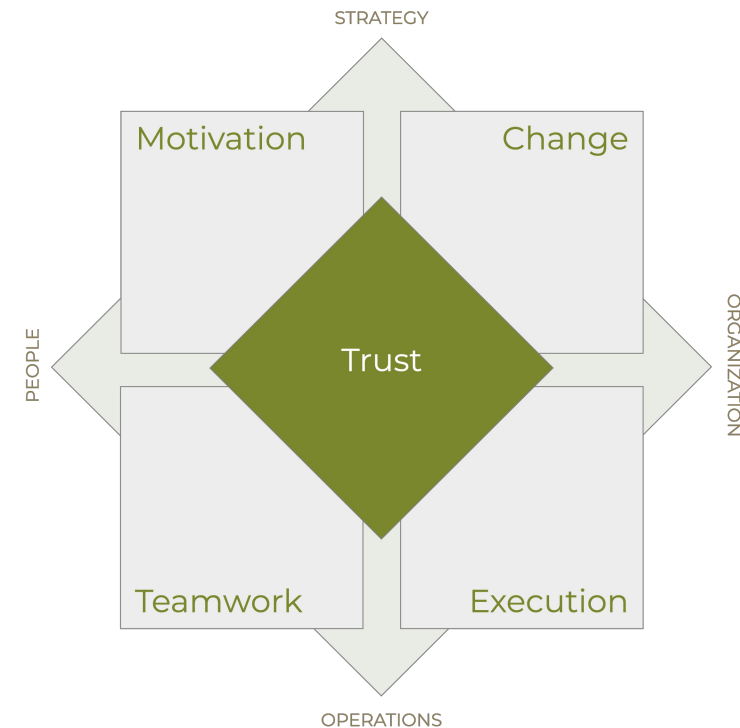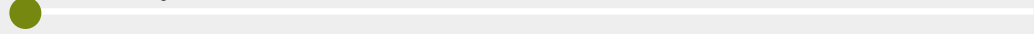
Driver:

# Motivation

Motivation

Autonomy

Meaning

Mastery

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

For this team, motivation is considerably below average and one of the lowest scores, suggesting people don't feel their work is energizing enough.

- Autonomy is the lowest. This may mean that team members do not feel sufficiently empowered or independent within the team.
- Meaning is the highest, which implies the work of the team matters to the members; they probably feel the importance of the team'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
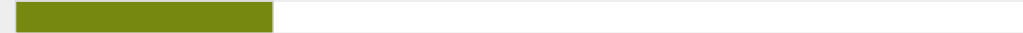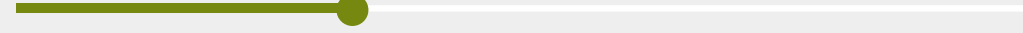
STRATEGY

Motivation

Change

PEOPLE

ORGANIZATION

Trust

Teamwork

Execution

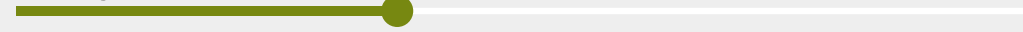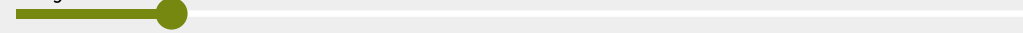OPERATIONS
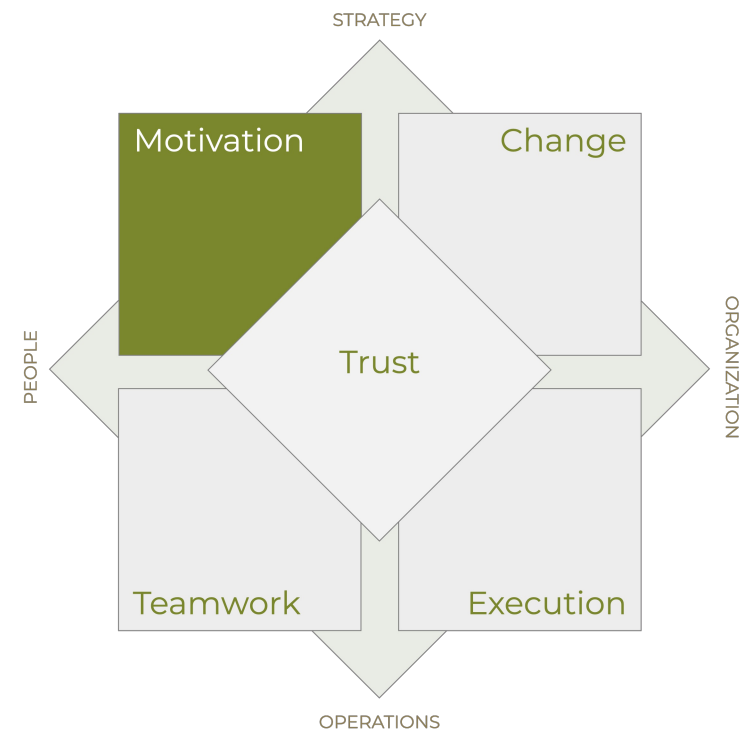
Driver:

Teamwork

TeamWork

Connection

Divergence

Joy

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

For this team, teamwork is slightly below average and one of the highest scores, suggesting belonging isn't people's biggest concern.

- Joy is the lowest. This may mean that team members don't feel sufficiently excited or working within the team isn't fun.
- Divergence is the highest, which may mean multiple perspectives are encouraged and that their ideas will be heard.

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

STRATEGY

Motivation

Change

PEOPLE

ORGANIZATION

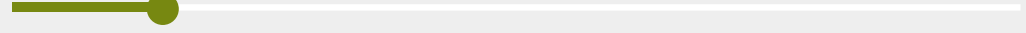Trust

Teamwork

Execution

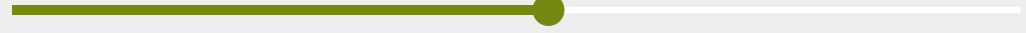OPERATIONS
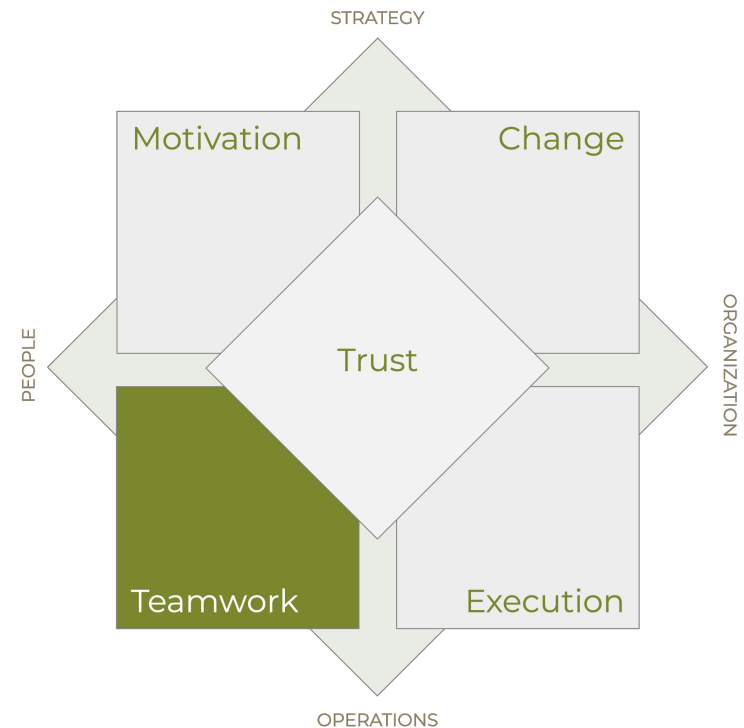
Driver:

Execution

Execution

Accountability

Feedback

Focus

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

For this team, execution is slightly below average and in the middle of the other scores, suggesting increasing a feeling of achievement will help.

- Accountability is the lowest, which may mean that people don't feel a sense of responsibility and ownership of the team's results.
- Feedback is the highest. People have a clear idea about how they are doing and contributing to the team's results.

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 team, people feel welcome at the table. Learn more: 6sec.org/vitality/teamwork
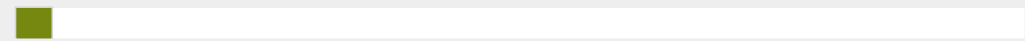
STRATEGY

Motivation

Change

PEOPLE

ORGANIZATION

Trust

Teamwork

Execution

OPERATIONS
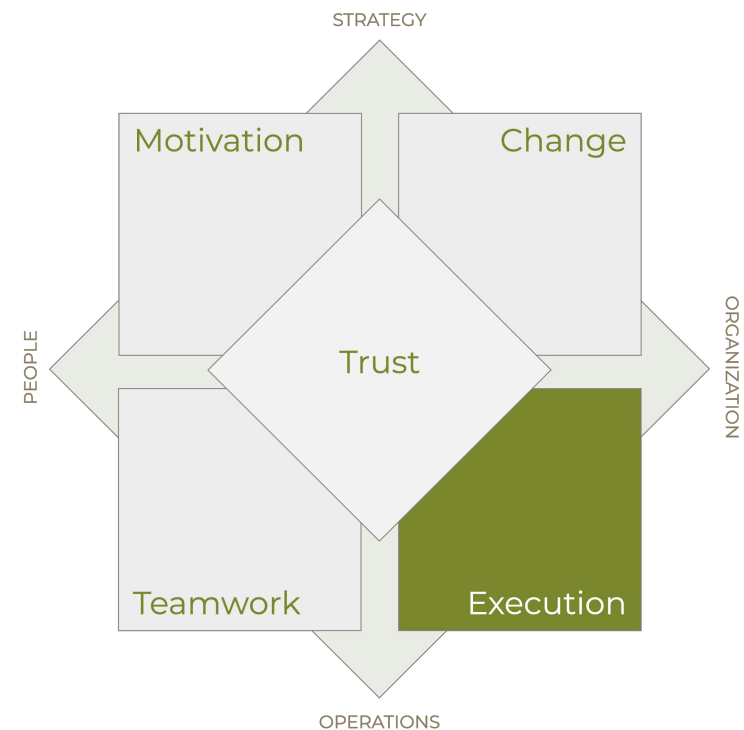
Driver:

Change

Change

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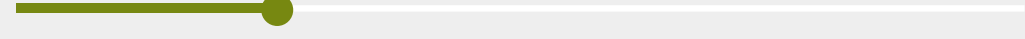
Exploration
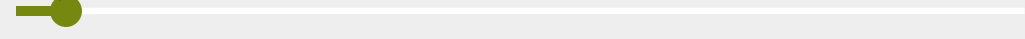
Celebration
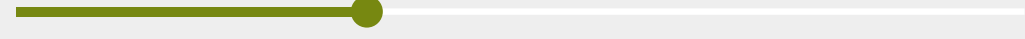
Change is about the readiness to innovate and adapt to succeed in a continuously evolving situation.

For this team, change is considerably below average and one of the lowest scores, suggesting people don't feel like they are growing enough.

- Exploration is the lowest, which implies people don't feel encouraged to try new things or experimentation is not appreciated.
- Celebration is the highest. This means that people don't feel blamed for failures and do feel their efforts are acknowledged.

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

STRATEGY

Motivation

Change

PEOPLE

ORGANIZATION

Trust

Teamwork

Execution

OPERATIONS
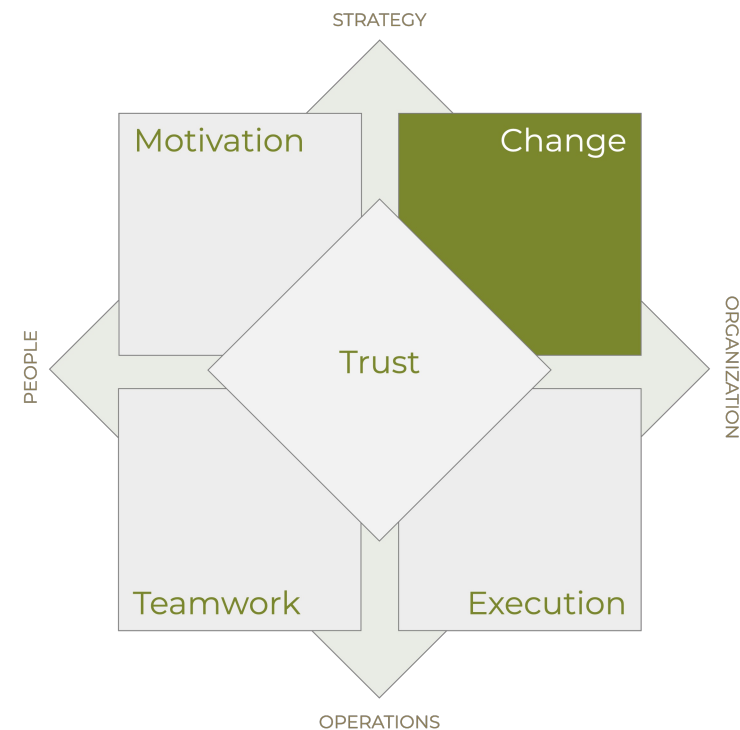
Outcome:

Sustainability

Is the team creating enduring value, and can that continue over time? Sustainability is about a strategic direction that makes sense for long-term.

Respondents scored Sustainability at 92.2 – which is below average, and this is one of the middle-scoring outcome. Is that sufficient given the team's goals?

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

Change is the lowest-scoring of these Drivers. What would it take for people to feel more open and adaptable for the long-term?

Of these three, Trust is the Driver with the highest score, which suggests people feel relatively confident (safe). How can you leverage that to have honest conversations about the long term strategy to elevate performance?

As you can see visually to the right, 0 of the Drivers landed above the Sustainability score. This suggests a risk: There may not be sufficient team vitality to maintain sustainability. How can these resources be strengthened to support long-term success?

Trust → Motivation → Change → **SUSTAINABILITY**

	Trust	Motivation	Change	Sustainability
Score	83.4	77.3	76.8	92.2

Outcome:
Satisfaction

Are people feeling like valuable members of the team? Do they want to stay in this role? Satisfaction is linked with how connected people feel with the team and its mission.
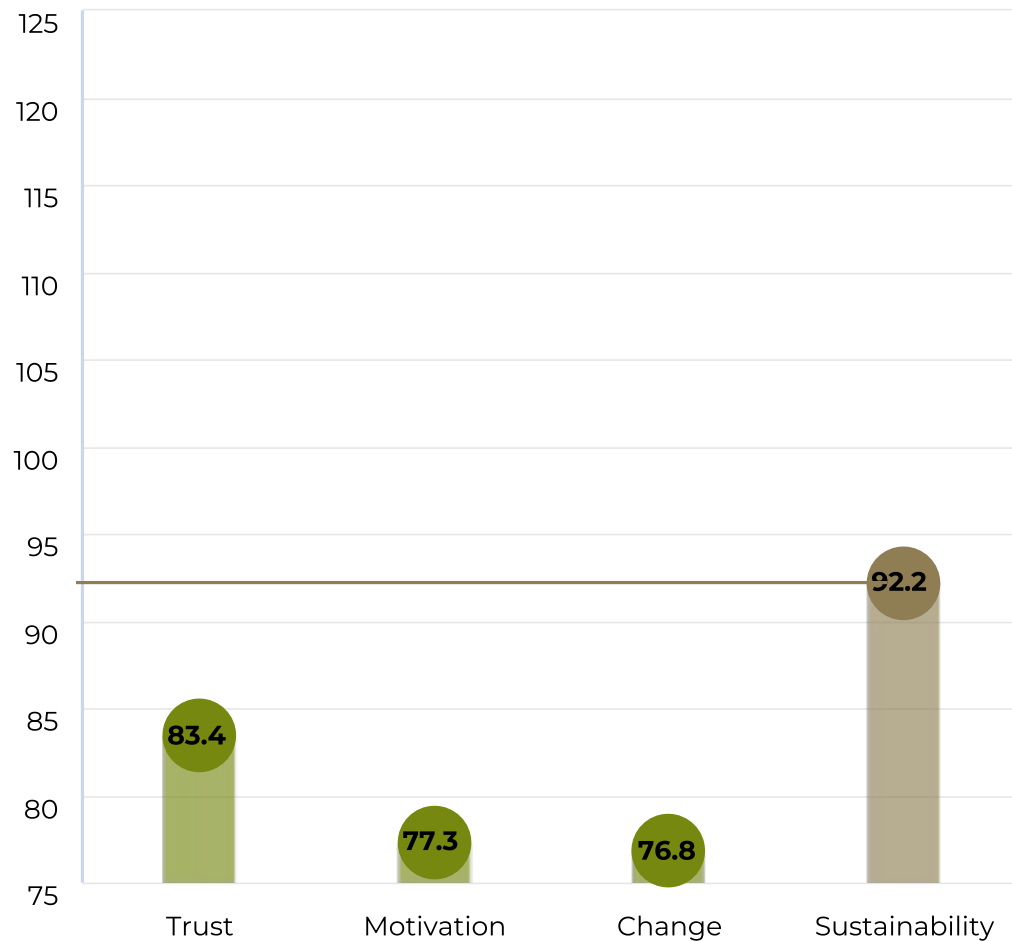
Respondents scored Satisfaction at 81.2 – which is below average, and this is one of the middle-scoring outcome. Is that sufficient given the team's goals?

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

Motivation is the lowest-scoring of these Drivers. What would it take for people to feel more committed to stay in the team?

Teamwork is the Driver with the highest score of the three. That suggests people feel a sense of belonging to the team. How can you leverage this unity?

As you can see visually to the right, 2 of the Drivers landed above the Sustainability score. This suggests an important opportunity: There is sufficient team vitality to increase satisfaction. How can these resources be applied to support commitment to the team?

Trust | Motivation | Teamwork → SATISFACTION

	Trust	Motivation	TeamWork	Satisfaction
Score	83.4	77.3	87.8	81.2

Outcome:

Results

Do people in this team perceive that together they are reaching worthwhile goals? Are we doing enough? Results is connected with the team's ability to focus on key priorities so they get things done together.
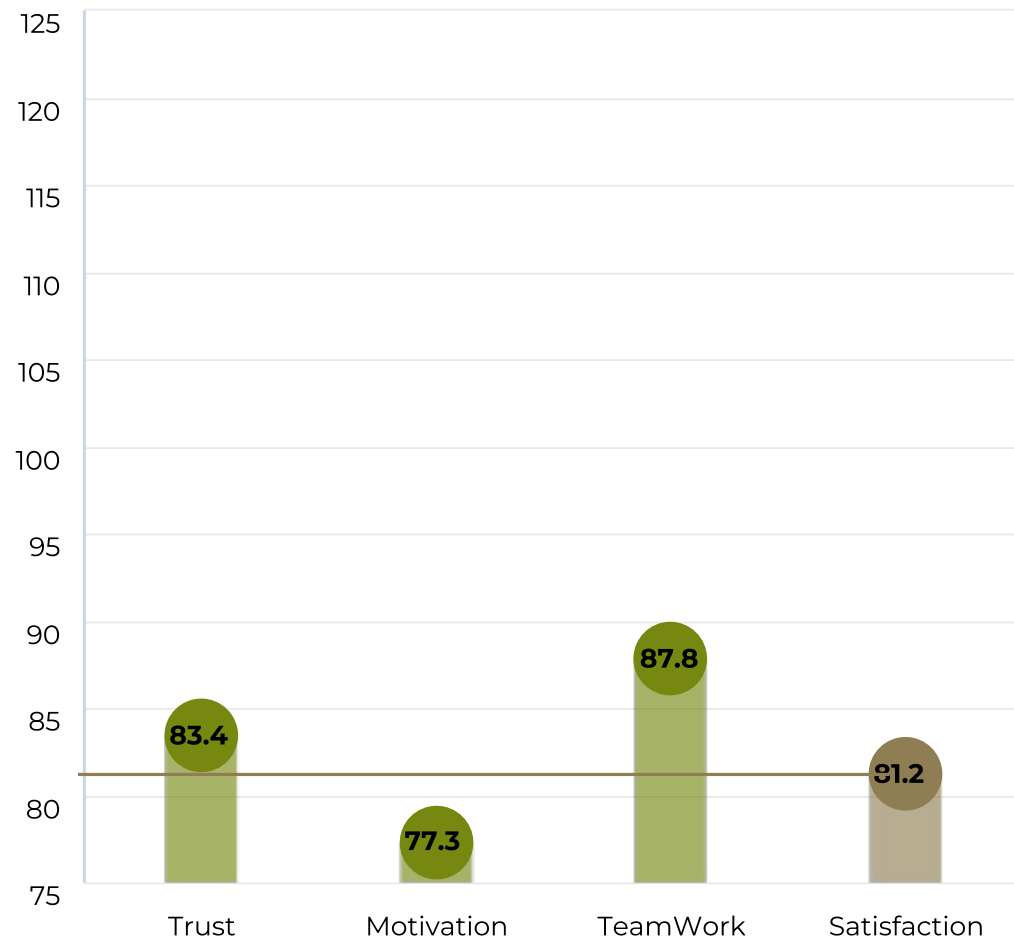
Respondents scored Results at 79.1 – which is far below average, and this is the the lowest-scoring outcome. Is that sufficient given the team's goals?

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

The lowest scoring Driver of the three is Execution, which may mean that people don't know how to be productive as a team. How could you clarify priorities and workflows?

Of these three, Teamwork is the Driver with the highest score. That suggests that people like working together. How can you leverage this camaraderie?

As you can see visually to the right, 3 of the Drivers landed above the Results score. This suggests an important opportunity: There is sufficient team vitality to increase results. How can these resources be applied to raise efficiency or effectiveness?

Trust | Teamwork | Execution | ⟹ RESULTS

Chart:
- Trust: 83.4
- Teamwork: 87.8
- Execution: 81.9
- Results: 79.1

Outcome:
Agility

Is the team able to rapidly adapt to changing circumstances? Are they proactive? Agility is about being in a state of learning rather than in the status quo.
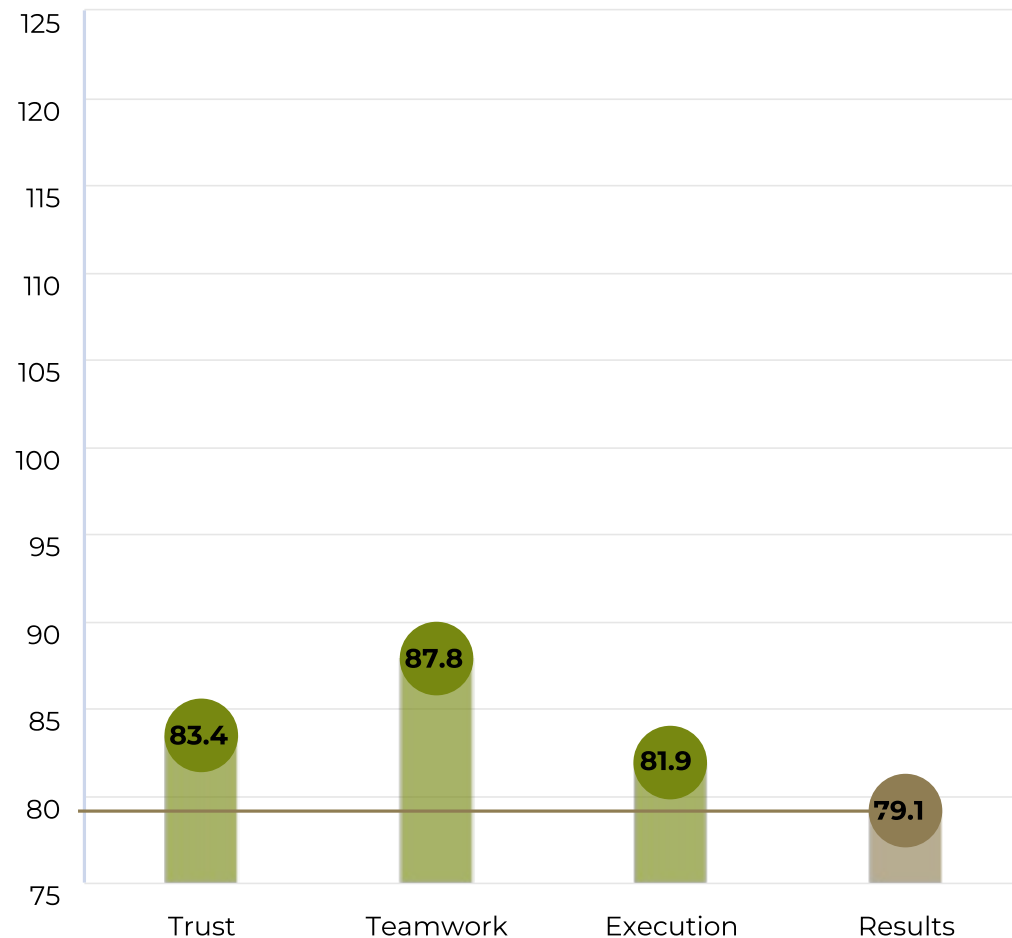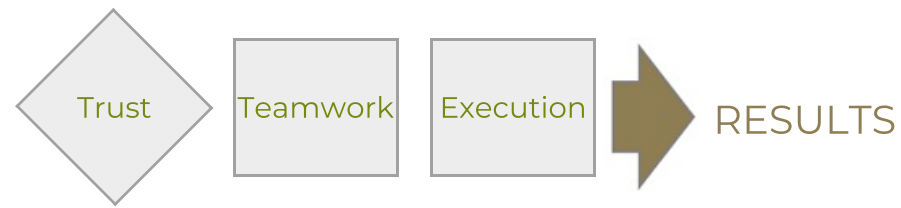
Respondents scored Agility at 98 – which is in the average range, and this is the highest-scoring outcome. Is that sufficient given the team's goals?

If this team wants to increase Agility, focus on the Drivers most closely linked with Agility as shown below on the right.

The lowest scoring Driver of the three is Change. It may be that people are not seeing enough opportunities that would benefit them and their work.

Of these three, Trust is the Driver with the highest score. That suggests people feel relatively safe to adapt quickly. How can you leverage this safety to go for bigger challenges?

As you can see visually to the right, 0 of the Drivers landed above the Agility score. This suggests a risk: There may not be sufficient team vitality to maintain agility. How can these resources be strengthened to support flexibilty and experimentation?

Trust → Execution → Change → **AGILITY**

	Trust	Execution	Change	Agility
Score	83.4	81.9	76.8	98

Pulse Points

Motivation
- Autonomy
- Meaning
- Mastery

Change
- Imagination
- Exploration
- Celebration

Trust
- Transparency
- Coherence
- Care

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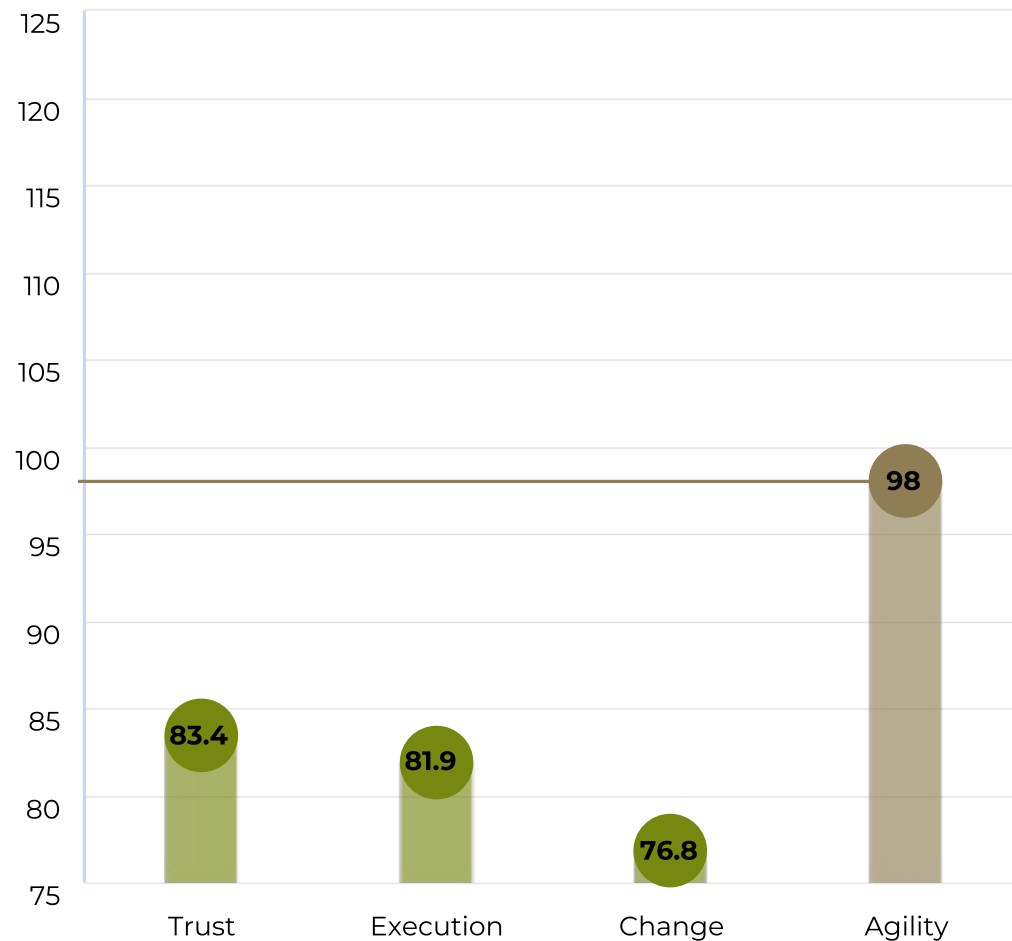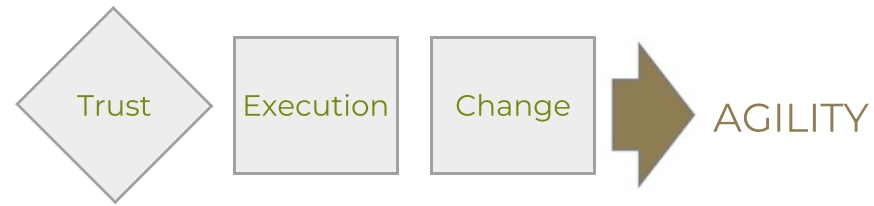
Execution
- Accountability
- Feedback
- Focus
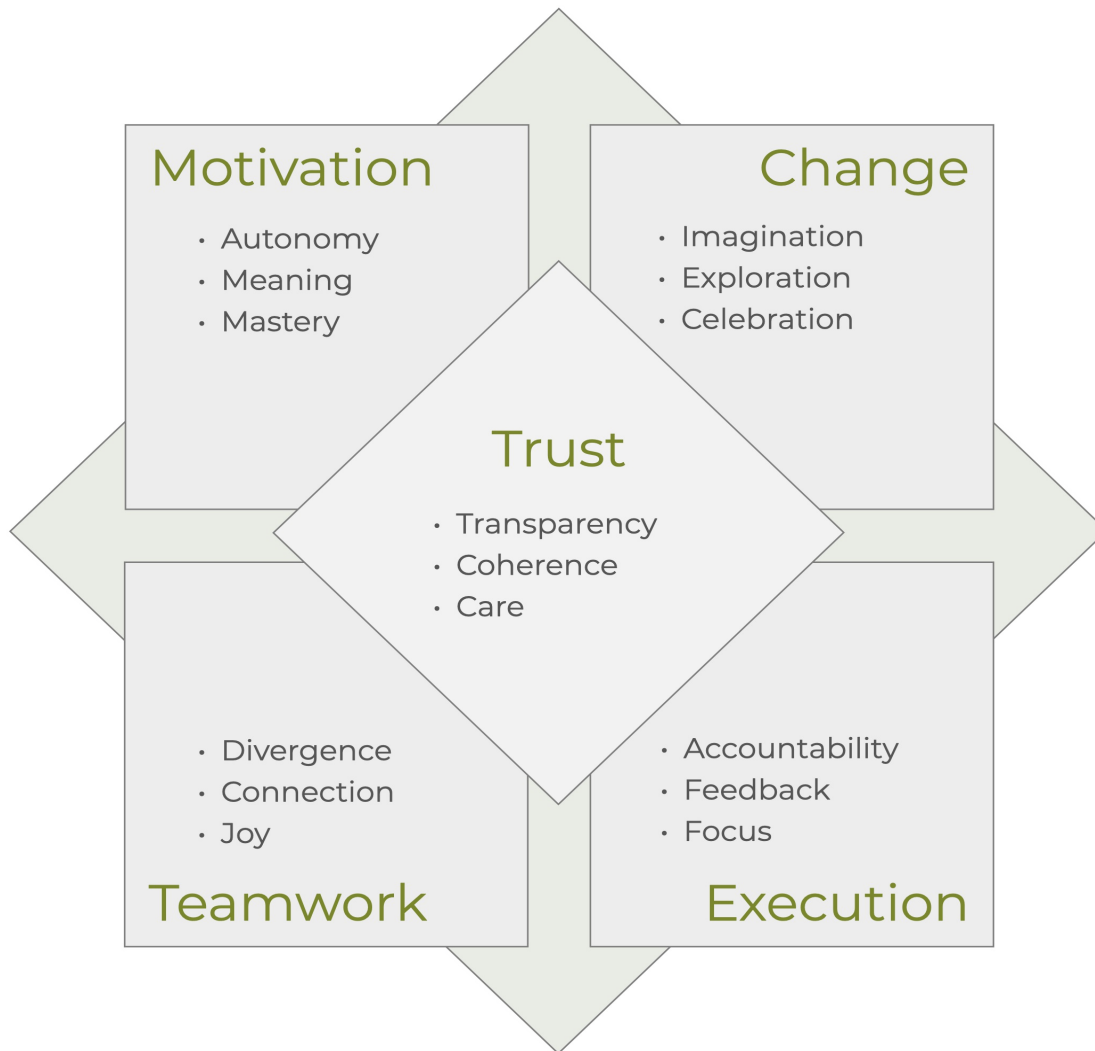
These 15 "Pulse Points" provide key indicators to make the Drivers actionable. As explained in the book The Vital Organization, they can be used as a kind of checklist to support the development of Vitality.

After a team 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 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

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

Feedback (EXECUTION)

Focus (EXECUTION)

Divergence (TEAMWORK)

Celebration (CHANGE)

Connection (TEAMWORK)

Joy (TEAMWORK)

Meaning (MOTIVATION)

Imagination (CHANGE)

Transparency (TRUST)

Mastery (MOTIVATION)

Accountability (EXECUTION)

Coherence (TRUST)

Care (TRUST)

Exploration (CHANGE)

Autonomy (MOTIVATION)

lowest 25% of teams   middle 50% of teams   highest 25% of teams
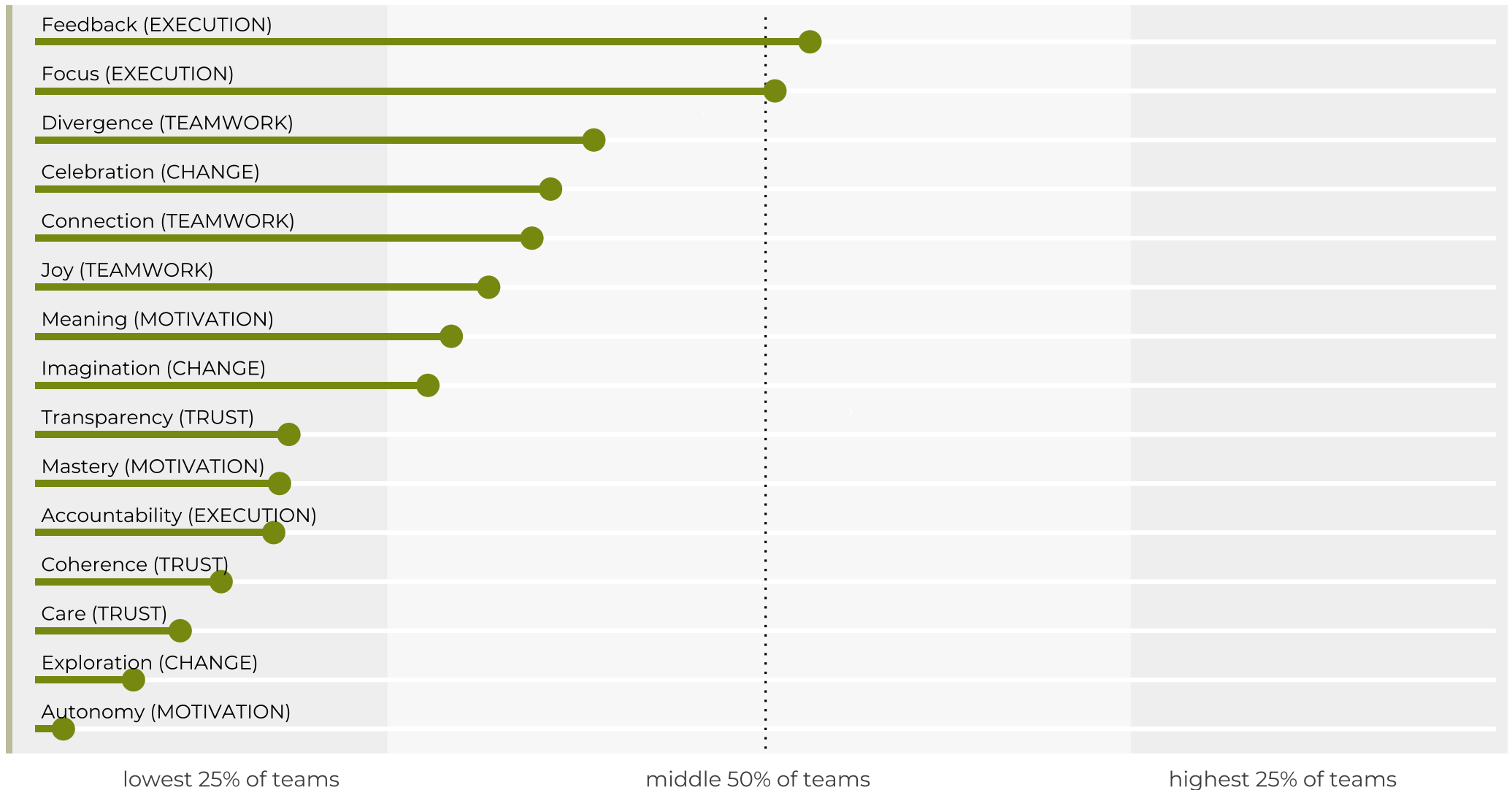
* The black dotted line in the middle represents 100, which is the average of the normed scale which goes from 65 to 135, while the two darker grey areas on the sides are indicative of the highest and lowest performing teams from the normed sample dataset.

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; a team with an average level of alignment has an SD around 10.

These have low SD, which means there's less variation among team members: .

Meanwhile, these have high SD, high variation, which creates a valuable opportunity to discuss why people have such different perspectives: Feedback (EXECUTION) Focus (EXECUTION) Divergence (TEAMWORK) Celebration (CHANGE) Connection (TEAMWORK) Meaning (MOTIVATION) Imagination (CHANGE) Care (TRUST) Exploration (CHANGE) .

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 team's drivers.

	FACTOR	Average	Standard Deviation
1	Feedback (EXECUTION)	101.6	21.5
2	Focus (EXECUTION)	100.3	21.2
3	Divergence (TEAMWORK)	93.9	22.4
4	Celebration (CHANGE)	92.4	22.6
5	Connection (TEAMWORK)	91.7	29.9
6	Joy (TEAMWORK)	90.1	18.7
7	Meaning (MOTIVATION)	88.8	27.7
8	Imagination (CHANGE)	88	25
9	Transparency (TRUST)	83	16.9
10	Mastery (MOTIVATION)	82.7	10.7
11	Accountability (EXECUTION)	82.5	19.1
12	Coherence (TRUST)	80.6	19.5
13	Care (TRUST)	79.2	20.6
14	Exploration (CHANGE)	77.5	25.8
15	Autonomy (MOTIVATION)	75	12.2

Reflection Questions

Highest Scores	Average	Standard Deviation
Feedback (EXECUTION)	101.6	21.5
Focus (EXECUTION)	100.3	21.2
Divergence (TEAMWORK)	93.9	22.4
Celebration (CHANGE)	92.4	22.6
Connection (TEAMWORK)	91.7	29.9

Lowest Scores	Average	Standard Deviation
Accountability (EXECUTION)	82.5	19.1
Coherence (TRUST)	80.6	19.5
Care (TRUST)	79.2	20.6
Celebration (CHANGE)	77.5	25.8
Autonomy (MOTIVATION)	75	12.2

◆ Are these strengths?

◆ How are these strengths being leveraged now?

◆ How can leaders and team members 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?

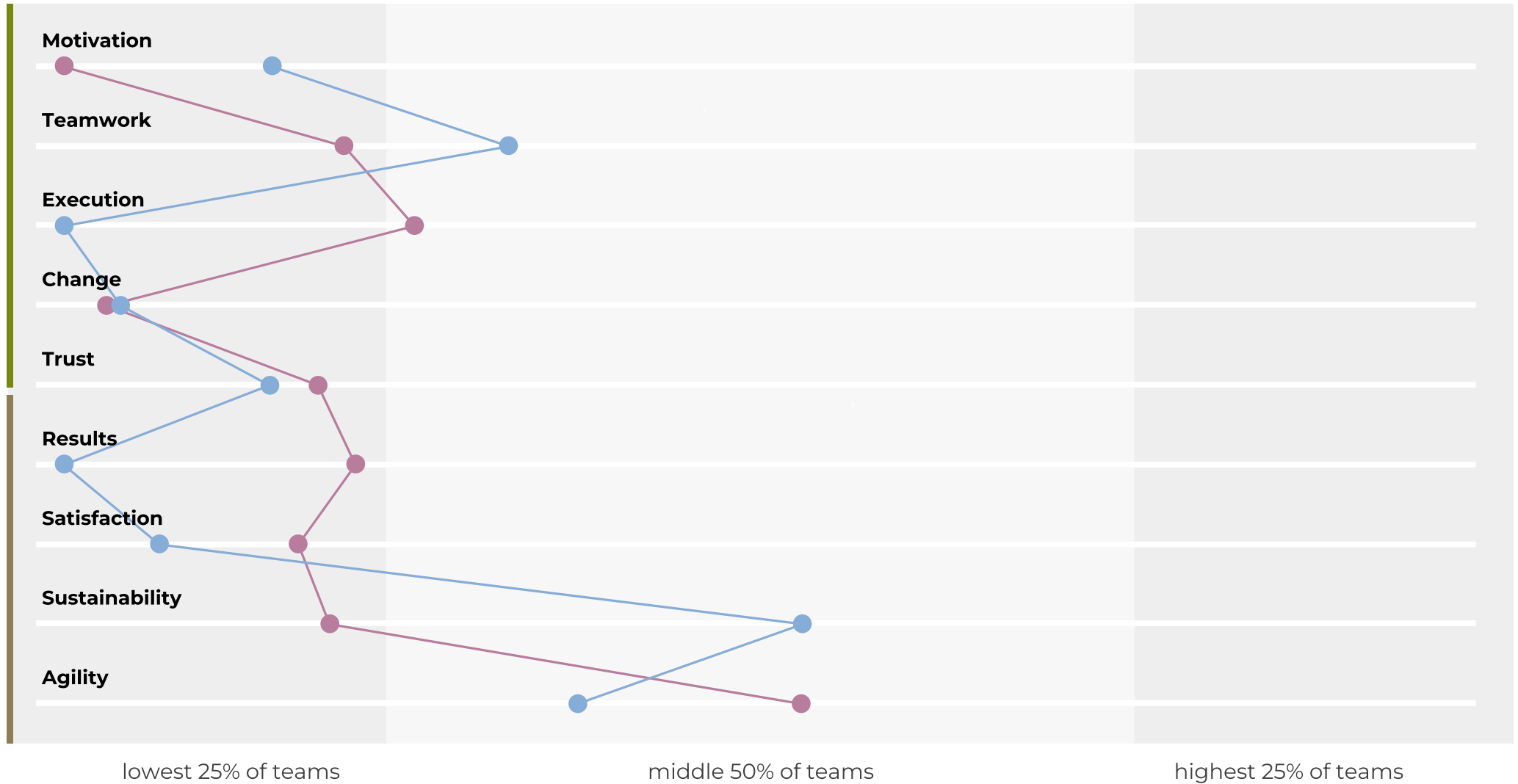◆ How can these strengths be celebrated and recognized to add positive energy to the organization?

◆ 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 team 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 TVS 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.

Motivation
Teamwork
Execution
Change
Trust
Results
Satisfaction
Sustainability
Agility

lowest 25% of teams   middle 50% of teams   highest 25% of teams

Comparison - Table of Scores

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

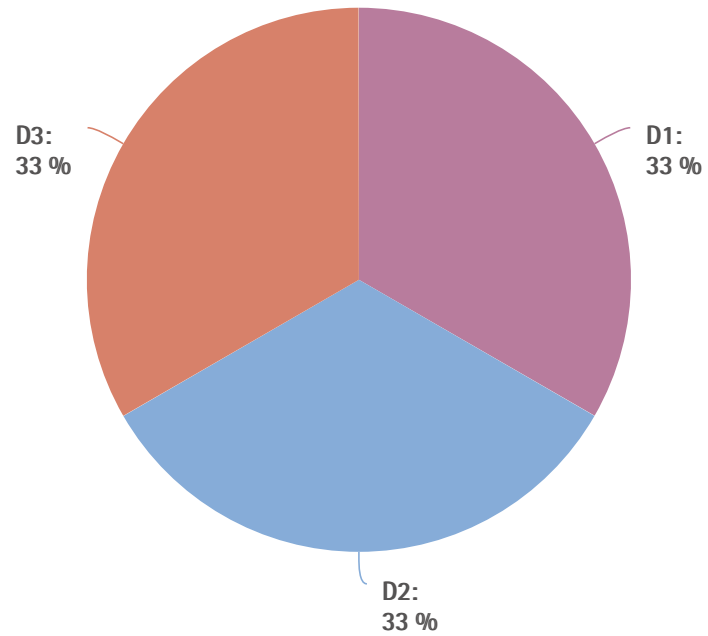Legend of demographic groups:
Personal Data Question

- Group 1: PD1 n= 5
- Group 2: PD2 n= 4

FACTOR		1	2
Drivers	Trust	84.2	82.4
	Motivation	75	82.5
	Teamwork	85.1	91.1
	Execution	87.7	75
	Change	76.6	77.1
Outcomes	Sustainability	84.6	101.7
	Statisfaction	83.5	78.5
	Result	85.5	75
	Agility	101.6	93.6

Additional question 1

Q1: Drop Down 1

Options:	Percentage of responses
D1	33%
D2	33%
D3	33%

D3:
33 %

D1:
33 %

D2:
33 %

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

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 TVS 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.
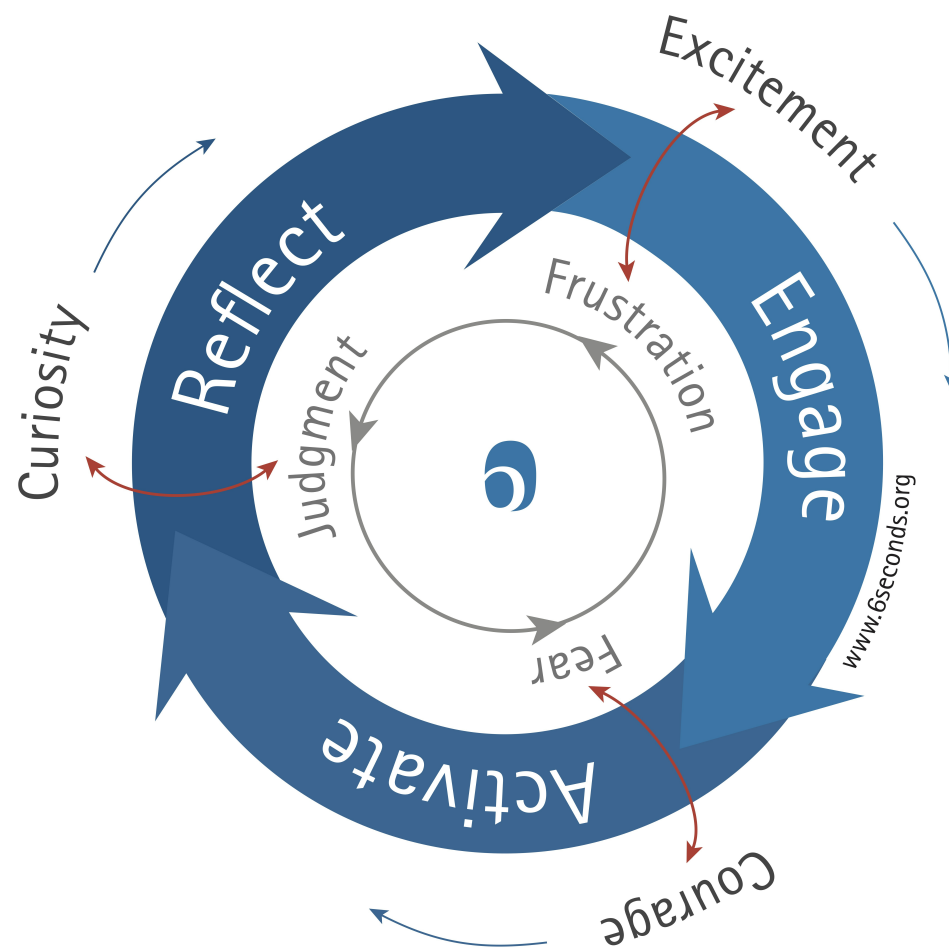
The CHANGE MAP
from the book INSIDE CHANGE by Freedman & Ghini
Tips about leveraging emotional intelligence for change are available here: 6sec.org/vitalty/change
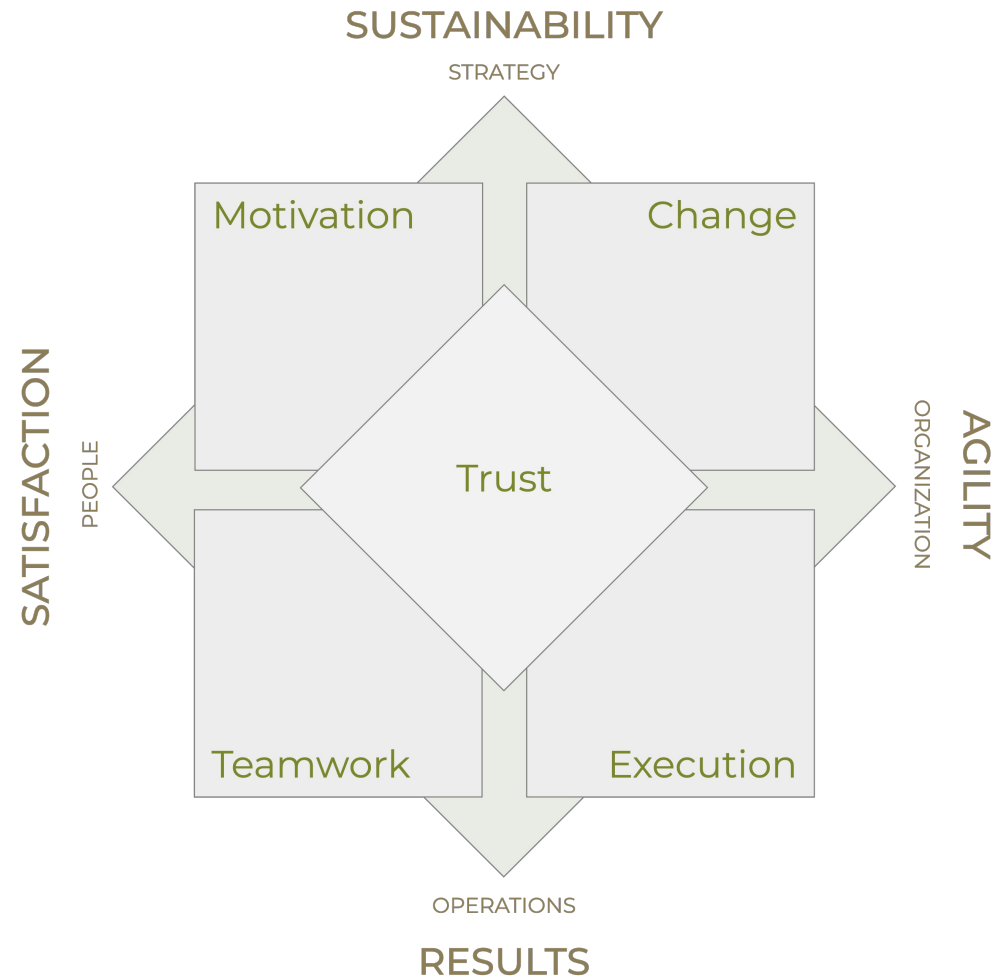
Conclusions

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 team engagement and effectiveness – and also to the experience of the individuals inside the team.

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 team 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 team strengths revealed in the feedback? How can you leverage it?

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

- The Six Seconds' Team

SUSTAINABILITY
STRATEGY

Motivation   Change

SATISFACTION
PEOPLE

Trust

AGILITY
ORGANIZATION

Teamwork   Execution

OPERATIONS

RESULTS

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: Access the drivers of people-performance (self-assessment only).

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.