

# Team Vital Signs

The TVS is a focused, practical tool to improve team efficacy. It can be seen as a “team 360” – instead of evaluating an individual, team members evaluate the team as a whole.



## TVS Applications

### Change

In the change process, the bonds of teams are tested. High trust, highly effective teams are capable of leading change and maintaining (even increasing) performance during the process. Others implode. The TVS is ideal for strengthening teams that will be critical in a change process.

### Team Efficacy

Just because a group of people is working together, they are not necessarily a team. The TVS identifies the areas where the group really is a team... and where they are not. Because the TVS dimensions are actionable, the results naturally lead to effective action planning for improvement.

### ROI

In the US, companies spend over \$150b annually on training and development, yet only around 30% of that training translates to performance change (INSIDE CHANGE, Freedman & Ghini). To what extent is a development program actually improving results? TVS offers a rapid process for measuring these results, both in terms of team dynamics and the performance outcomes of the improvement.

## TVS Administration

Administration is simple:

1. The Certified Consultant creates a project on Six Seconds' Tools Intranet.

Setup options include:

- Project name
  - Project closing date
  - Language of questionnaire and norms
  - Group size (maximum team size is 100; the OVS should be used for larger groups)
  - Consultant & Client logos
  - Customize instructions and the definition of who is on the team.
  - Optionally add demographic question & answer choices (e.g., "Where are you based?" (a) office; (b) field).
  - Optionally add custom question
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2. A unique URL is immediately generated for this TVS. Frequently the consultant will share this with the client for review before pushing out the survey.
  3. The coach communicates the survey URL to the team. Typically, the team supervisor emails the team about the survey. The invitation email should include three key points:
    - a. The importance of the feedback / purpose
    - b. Anonymity
    - c. Next steps

A typical invitation might look like:

Group -

In our continued commitment to improve as we prepare to manage the ABC transition process, I've engaged a consultant to assist us to measure and, if necessary, help us tune up our team effectiveness.

Please click this link to complete an online survey about the team. **Your input is anonymous, confidential, and important to me:**

[http://SURVEY\\_URL](http://SURVEY_URL)

We need your input by Feb 8. It will take you 10-15 minutes.

We have a team meeting scheduled on Feb 16 where Lorenzo Fariselli will bring the report and review the results with the team. We'll then decide what, if anything, we want to work on for improvement.

Thanks,

- Joe

4. Team members follow the link to complete the questionnaire online.

Time: Approx 15 minutes

Scope: 47 statements + 4 open questions

Sample items:

- The team delivers what it promises.
- Our team responds quickly to market changes.
- I am committed to the team's goals.
- I can count on the people I work with.

- I know what my responsibilities are on this team.
5. On the survey closing date, the consultant logs into the Intranet and instantly generates and downloads the report.

## TVS Cost

The TVS has tiered pricing based on team size, according to the following schedule:

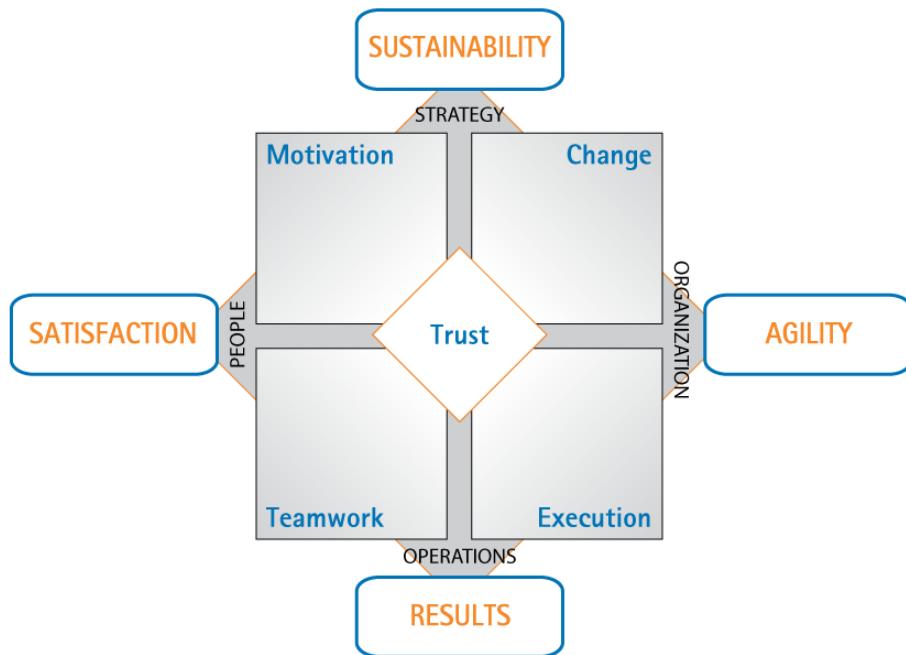
Team Size	Credits	Consultant Price*	Suggested Retail
1-25 people	500	\$475	\$690
26-50 people	750	\$713	\$990
51-75 people	1250	\$1,188	\$1,590
76-100 people	1500	\$1,350	\$1,990

\*Credits are priced by volume and the cost per credit decreases the more you purchase. They can be used interchangeably toward any VS or SEI assessment.

## TVS 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 TVS outcomes are shown in the following graphic;



### TVS Outcomes Defined

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Sustainability	Is the team creating enduring value, and can that continue over time?
Agility	Does the team nimbly adapt to new opportunities and challenges?
Results	Is the team efficiently and effectively accomplishing its goals?
Satisfaction	Are the members committed to remaining in the team?

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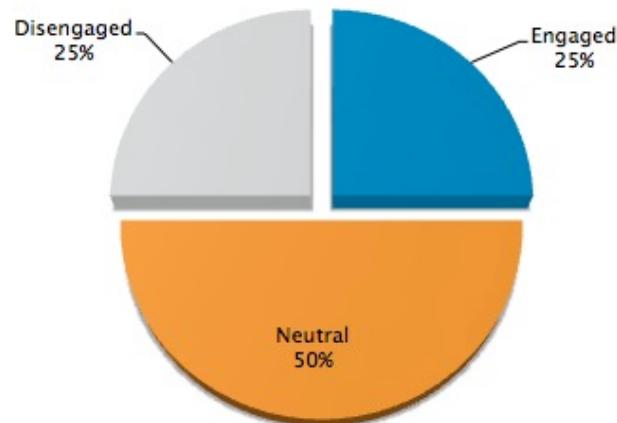
As you can see visually, above, there is one outcome per dimension. For example, Satisfaction is an outcome tied to People, which is a mix of Motivation + Teamwork (and a baseline of Trust which is part of all dimensions).

## TVS Results

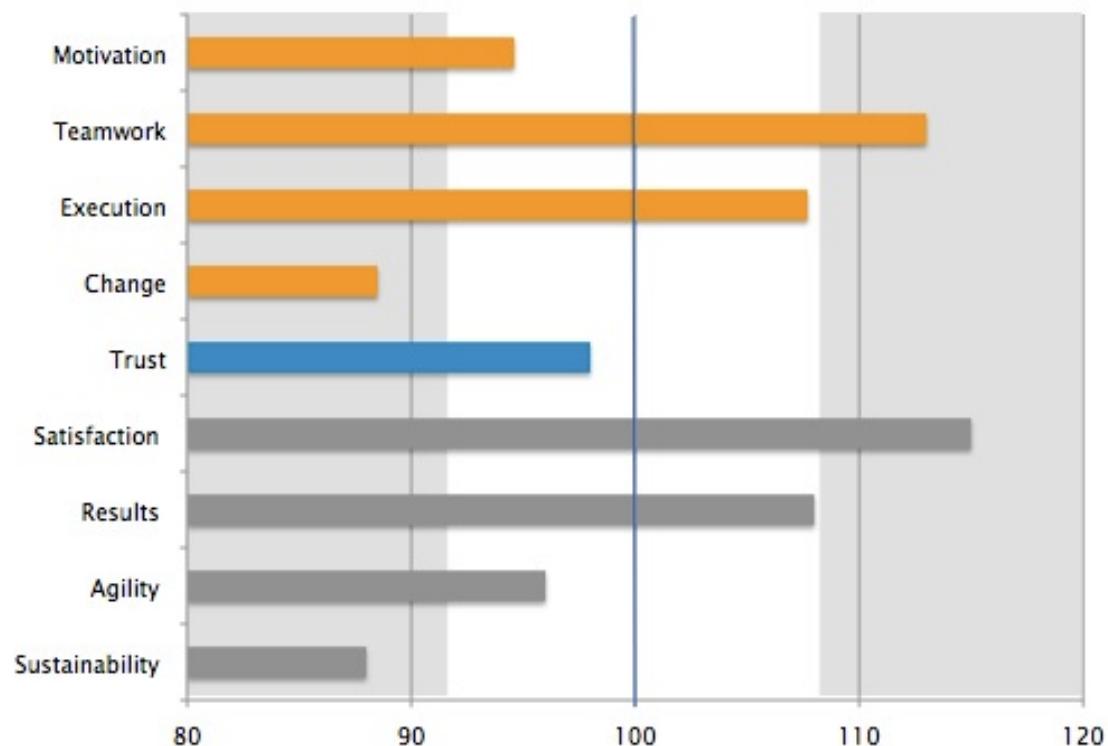
The TVS report includes:

- **Executive Summary:** Summary including overall engagement index and graph breaking down the group into engaged vs not-engaged vs undermining
- **The Vital Signs Model:** Introduction to the framework
- **Climate Snapshot:** Graph and numerical table of scores
- **Climate and Performance:** Explanation of outcomes
- **Outcome Scores:** Graph and numerical table of scores
- **Combined Scores:** Graph of drivers and outcomes together
- **Critical Items:** Graph of highest and lowest scoring items

This is a sample of the Engagement index from the Executive Summary. It shows the relative level of deep commitment needed for superior performance. In the norm sample for both TVS and OVS, 25% of the population falls in Engaged, 50% in Neutral, and 25% in Disengaged.



In the “Combined Scores” section, this graph provides a summary of the findings. The grey zones, on the left and right, represent the bottom and top score quartiles. The median score is marked at 100 (scores below 100 are potential obstacles).



Note: The first four drivers are the key elements of team climate. Trust is a cross section, a fulcrum that balances the four other drivers. In this model, our definition of “performance” is captured in the two dimensions (people-organization, strategy-operations) which are measured through four outcomes shown in the grey bars. In all of the VS tools there are actually two questionnaires: The drivers and the outcomes. Statistically and empirically we know that the drivers are a major contributor to success in the outcomes, but they are measured independently (sometimes there could be higher scores in the outcomes, for example, if a team is achieving highly productive results, but in a difficult climate; perhaps this is not sustainable).

This sample from the Outcome Scores shows a numerical table of the scores and the variation of scores:

Outcome Factor	Average Score	Standard Deviation
Sustainability	77.3	6.98
Agility	88.5	5.54
Results	104.4	7.67
Satisfaction	122.4	4.34

Standard Deviation is a measure of how spread out the responses are from the average. Low SD is indicative of consistency. On this tool, the normal Standard Deviation is 15. As a **general benchmark**:

SD is less than 12 indicates alignment.

SD is around 15 is typical.

SD is over 18 suggests low alignment (ie, disagreement)

This Critical Items sample provides deeper insight into some of the specific challenges and opportunities for team performance.

