

Report prepared for Sample A Team Vital Signs

February, 13 2012

TEAM VITAL SIGNS
International Edition

Executive Summary

Background

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 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 team climate and effectiveness. As leaders develop and use emotional intelligence to optimize relationships, climate improves. As climate improves, so does performance. In other words:

Using EQ Skills -> Improved Climate -> Improved Performance

This report will help you identify strengths and obstacles for team performance. If you choose to improve team effectiveness, the data in this report will guide you to identify specific, actionable areas for improvement; then re-measuring with the TVS will allow you to track the results of your efforts.

At a Glance

Scope

The “Team Vital Signs” (or “TVS”) survey was conducted in February 2012 – with input from 14 members.

Results at a Glance

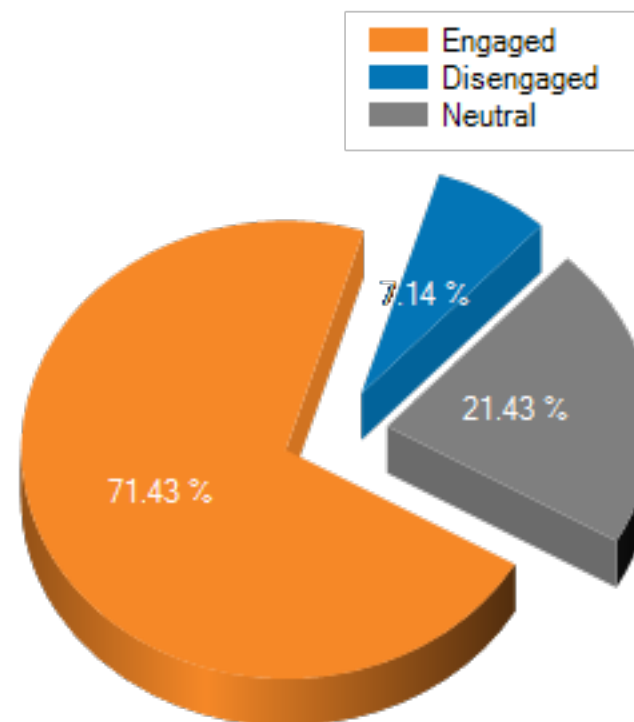
Engagement index: 82

This index is based on the number of people in each of the three categories to the right, and can be used as a benchmark for the team’s health, effectiveness, and readiness for change.

Engaged = Fully involved, connected, and committed.
Neutral = Meeting requirements, following, passive.
Disengaged = Isolated, disconnected, moving away.

25% Engaged and 25% Disengaged is “average” on the TVS.

According to Gallup, world class teams have a different mix: 67% Engaged, 26% Neutral, and only around 7% Disengaged.



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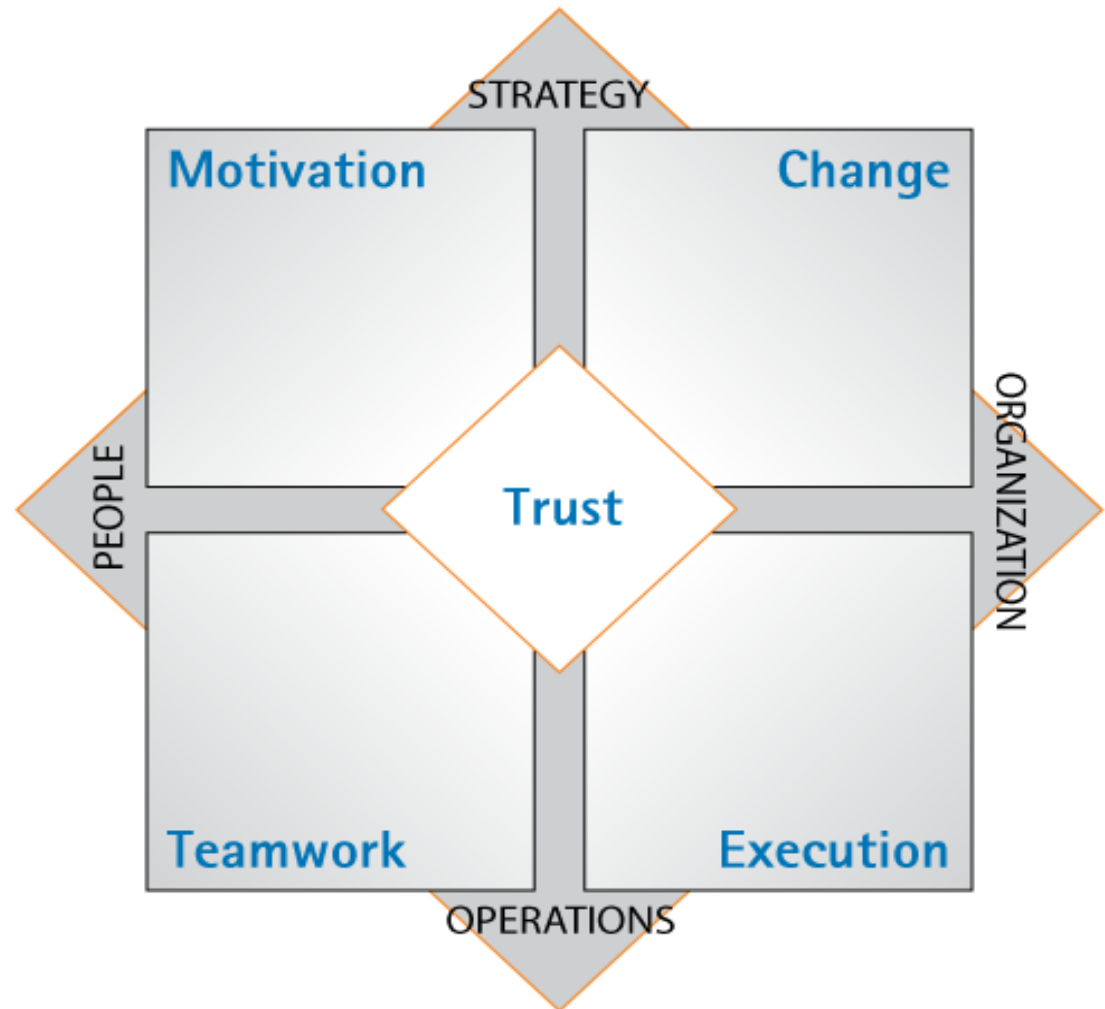


The Vital Signs Model

How is the “weather” in your workplace? Are people constantly on the lookout for dangerous storms of destructive team member 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), and this will lead to higher levels of team member engagement.



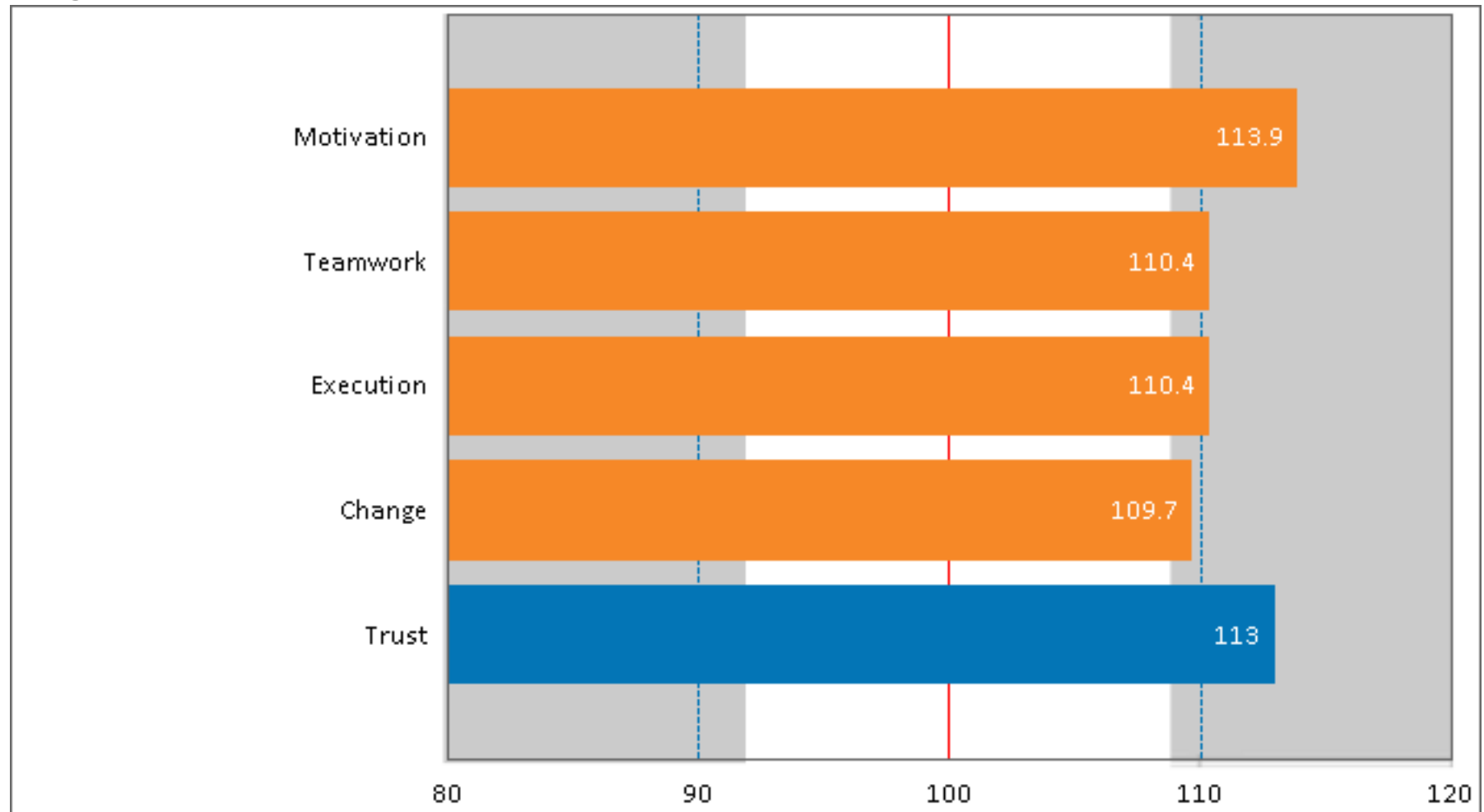
The Vital Signs Factors

TVS measures these five elements of organizational climate within the team:

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.



CLIMATE DATA

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.

Climate Factor	Average Score	Standard Deviation
Motivation	113.9	10.3
Teamwork	110.4	9.3
Execution	110.4	10.4
Change	109.7	10.9
Trust	113.0	11.5

Climate and Performance

There are many critical indicators for team success. Our research has found that teams who achieve well on the climate factors (trust, motivation, teamwork, execution and change) increase their engagement levels and also achieve better results on these four performance outcomes:

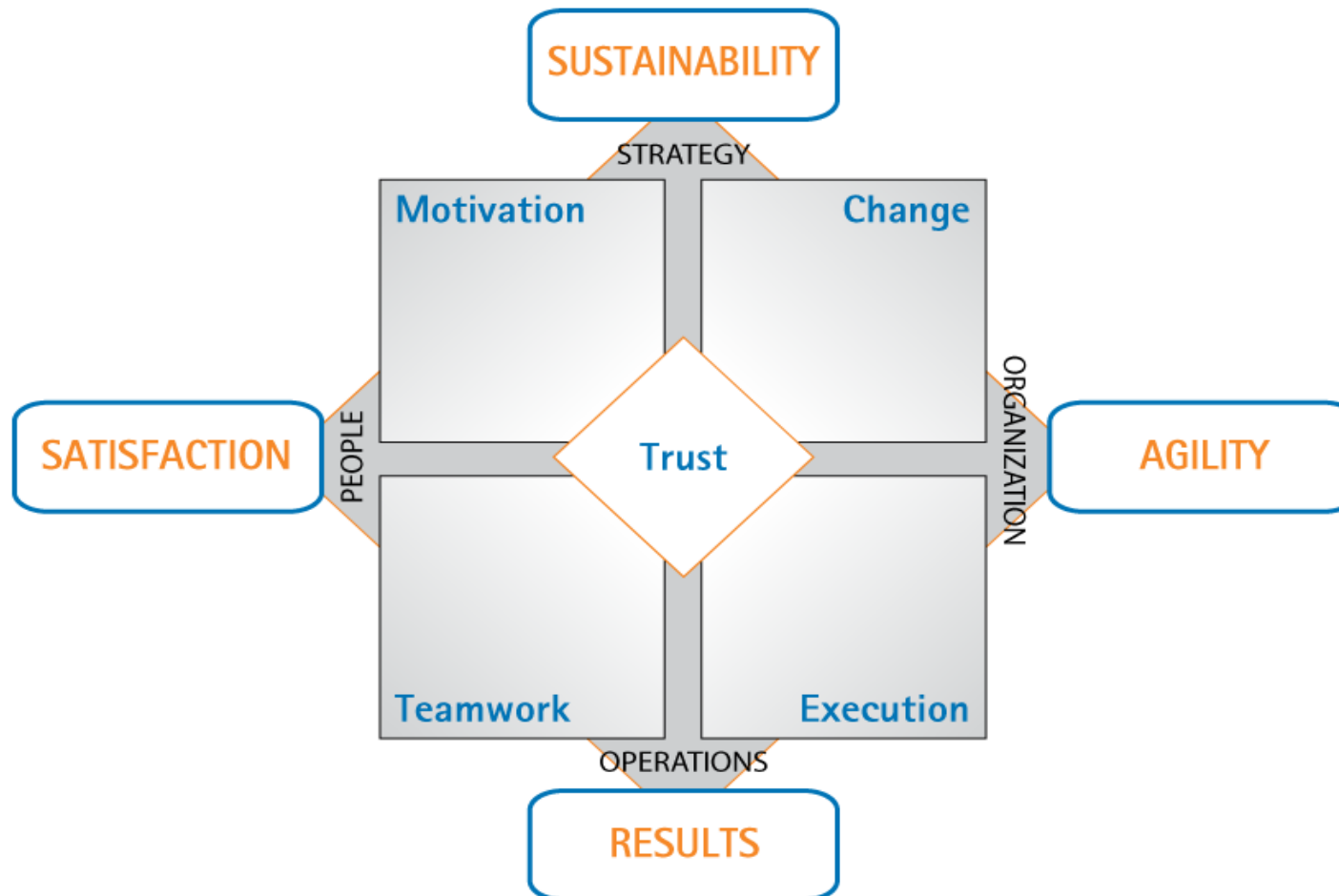
Outcome	Definition
Sustainability	Is the team creating enduring value, and can that continue over time?
Agility	Does the team nimbly adapt to new opportunities and challenges?
Results	Is the team efficiently and effectively accomplishing its goals?
Satisfaction	Are the members committed to remaining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

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 team climate factors predict between 50-60% of the variations in these outcomes.

In other words: Improving the climate is likely to offer significant benefits to your ability to meet your business goals and achieve performance success now and into the future.

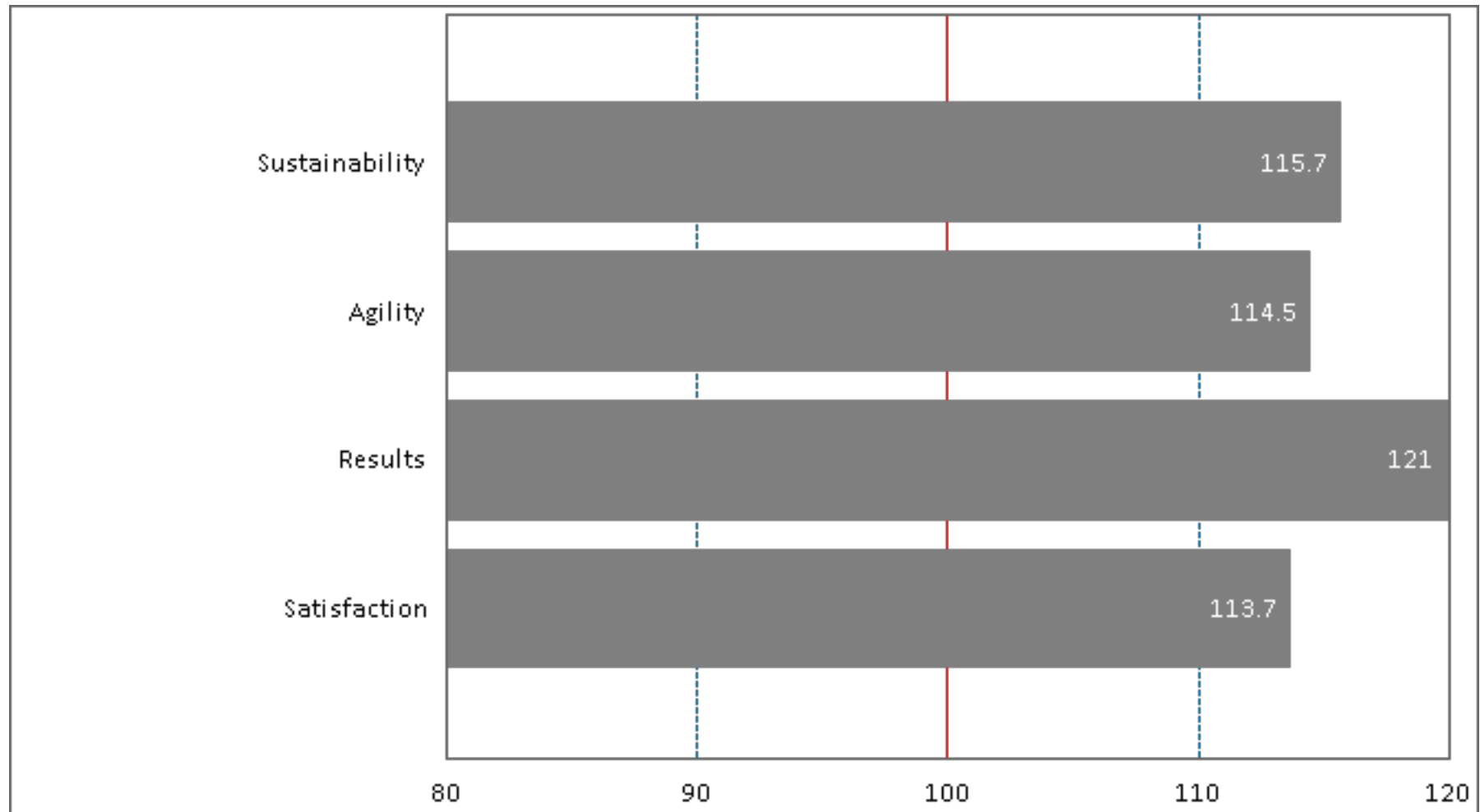
Outcomes Model

The TVS measures the four outcomes aligned to the four dimensions of team climate (e.g., Satisfaction is an outcome of the People dimension which includes Motivation + Teamwork):



Outcomes Scores

This graph shows overall scores on the four outcomes:



OUTCOME DATA

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.

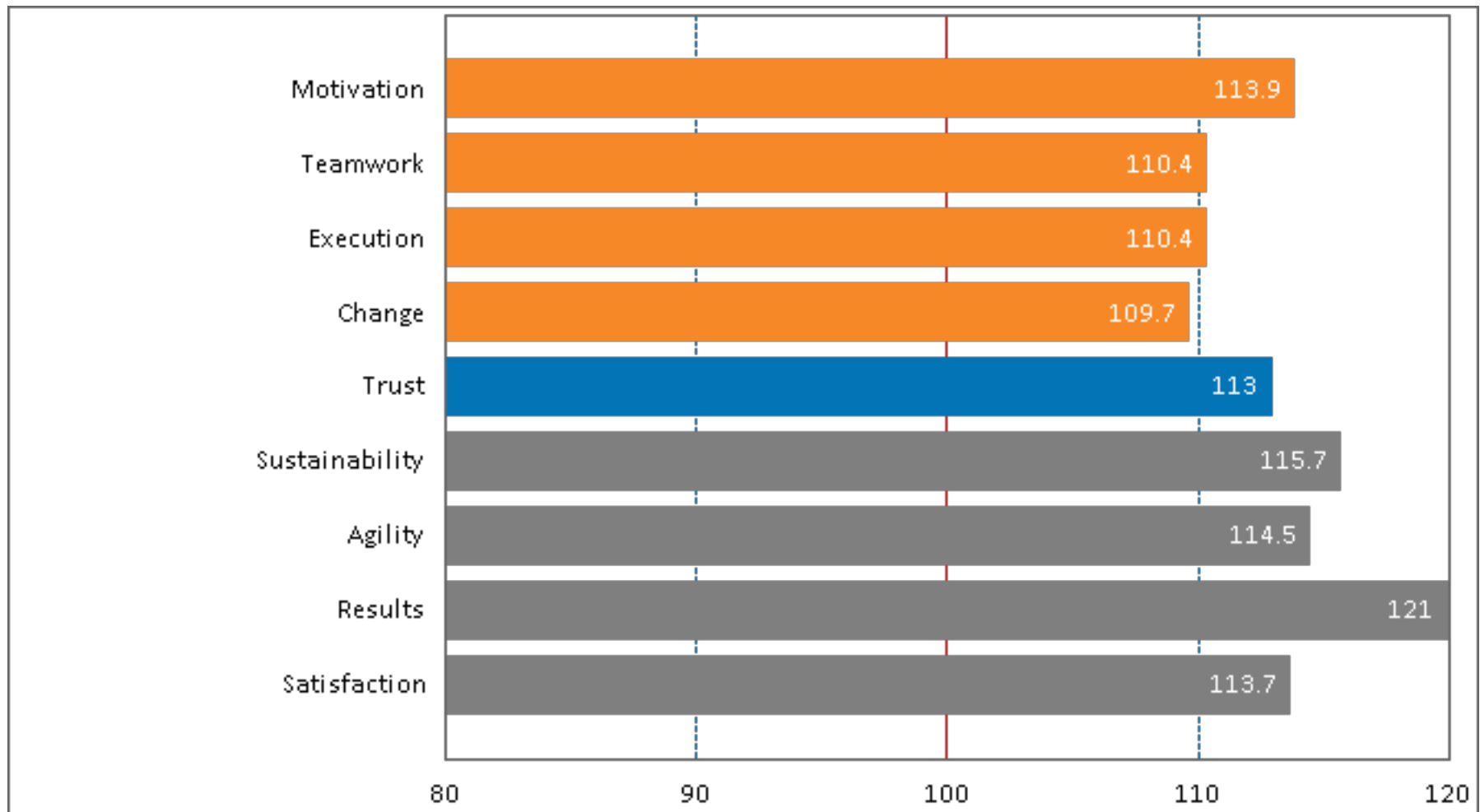
Outcome Factor	Average Score	Standard Deviation
Sustainability	115.7	11.3
Agility	114.5	10.0
Results	121.0	19.8
Satisfaction	113.7	11.5

Note: The TVS includes **two** questionnaires, one on climate and the other on outcomes. These scores come from the team’s responses on the outcomes questionnaire.

Statistically, the two are related: As shown in the model on page 10, these outcomes are driven by the performance of the team on various climate measures. For example, Sustainability is largely driven Motivation and Change. You will notice that Trust is a driver for all outcomes.

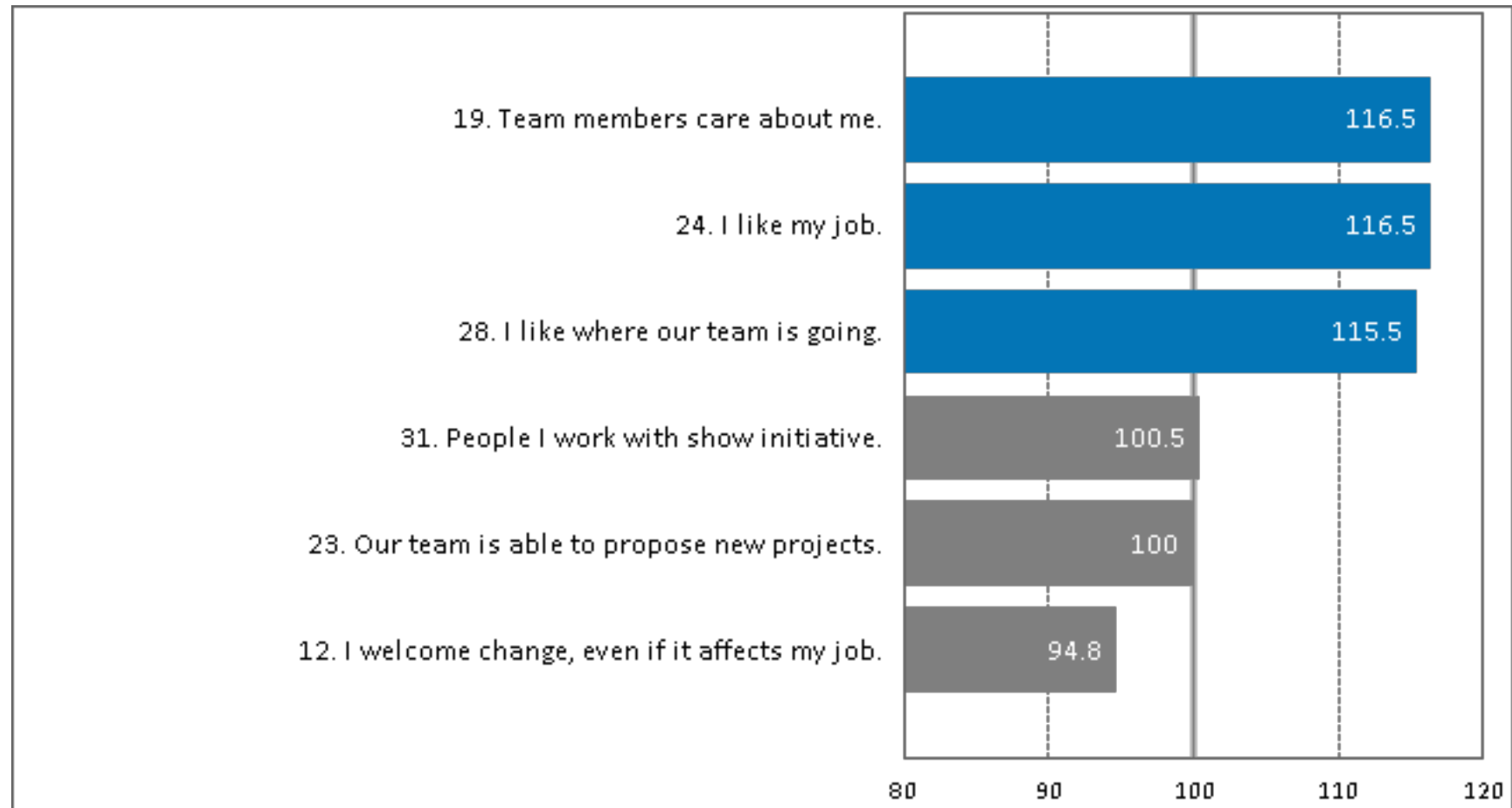
COMBINED SNAPSHOT

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 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?

High Scores

- ♦ 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?

Responses by Item (page 1)

Item	Average	ST Dev
The team takes responsibility for work.	102.9	14.1
Everyone here has good intentions.	112.3	7.3
I am inspired by our team's mission.	109.4	10.4
Our team has internal drive to do excellent work.	101.4	17.0
The work I do matters greatly.	111.8	11.0
People on this team seek feedback.	113.6	11.3
In this team we weigh the costs and benefits when making decisions.	105.2	11.0
I get feedback that is effective.	108.6	11.4
In this team we have what it takes to improve.	113.2	9.8
Team members do as they say they'll do.	108.8	11.2
I can explain the goals of our team to others.	107.2	11.8
I welcome change, even if it affects my job.	94.8	18.2
People here follow through on commitments.	107.0	11.9
I get the support I need to do my work.	111.1	10.5
Our team responds quickly to market changes.	112.4	10.4
I understand what my team members expect of me.	105.4	14.8
People here accept other team members' points of view.	105.1	12.8
The team is well organized.	108.5	11.0
Team members care about me.	116.5	13.0

Responses by Item (page 2)

Item	Average	ST Dev
I understand the purpose of my team.	108.0	9.5
We stand up for our decisions.	113.6	7.8
The team cooperates effectively.	109.7	6.4
Our team is able to propose new projects.	100.0	12.3
I like my job.	116.5	7.0
I can count on the people I work with.	105.5	13.1
People here are creative.	105.4	15.7
Leaders in this team are sincere.	108.6	13.3
I like where our team is going.	115.5	9.4
I manage organizational changes easily.	114.6	9.9
Team members take care of one another.	111.5	12.5
People I work with show initiative.	100.5	13.2
We work well as a team.	109.5	8.4
I am committed to the team's goals.	112.4	8.3
Every change is an opportunity.	102.0	12.0
The team delivers what it promises.	108.4	11.5
People here communicate openly.	109.1	12.0
I know what my responsibilities are on this team.	103.8	8.1
I know what other team members' responsibilities are.	101.2	14.7

Open Questions

START – What would you like the team to start to do (or do more)?

help each other out more, even if its not their job. Embrace each other's differences more - some people are big picture, some are detail thinkers. Some like numbers, some are artsy. Difference is good and even though sometimes its hard to get along with people who think different than us, in the long run its much better to have diversity.

More efficiency and productiveness in downtime

We need to have more intensity when serving clients

Open Questions

START – What would you like the team to start to do (or do more)?

Have more meetings specifically dedicated to the relationship between our stores and the corporate office.

.

Maintain our facility a little better .

Open Questions

START – What would you like the team to start to do (or do more)?

meet regularly...

increase clients per hour + satisfaction levels

communicate more effectively with each other.

Open Questions

START – What would you like the team to start to do (or do more)?

finishing what is started

Build relationships with everyone on their staff

work as a better team

Open Questions

START – What would you like the team to start to do (or do more)?

I would like to see the team work together more cohesively .

Open Questions

STOP - What would you like the team to stop doing (or do less)?

stop worrying so much about what others do. some people seem to worry a lot about when other people work, take lunch, etc. if the works gets done who cares if someone takes a long lunch or leaves at 4...

Changing minds so rapidly

Letting things go until they get out of control, learn to deal with it now!

Open Questions

STOP – What would you like the team to stop doing (or do less)?

We all tend to hold on to our responsibilities until we are overloaded, so stopping that and asking for help when needed would benefit the team.

..

Nothing

Open Questions

STOP - What would you like the team to stop doing (or do less)?

using cell phones not pertaining to work when there are other work related duties that need fulfilled

stop using their dam cell phones in the shop

switching midstream

Open Questions

STOP – What would you like the team to stop doing (or do less)?

Being happy with their at.

stop getting angry when busy

I would like to see the team do less complaining

Open Questions

CONTINUE - What would you like the team to continue to do (that's working well)?

we do a lot well. many people are willing to step up and help each other even when it isn't necessarily their job. I like that we stick together and help each other, even with problems outside of work. Its like a family and thats a major part of why I like my job so much. Open and relaxed communication style is a big plus too

Innovation and mission

Communicating, trouble-shooting, and keep encouraging.

Open Questions

CONTINUE - What would you like the team to continue to do (that's working well)?

...

Communicate it's essential .

to continue to work together as a team

Open Questions

CONTINUE - What would you like the team to continue to do (that's working well)?

not sure

Continue learning on how to communicate effectively with staff.

keep doing a good

Open Questions

CONTINUE - What would you like the team to continue to do (that's working well)?

the team as a whole provides excellent customer service that can continue to be improved on.

Open Questions

Do you have other feedback to share about the team?

no

I love all of our training. I would like to see more training in all of our processes. We train well for each store level process, however, I think the store level employees should have a better understanding of the office's process.

....

Open Questions

Do you have other feedback to share about the team?

Do not at this time .

have a great team. feel we need to continue to gain more experience to increase our efficiency

no

Open Questions

Do you have other feedback to share about the team?

they are some good people to work with

I would like to see the team be able to work more independently rather than continually having to be told what to do or how to do it.

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 effectiveness and to team engagement levels – and also in 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 to maintain or improve team climate and performance.

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

The Vital Signs Toolkit

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.

The Vital Signs toolkit is published by [Six Seconds](#).

Six Seconds provides consulting, training, education, and tools supporting people to increase performance and create positive change around the globe.

www.6seconds.org