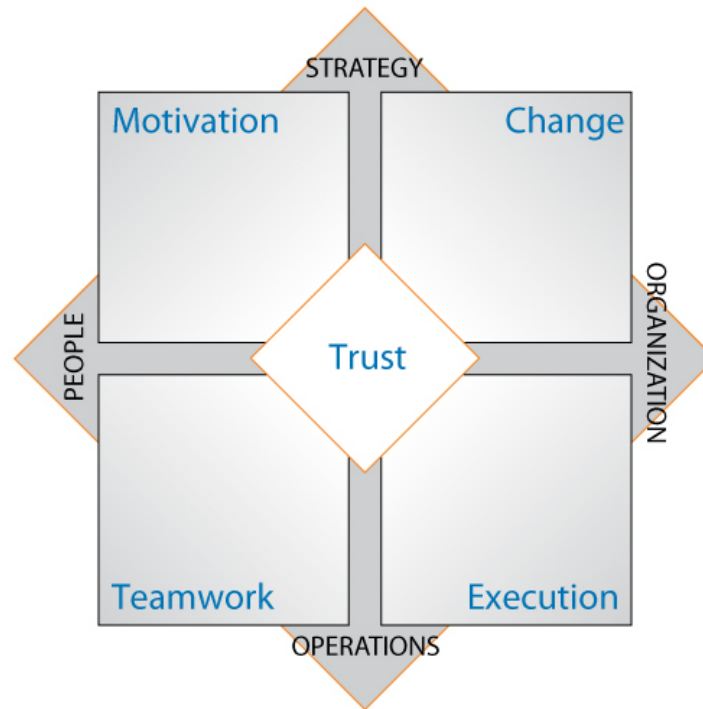


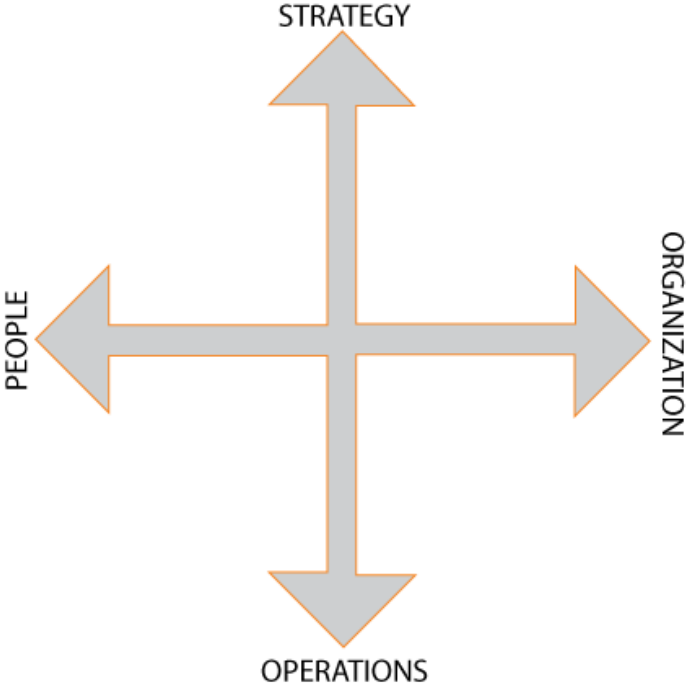
The Vital Signs Model

The Vital Signs Model defines five key drivers of organizational effectiveness: Trust, Motivation, Change, Teamwork, and Execution. Here is the model:



Motivation	Motivation is the source of energy to overcome challenges, pursue a goal, or maintain commitment.
Change	Change is the readiness to innovate and adapt to succeed in a continuously evolving situation.
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.
Trust	Trust is a feeling of confidence, faith, and surety that engenders a willingness to risk and facilitates success in the other climate factors.

As depicted above, Trust is the central axis of the model. Both empirically and statistically, we know that trust governs the efficacy of all organizational (and personal) relationships. The



Strategy: Creating a vision of change and enrolling people in that direction.	Operations: Focusing the team to execute effectively.
People: Building a cohesive team and enabling them to excel.	Organization: Maintaining focus and adaptability to pursue operational needs.

Sustainable effectiveness requires a balance across these axes.

History & Team

The OVS was originally developed in 2001 to assist in a large-scale organizational change process. Joshua Freedman (CEO of Six Seconds) and Anabel Jensen (President) authored the original tool and began using it in Six Seconds projects supporting organizational change. In that, and many subsequent projects, operational leaders were asked for critical questions on the people-side of their organization. Over 100 of these powerful questions were distilled into the tools; which were then refined through three different rounds of validation research.

Frequently assessments begin with a theoretical model – this tool is different. It is rooted in the practical experience of organizational leaders polling employees around critical challenges and opportunities. In 2005, Carina Fiedeldey-Van Dijk (Senior Research Scientist) conducted extensive analyses on approximately twenty different variations of the tool that had been customized by organizations. Together with Todd Everett (Senior Consultant), we distilled the OVS into a model.

In 2010, Lorenzo Fariselli (Director of R&D) and Federica Valentini (Tools Manager), re-evaluated the dataset combining findings from China, Latin America, Canada, Italy, and the US. Massimiliano Ghini (Director, Center for Innovative Management), defined a logical model that frames the five climate factors in a matrix of key performance outcomes.

The 2011 version of the Vital Signs tools has emerged from this international collaboration as a robust and effective suite for improving effectiveness and accelerating change.