Leadership Vital Signs

LVS is a powerful feedback tool used for accelerating the change process and leadership development.

LVS LEADERSHIP VITAL SIGNS

LVS Applications

Accelerate Change:

In a change process, leaders need to understand their capacity for leading both the operational and people sides of change. The LVS offers objective, powerful feedback in a framework that supports the leader to turn the feedback into action.

Because the LVS uses the VS model, it is ideally suited to preparing leaders to make full use of the Team and Organizational Vital Signs tools

Professional Development:

Leaders rarely receive truly useful feedback. The structure and process of LVS captures and categorizes input from a range of key partners so leaders understand their impact both on the people and on the tactical side of performance.

The LVS-Self is ideal for introducing the VS Model to leaders.

Performance Appraisal:

The typical performance evaluation is highly subjective, inconsistent, and difficult to action. Using LVS, performance feedback is balanced, meaningful, actionable, and consistent.

LVS Administration

LVS-Self administration is a simple process.

1. Certified consultants log into Six Seconds' Tools Intranet and create a project.
2. The consultant shares the link with participants.
3. Reports are immediately available online. The LVS-Self can be upgraded to a full LVS as a follow-up.

LVS360 Administration is a 3-step Process:

1. LVS is completely web-enabled. Certified coaches log into the propriety intranet to create a project. In each project, the coach defines:

   - Participants to receive feedback; enter name, email, and gender (for pronouns).

   - Who will enter raters – the participants, the coach, a third party (e.g. HR manager), or a combination.

     In a typical process, the coach will work with each participant to identify important raters, and also collect feedback from the supervisor. Then, raters will be assigned depending on the scope of the project (for example, in a full team, it could be burdensome for a few people to be expected to provide feedback to all team members).

   - Set the project timeline including frequency of email reminders.

   - Set who will be allowed to access the report.

   - Customize the emails to the participants and raters.

   - The system sends emails with invitations.

2. The participants and/or coach and/or 3rd party clicks the link in the email then sets up who will provide feedback – the "raters."

   - Define rater-groups to categorize feedback (e.g., "Supervisor," "Colleague," "Team Member") – there are unlimited rater groups and the labels can be freely customized.

     To maintain anonymity, at least three raters in a group must complete the survey in order for that group to show on the graphs.

     Raters in the "Supervisor" category who wish to provide non-anonymous feedback may exempt themselves from this 3-person threshold.

   - Enter names and emails for each rater.

   - The system sends invitations to each rater – and each participant.

3. Each rater and participant completes a brief online questionnaire.

   Time: Approx 10-15 minutes

   Scope: 34 statements + 4 open questions

   Sample items:

   - S/he translates strategic goals into practical action steps
   - S/he delegates effectively
   - S/he convincingly explains the reasons behind change
   - S/he helps me utilize my strengths

   Note: In addition to the open questions, respondents may provide evidence / comments on every item. This enriches the quality and value of the quantitative feedback.

To increase response rate, the coach may enter the system at any time to:

- Check for bounced emails, correct and resend
- Identify individuals who have and have not completed the questionnaire
- Manually copy the link for any participant or rater and paste into a conventional email as a reminder.

It is recommended that the coach complete these steps at least once per week during the administration process.

Upon completion, the coach (or participant or 3rd party, defined in Step 1) downloads the report. Reports may be re-downloaded without charge.

The report is delivered with a 1:1 debrief by a certified LVS coach. A typical debrief is in three phases:

1. Engage: Set the context, explain the LVS model, review the feedback, and agree that the participant will complete the analysis worksheet built into the conclusion of the report.

2. Activate: Discuss the participants' reflections on the feedback and define an action plan for improvement (using the planning worksheet built into the report).

3. Reflect: Review the actions taken and results, prepare for next steps.

The LVS coach training provides additional structure and guidance for the debrief process and utilizing the LVS in conjunction with the TVS and OVS tools.

LVS Cost

LVS-Self is 30 credits (ie, $30 for one*); suggested retail price is $45.

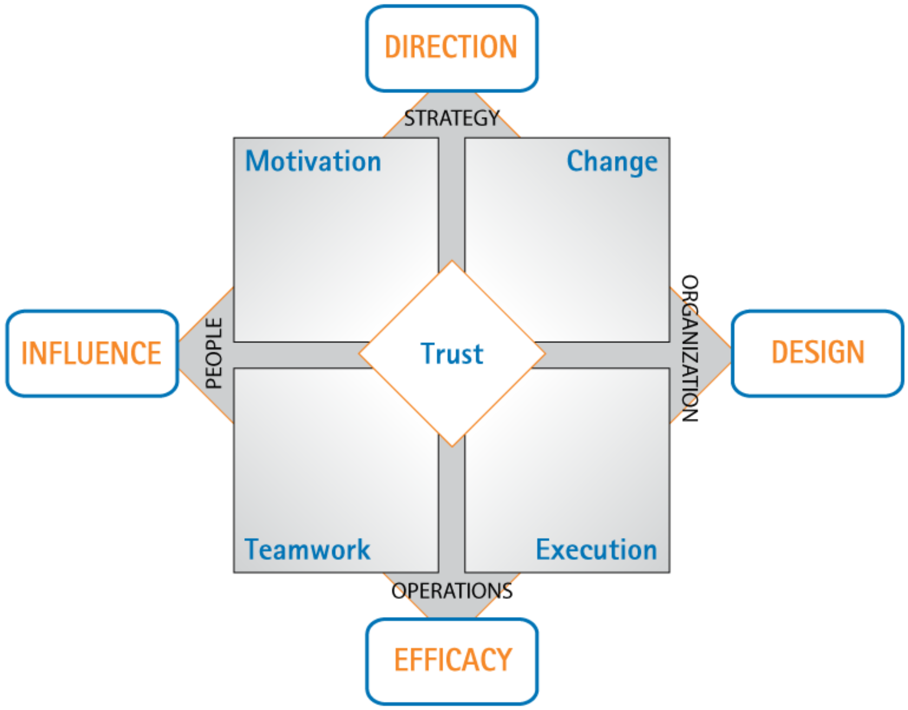
LVS 360 is 125 credits (ie, $125 for one*); suggested retail price is $150. Price is per report; there is no limit on the number of raters (people giving feedback) or rater groups.

*This price based on purchase of one assessment. Credits are priced by volume, and can be used interchangeably toward any VS or SEI assessment.

LVS Model

All the Vital Signs tools use the same core model of performance drivers. In addition, each VS tool includes a **second questionnaire** about performance outcomes. These outcomes are different for each tool.

The LVS outcomes are shown in the following graphic:



Outcomes Defined

Design	Planning and managing a smooth workflow with and through people.
Direction	Setting a viable, powerful vision.
Efficacy	Generating useful results.
Influence	Building strong relationships to enroll people

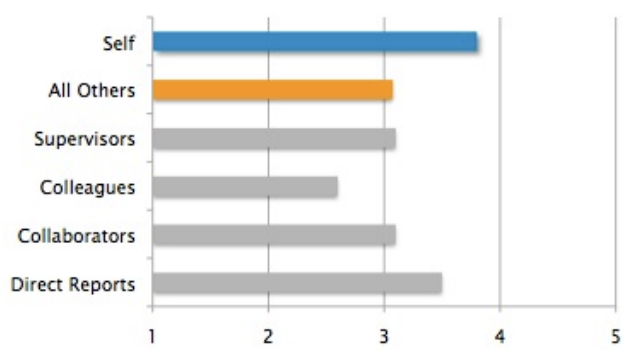
As you can see visually, above, there is one outcome per dimension. For example, Direction is an outcome tied to Strategy, which is a mix of Motivation + Change (and a baseline of Trust which is part of all dimensions).

LVS Results

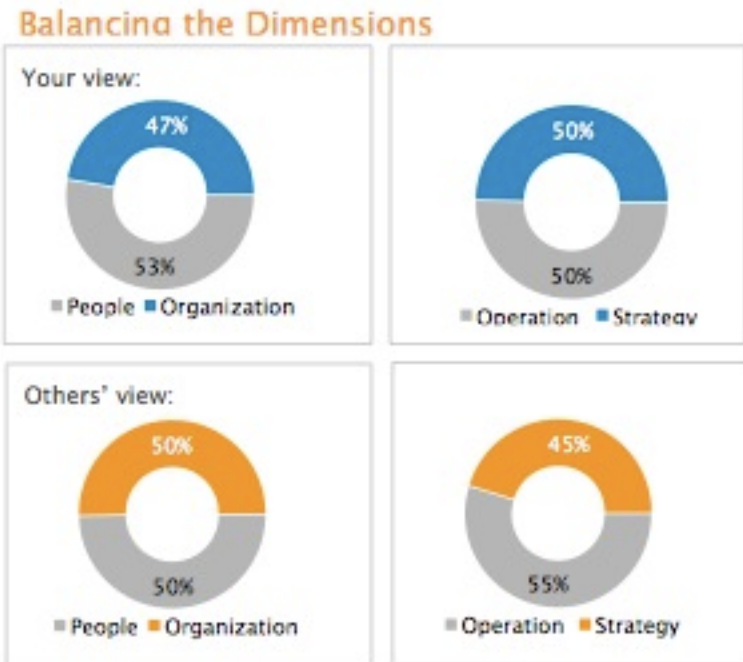
The LVS report includes:

- Executive Summary: A high level review of the feedback
- Introduction: Explanation of the LVS tool
- The Vital Signs Model: Overview of the model and feedback at a cumulative level
- The Drivers in Detail: Feedback on each of the five drivers broken out by rater-group
- Outcomes: Graphic and numerical data about the four outcomes.
- Numerical Tables: Recap of all data in numerical form, including gap analysis of items with the highest disparity between self-rating and other-rating.
- Comments: Review of the qualitative feedback.
- Conclusions: Synthesis, analysis worksheet, action planning worksheet, final remarks.

This is a sample from "The Drivers in Detail" showing self vs raters' feedback on the Teamwork driver. In this example, four rater groups are compared:



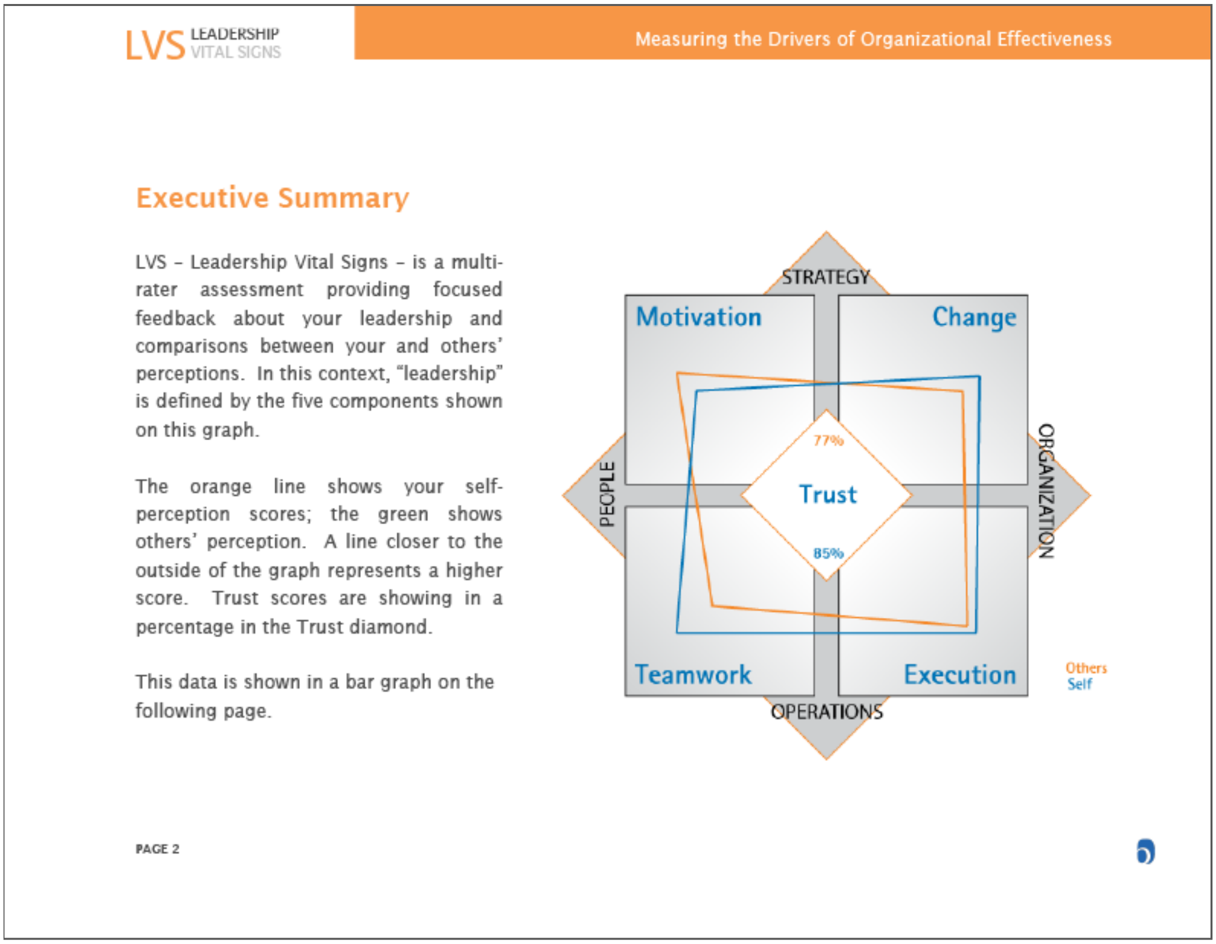
From the "Model" section of the report, this is a sample of feedback about balance on the four dimensions (People v Organization; Operation v Strategy) from the participant's perspective (blue) and the raters' perspective (orange).



In the Numerical Tables section, each item is reported showing the number of raters who offered a 1, 2, 3, 4, or 5 on the feedback scale. The participant's self-rating is highlighted.

1	2	3	4	5	Average
2	3	3	3	4	3.7

This image is of the Executive Summary, graphically showing the feedback on the VS Model (the blue and orange lines represent the scores in each area; this data is reported in a graph or on the following page).



LVS LEADERSHIP VITAL SIGNS

Measuring the Drivers of Organizational Effectiveness

Executive Summary

LVS – Leadership Vital Signs – is a multi-rater assessment providing focused feedback about your leadership and comparisons between your and others' perceptions. In this context, "leadership" is defined by the five components shown on this graph.

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

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

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