



Blueegg^g

VITAL SIGNS

**MEASURING the Drivers
of Organizational Effectiveness**

70% of organizational change efforts fail - primarily due the people side.

How do you develop the insight to stay in the 30%? The Vital Signs 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.

Vital Signs is a suite of scientifically validated measurement tools to improve effectiveness for individual leaders, teams, and across whole organizations. It has been researched with over 100 organizations and 1000s of individuals.

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**.

Introduction



Climate

What kind of workplace environment will allow people to achieve the best results — to perform optimally?

Culture is the knowledge that determines “correct” behavior: “how we do things around here.” Climate is the way people react to working within that environment. Culture is slow to change, climate is rapid. Climate is a massive driver of performance: Do you want to come work in a place that feels toxic? Or are you more likely to invest yourself in a place where you look forward to working each day?

A high performing team or workplace climate is grounded in trust. People have a sense of safety and assurance so they’ll take risks, share, innovate, and go beyond their own comfort zones.

People need to feel energized and committed to doing more than the minimum requirement: Motivation.

They need to be adaptable and innovative: Change.

They need to feel collaboration and communicate to take on the challenges: Teamwork.

They need to be focused and accountable: Execution.

The Vital Signs toolkit consists of three rigorous tools to measure the drivers of organizational effectiveness. Recognizing that performance comes from a dynamic blend of the individual, team, and organization, the tools measure the same key drivers at each level.

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.

LVS 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 of the VS Model.

TVS is a survey of team members evaluating the team experience. It measures the drivers of team effectiveness, offering insight into the workplace climate and team dynamics.

OVS is a well-validated measure of organizational climate using a focused survey that is completed online or on paper. It rapidly and accurately provides a snapshot of the people-side of the organization. Beyond a staff satisfaction measure, OVS identifies key performance drivers linked to practical outcomes as a roadmap for improvement.

The Vital Signs tools all use the same model of key drivers of climate. The climate is the context in which employees work each day; research shows climate strongly influences how people perform their jobs.

Each Vital Sign tool measures the drivers and four key outcomes:

	<p>INDIVIDUAL</p> <p>Measure leaders' capacity to produce strong results and build a thriving organization and drive change.</p> <p>Measures drivers + leadership outcomes: Influence, Efficacy, Design, Direction</p>
	<p>TEAM</p> <p>Measure the vitality of work group, their capacity to achieve great results, and their readiness to meet new challenges.</p> <p>Measures drivers + team outcomes: Satisfaction, Results, Agility, Sustainability</p>
	<p>Organizational</p> <p>Assess the people side of performance, pinpoint the most valuable development opportunities and key risk factors. Make comparisons to design and track development.</p> <p>Measures drivers + org outcomes: Retention, Productivity, Customer Focus, Future Success</p>

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: 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 the other climate factors.



Leadership Vital Signs

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

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.

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 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.

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

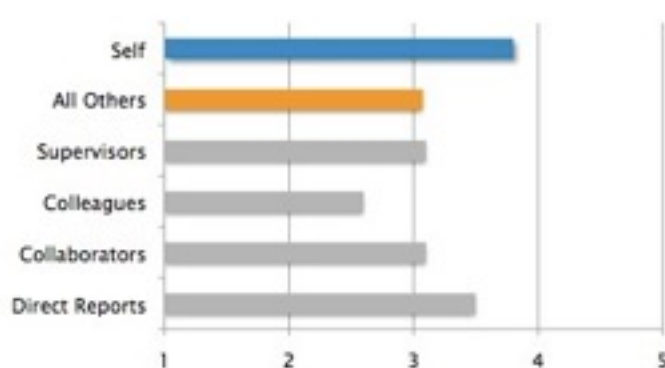
Design: Planning and managing a smooth workflow with and through people.

Direction: Setting a viable, powerful vision.

Efficacy: Generating useful results.

Influence: Building strong relationships to enroll people

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:





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.

The TVS outcomes are shown in the following graphic;



TVS Outcomes Defined

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?

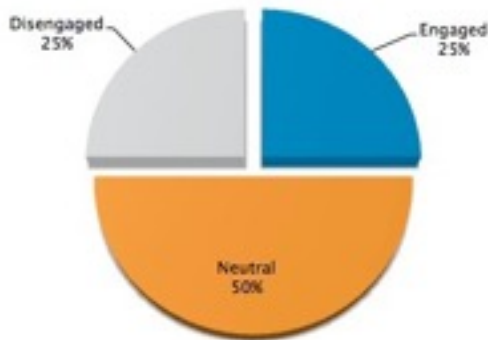
As you can see visually, above, there is one outcome per dimension. For example, Satisfaction is an outcome tied to People, which is a mix of Motivation + Teamwork (and a baseline of Trust which is part of all dimensions).

TVS Results

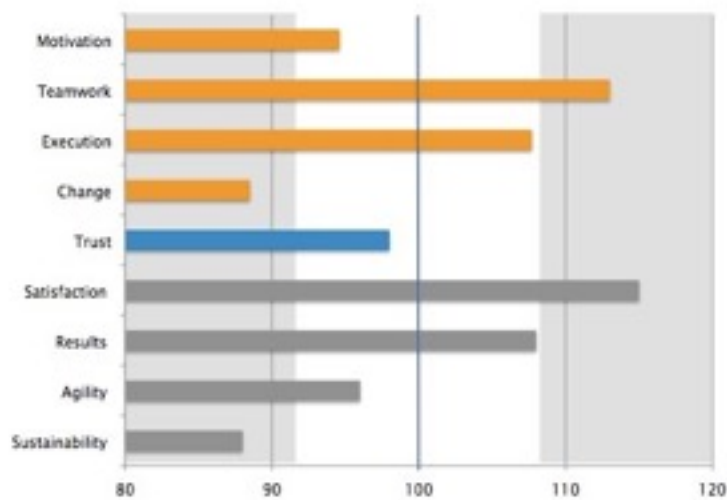
The TVS report includes:

- **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. Statistically and empirically we know that the drivers are a major contributor to success in the outcomes.



Organizational Vital Signs

OVS provides a practical, rapid, reliable process for tracking the people side of the organization. Easily customized, the OVS compares various constituencies to identify areas of alignment and misalignment as well as strengths and weaknesses in the organizational climate.

OVS Applications

Transformation

From new strategy, restructuring, RIF, or M&A, organizations frequently face the need for significant structural change. But the brutal fact is that the vast majority of these efforts fail to produce the desired outcome – usually because people are not on board. The first step to changing that pattern is to understand the current reality. To what degree are your people committed and on board? What's their level of trust and readiness? Do you have the leadership to drive the change? If not, where are there pockets of opportunity?

Planning

In the past, organizational value was primarily determined by financial and material assets. Some leaders are seeing it differently – they genuinely believe that people are their greatest asset, and they take seriously the responsibility for planning for the development of this resource. In the past, they may have used other tools to collect employee perspective, but it was vague, slow, and cumbersome. OVS quickly provides just enough data to keep the employees on the performance dashboard.

ROI

As described for the TVS, there is a growing need to measure the efficacy of development programs. By using the OVS before and after an intervention, the results become transparent – increasing focus and accountability.

OVS Model



The OVS outcomes are shown in the following graphic:



OVS Outcomes Defined

Customer: Do people perceive a commitment to genuinely care for customers Focus in order to create loyalty?

Productivity: Are people accomplishing the work at hand and the work that matters in an efficient manner?

Future Success: Is the organization moving in a sustainable, valuable direction?

Retention: How committed are employees to remaining in the organization?

OVS Sample Result

The OVS 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
- Comparisons: Graph of scores based on demographic groupings
- Conclusions: Synthesis and recommendations
- Comments (Appendix): Text of narrative comments

Sample from the Executive Summary showing the engagement index:

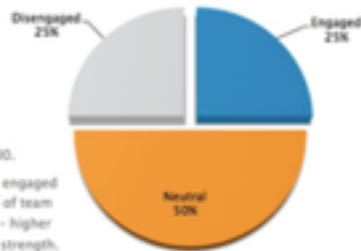


Results at a Glance

Engagement Index: 66/100

This index is an aggregate score on the OVS and can be used as a benchmark for the team's health, effectiveness, and readiness for change. The average Climate Index score is 50/100.

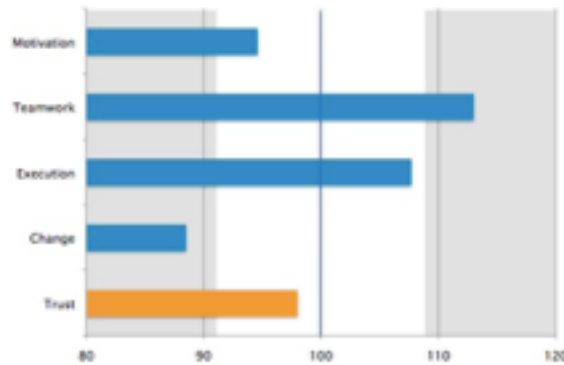
A more positive climate is linked to more engaged team members. On average, around 25% of team members land in the "Engaged" category - higher scores here represent an team important strength.



Sample of a Climate Snapshot.

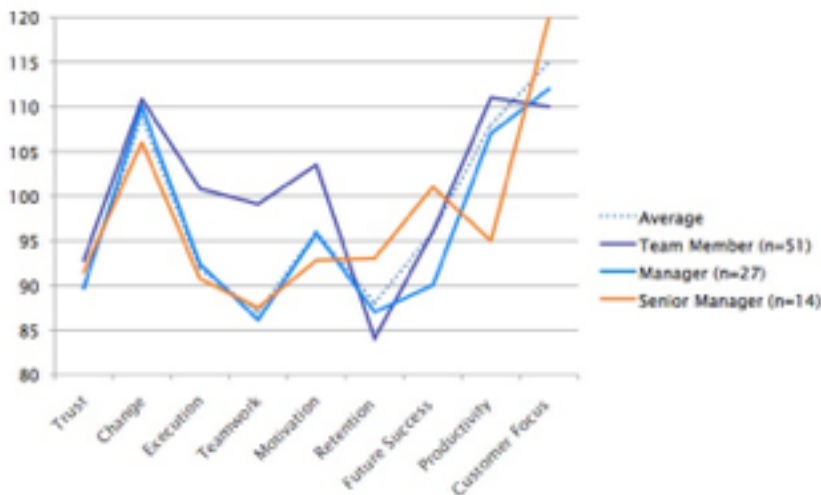
Climate Snapshot

This graph shows the overall scores on the climate. The median score is 100; scores in the grey zones represent lower or upper 25%.



This sample of a Comparison graph is based on roles (Team Member, Manager, Senior Manager). The Comparison graphs are generated based on the custom demographic questions. Thus, any relevant comparisons could be included (such as comparisons by role, position, seniority, job classification, work location, project focus, etc).

OVS by Role





To support effective use of the Vital Signs toolset, Bluegg is certified to provide a range of services.

We are available to present the results of a Vital Signs assessment.

We are available to assist in planning the next steps after the Vital Signs assessment.

We are available to set up tailor made programs

We are available for more positive change..... (for example the Emotional Intelligence assessments and body language for business www.bluegg.nl)

To learn more about how the Vital Signs tools can be most effectively used in organizational change, please contact dennis@bluegg.nl

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