

# The VITAL SIGNS Toolkit

## Measure and Improve the Drivers of Organizational Performance

**70%** of organizational change efforts fail, primarily due to the people-side.\* How do you develop the insight to stay in the 30%?

Vital Signs are statistically validated measures that capture key information about the people side of performance. Built on a model with solid business logic as well as sound science, the tools connect people's perceptions and attitudes with hard business outcomes in an actionable, practical framework.

\* Freedman & Ghini (2010) *INSIDE CHANGE*

"The OVS report stands out as one of the best pieces of consulting I've seen in 30 years as an executive – they identified the root causes of our issues in a way that built consensus and motivation for change."

- George McCown, Managing Partner,  
McCown De Leeuw & Co., Inc.

## Value: Measure What Matters

How do you develop the insight to stay in the 30%? The VitalSigns tools equip you with powerful data to:

- Create a strategy that works with and through your people.
- Focus and build buy-in for change efforts.
- Quantify the people-side of the organization.
- Accurately assess the effectiveness of development initiatives.
- Prepare for and track restructuring or M&A – are your people on board? What will it take to get them there?
- Identify needs and opportunities for training, communication, and development.



The Vital Signs tools are published by Six Seconds, a global organization driving positive change and people performance. For 14 years, clients such as FedEx and the UN have relied on Six Seconds' innovative tools for individual and organizational change. Learn more at [www.6seconds.org](http://www.6seconds.org)

The tools measure the capacities to:

Foster a context of **trust** in order to ...

- ✦ inspire deep **motivation**,
- ✦ achieve smooth **execution**,
- ✦ create effective **teamwork**, and
- ✦ transform resistance in readiness for **change**.

### LEARN MORE:

Paul Stillman  
Senior Consultant, Vital Signs

T: +1 520 647 4120  
E: [paul.stillman@6seconds.org](mailto:paul.stillman@6seconds.org)  
W: [www.6seconds.org/business](http://www.6seconds.org/business)

VitalSigns is a suite of scientifically validated measurement tools to improve effectiveness for individual leaders, teams, and across whole organizations. The consistent model creates a framework for understanding people-performance.

## A Complete Toolset

### OVS ORGANIZATIONAL VITAL SIGNS

Measure key indicators of organizational climate across the enterprise.

**Outcomes:** Retention, Productivity, Customer Focus, Future Success



### TVS TEAM VITAL SIGNS

Identify opportunities and obstacles for optimal group performance.

**Outcomes:** Satisfaction, Results, Agility, Sustainability



### LVS LEADERSHIP VITAL SIGNS

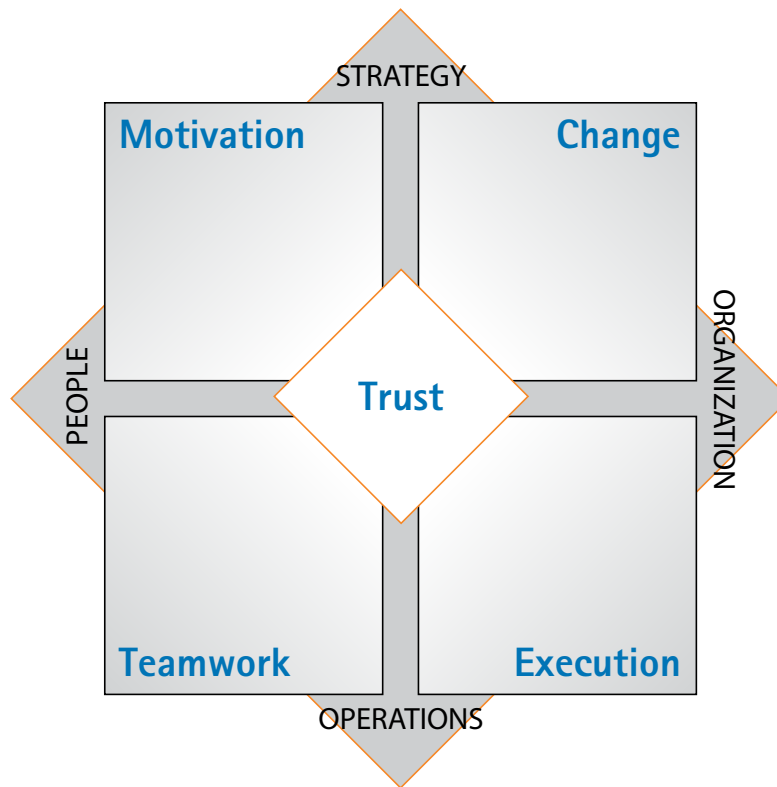
Insight on leadership impact and effectiveness.

**Outcomes:** Influence, Efficacy, Design, Direction



The OVS assessment provides a snapshot of the current organizational climate – an overview of the employees' relationships with the organization. The climate is the context in which employees work each day and the data shows it strongly influences how they do their jobs. Measuring the climate provides leaders with insight into improving organizational performance. It can help focus and measure change and development efforts, and improve management practice.

## The Vital Signs Model



The survey addresses the four factors that shape climate plus an overlay dimension of Trust:

- **Motivation** is the source of energy to overcome challenges, pursue a goal, or maintain commitment.
- **Change** is the readiness to innovate and adapt to succeed in a continuously evolving situation.
- **Teamwork** is collaborating to pursue a goal; it requires a sense of shared purpose and belonging.
- **Execution** is the ability to achieve strategic results by implementing effective tactics.
- **Trust** is a feeling of confidence, faith, and surety that engenders a willingness to risk and facilitates success in other climate factors.

Based on research and experience, we know these key factors drive critical performance outcomes -- which are also measured by the VS tools. While the core drivers are consistent, individual leaders, teams, and organizations are focused on slightly different outcomes. To reflect this, the tools each have specific outcomes (all are aligned with the four dimensions on the outside of the model above).

OVS: Retention, Productivity, Customer Focus, Future Success

TVS: Satisfaction, Results, Agility, Sustainability

LVS: Influence, Efficacy, Design, Direction