

Report prepared for
Cath Sample
5 May 2016

LEADERSHIP VITAL SIGNS

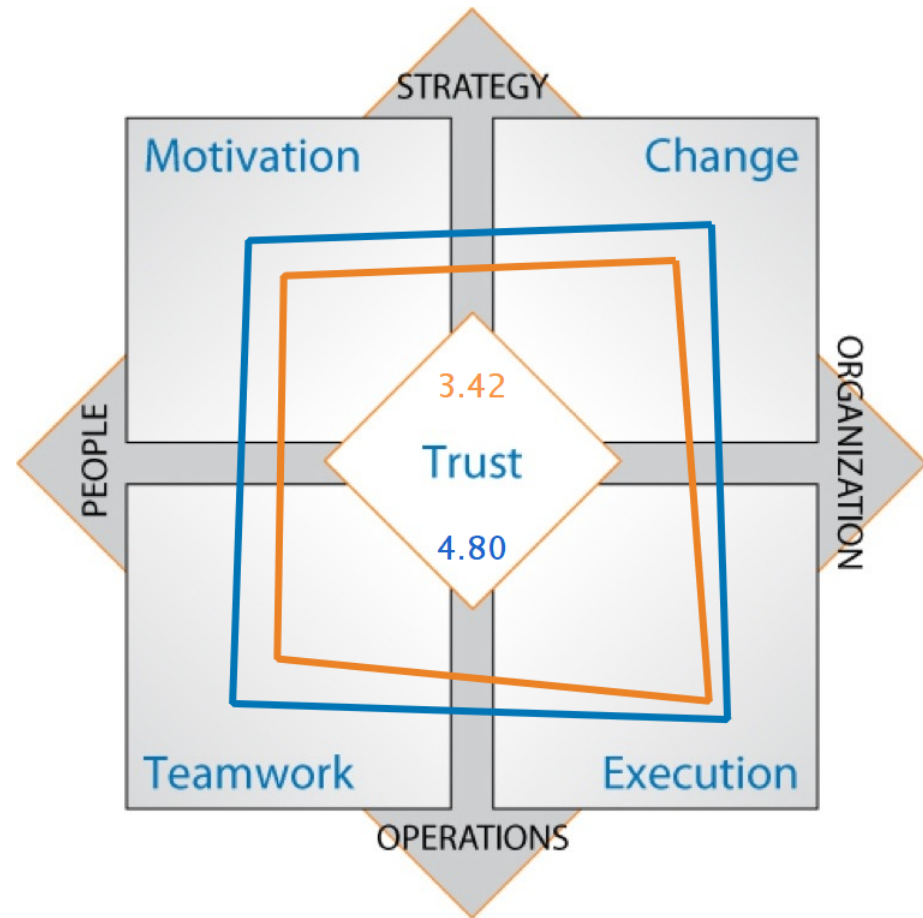
US Edition

Executive Summary

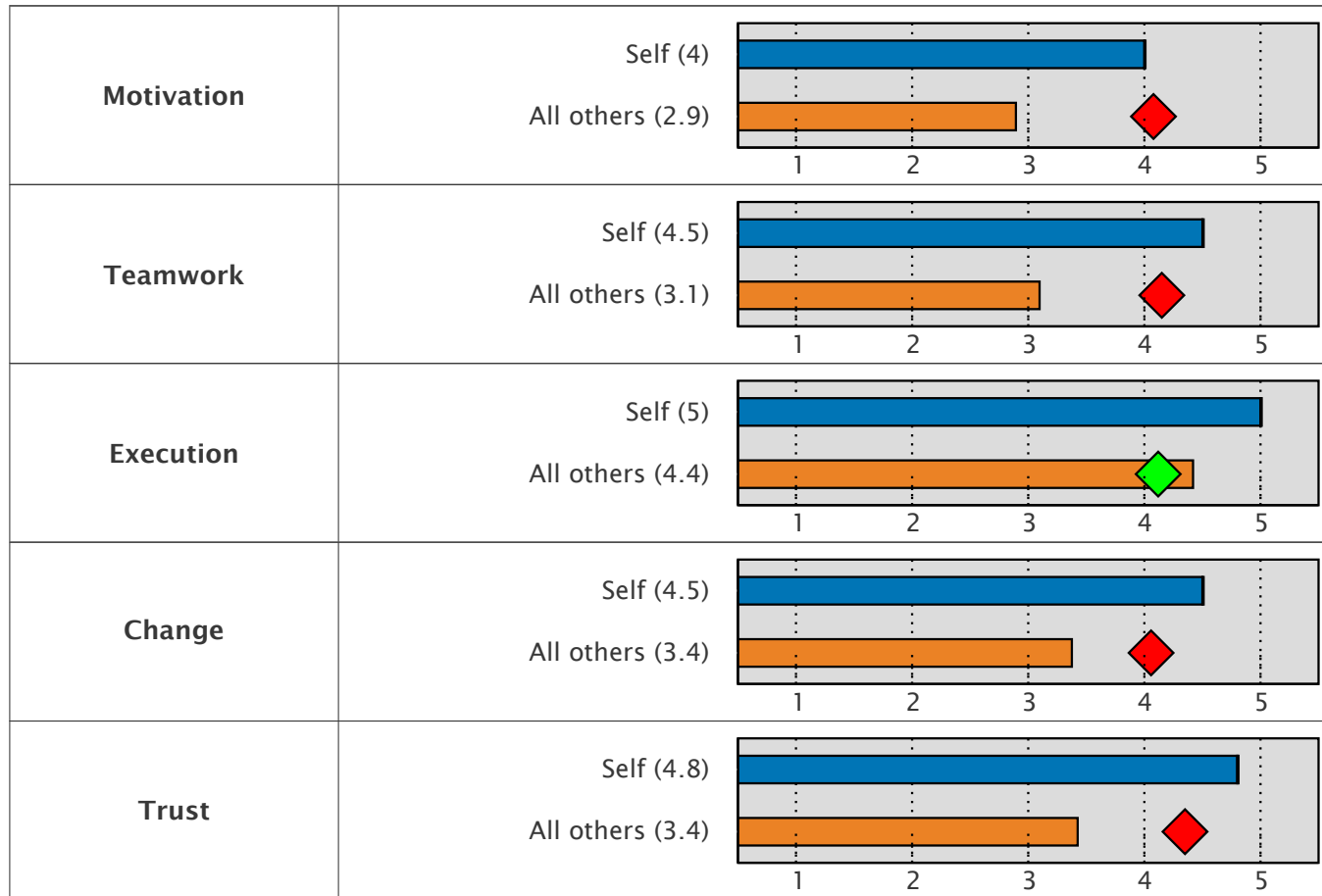
LVS – Leadership Vital Signs – is a multi-rater assessment providing focused feedback about your leadership and comparisons between your and others’ perceptions. In this context, “leadership” is defined by the five components shown in blue on this graph.

The blue line shows your self-perception scores; the orange shows others’ perception. A line closer to the outside of the graph represents a higher score. Trust scores are shown in the central Trust diamond.

This data is shown in a bar graph on the following page.



Feedback Summary



This chart provides a summary of your feedback.

The blue (top) bars show your self-assessment. The orange bars show how all others rated you in each area.

The diamonds on the bar graph represent targets for high performance; there are 3 colors: A **green** diamond means that in this area, your raters perceive that you in the top 25% of performers. A **white** diamond means your raters evaluated you in the average range of performance. A **red** diamond means your raters see this as an area of concern or risk.



CONTENTS

Section 1: Introduction	5
Section 2: The Vital Signs Model	6
Action:	8
Balancing the Dimensions	8
Section 3: The Drivers in Detail	9
1. Motivation	10
2. Teamwork	11
3. Execution	12
4. Change	13
5. Trust	14
Section 4: Outcomes	15
Section 5: Numeric Data	17
Largest Gaps	19
Analysis of Responses	21
Section 6: Comments	24
Examples	24
Stop, Start, Continue	26
Section 7: Conclusions	29



Section 1: Introduction

Why should anyone follow you as a leader?

What results are you adding – not as someone who “does a job” but as someone who enables greater performance from others?

An effective leader must be able to set a context where people can excel – this requires balancing organizational and individual needs, strategy and operations. Great leaders have a remarkable mix of vision and practical skill; they have unique insight, but perhaps even more important: They facilitate others to be effective at something worthwhile.

So how are you performing now as a leader? What are your strengths and weaknesses, and what will you do about those? One of the biggest challenges leaders face is getting quality feedback so they know how they’re doing. This tool can provide that.

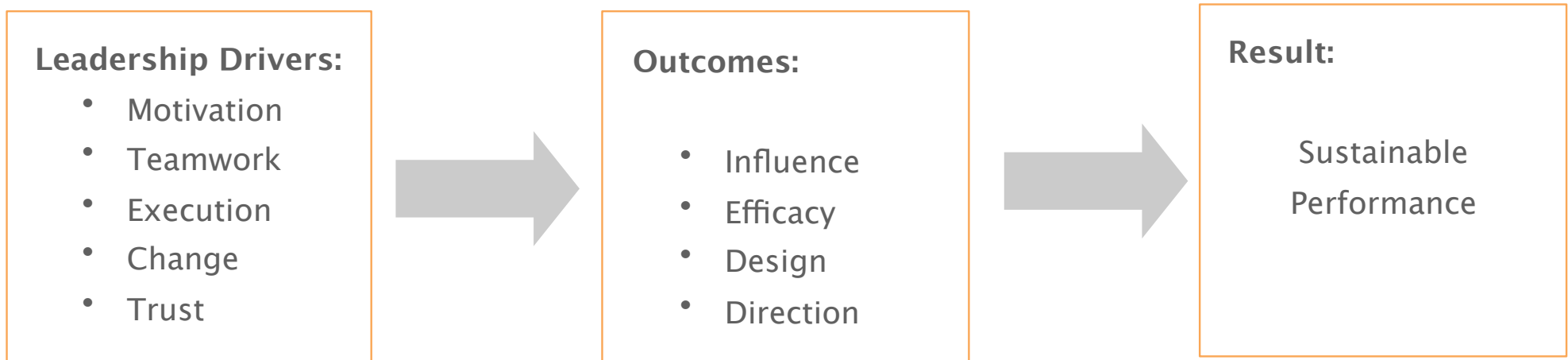
The Leadership Vital Signs returns feedback on your leadership performance. You’ll be able to compare your self-impression with input from others. Neither is the “whole truth,” but both are accurate: This data reflects your real perceptions and others’ real perceptions. These are people who see you on a regular basis; their feedback tells you how you are coming across. The goal is insight that will increase your leadership effectiveness.

“Your foremost job as a leader is to take care of your own emotional energy and then help orchestrate the energy of those around you.” - Peter Drucker

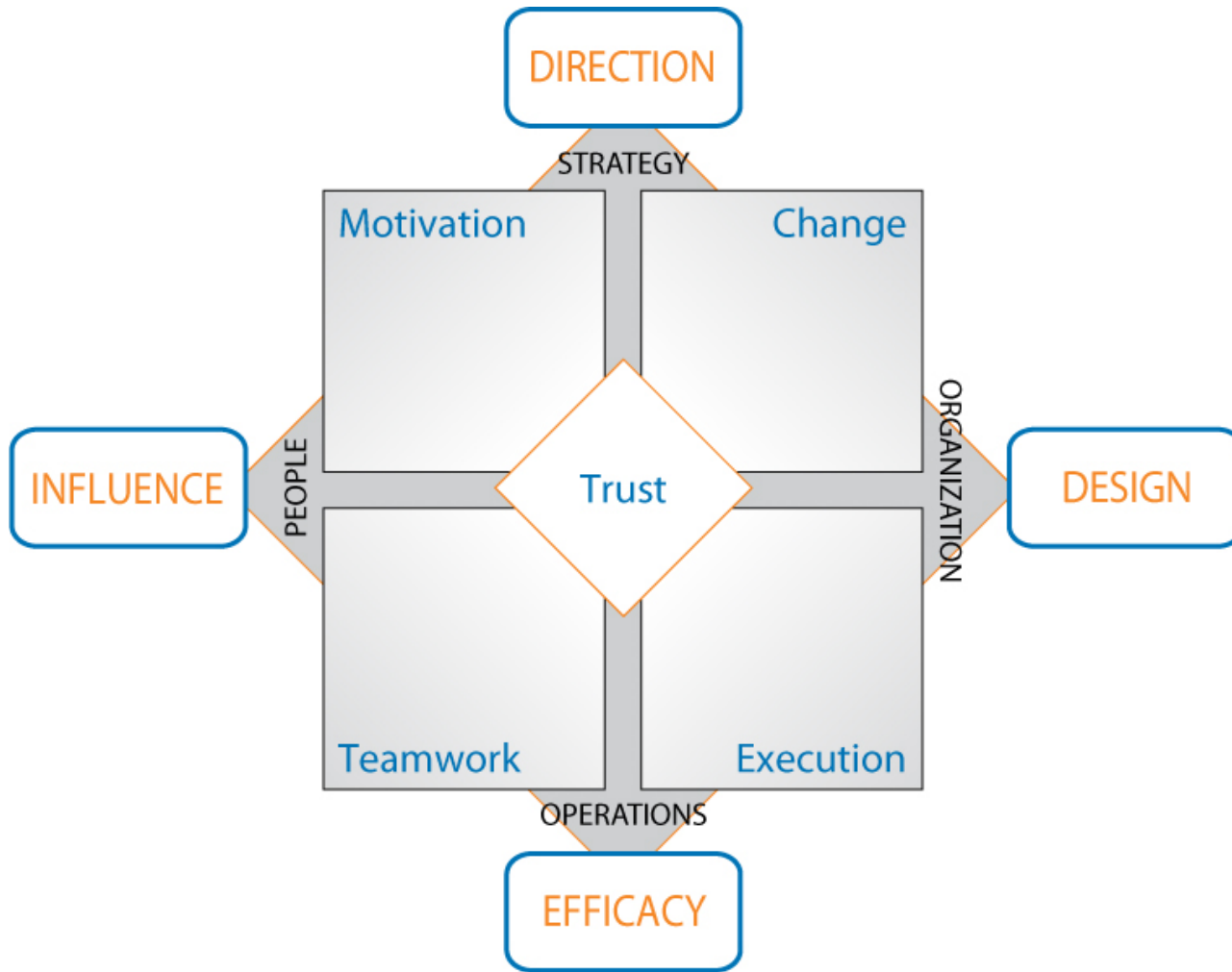


Section 2: The Vital Signs Model

The Vital Signs Model defines five key drivers of effective leadership that lead to four critical outcomes – that lead to sustainable performance:



The model is shown graphically on the next page.



As you saw in the executive summary, the drivers are organized into four domains with trust at the center. An effective leader will be strong and balanced across these dimensions:

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.

Action:

Consider your feedback so far.
How balanced is your profile?

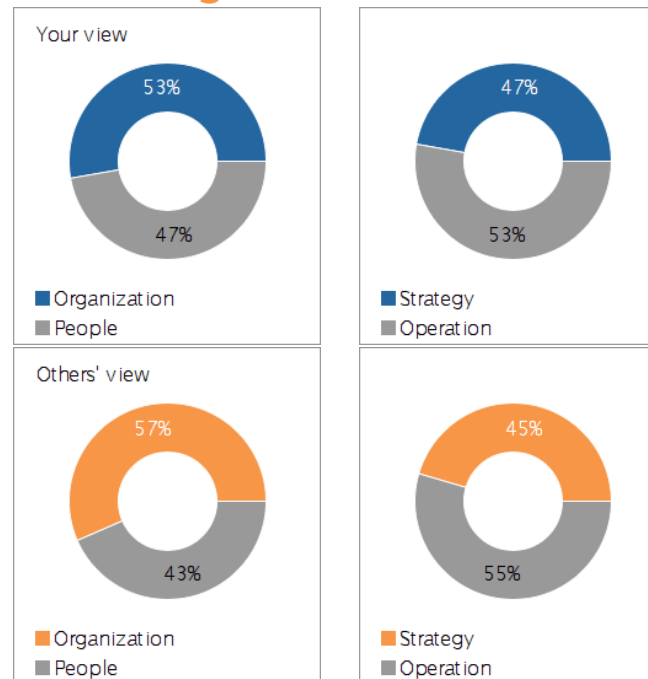
In these four domains...

Rated By	Highest	Lowest
Self	Execution	Motivation
Others	Execution	Motivation

Is this generally true of you as a leader?

What's the implication?

Balancing the Dimensions



Section 3: The Drivers in Detail

On the following pages you find definitions of each of the five drivers and the numerical feedback you received.

In each graph you will see your self-evaluation, a category called “All Other” which includes everyone who provided feedback. “All Others” is then further broken down by group depending on the responses (these categories are defined on the project setup, and, in order to maintain anonymity, all groups must have at least three people responding in order to appear as a separate bar. The “Supervisor” category is exempt from the three-person minimum).

Your “All Other” feedback includes these subgroups:

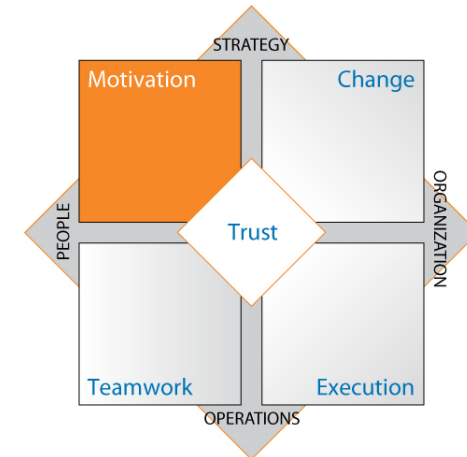
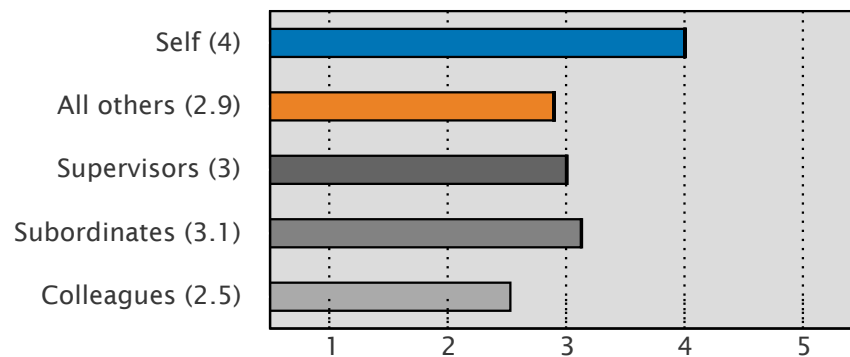
Categories	Number of raters
Subordinates	4
Colleagues	3
Supervisors	1



1. Motivation

Definition: *“Motivation is the source of energy to overcome challenges, pursue a goal, or maintain commitment.”*

Many studies say - and common opinion agrees - that leadership creates value. However, leaders don't create the results themselves. In fact, in checking all the variables, only 10-20% of an organization's success can be directly attributed to the leader's efforts. While that's significant, it's clear that the subordinates represent the real “human capital” - it is the remaining 80-90% that generates the success. So the leader's contribution isn't so much from direct action, but from understanding and engaging others. This requires building a shared sense of purpose and direction, setting mutual expectations, and setting up each person for success.

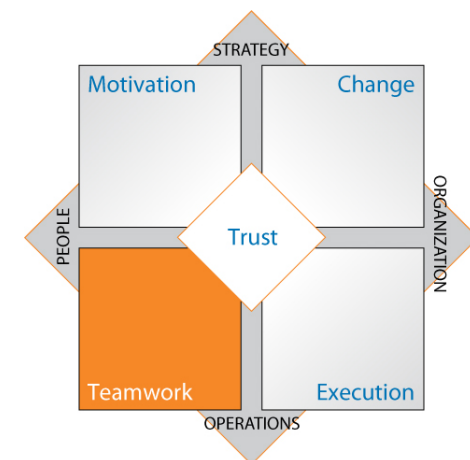
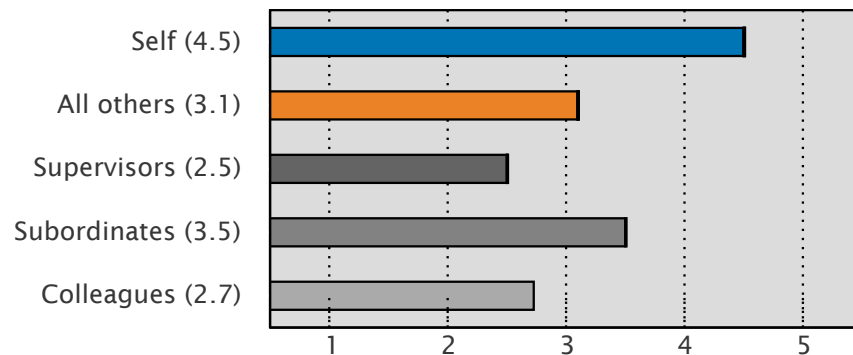


2. Teamwork

Definition: “Teamwork is collaborating to pursue a goal; it requires a sense of shared purpose and belonging.”

Imagine a group of musicians, each playing something a bit different. Now consider the conductor coordinating these diverse forces so that together something new is created. Like that orchestra, teams are plural, complex and delicate. Simultaneously individuals are moving in their own ways, yet with coordination and integration there is a powerful synergy.

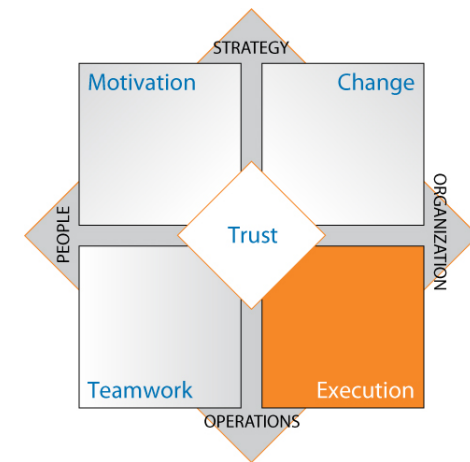
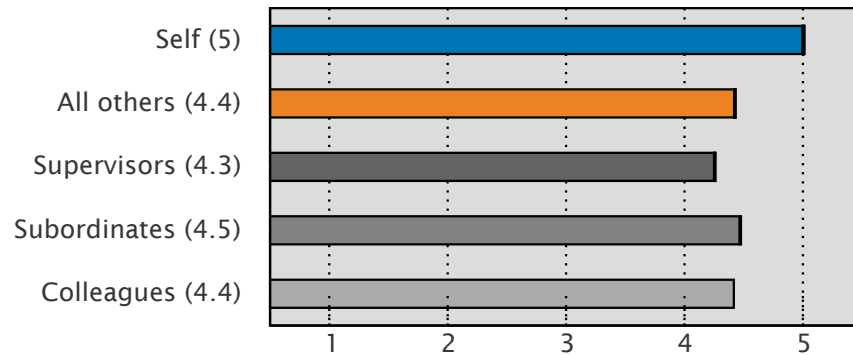
The leader’s job is to create the conditions where the efforts of talented individuals are multiplied by belonging to a team. This requires a process of enrolling people in a shared direction and supporting each person to participate to the best of his/her ability. It requires making visible what it is frequently hidden, facilitating the flow of information, articulating different points of view and regularly providing feedback about what is and isn’t working.



3. Execution

Definition: “Execution is the ability to achieve strategic results by implementing specific steps that work.”

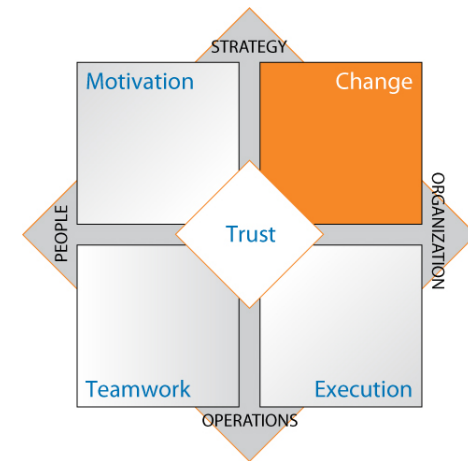
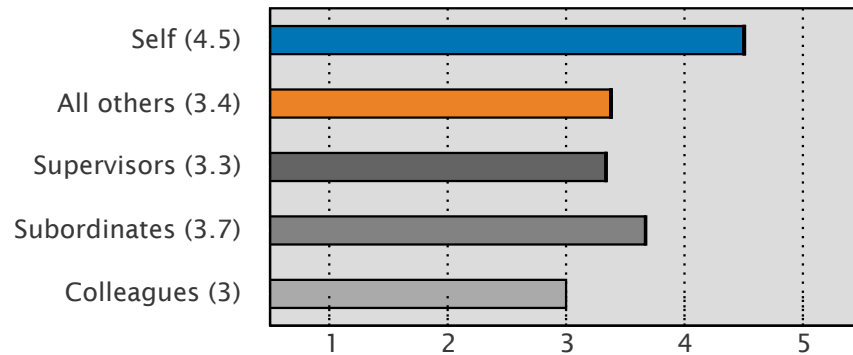
Even a great strategy isn’t enough. Operational success comes from turning the plan into reality. Effective leaders have enough of a plan to create clarity and they break it down into actionable, specific steps that work. Then they check progress, monitoring the delivery of these elements and circling back to ensure key milestones stay on track. This requires attention to detail, open communication, accountability, and the ability to see not just the overall vision, but how small actions will move toward that outcome.



4. Change

Definition: “Change leadership is the ability to keep the team innovating and adapting to succeed in a continuously changing environment.”

Change is mainly a process of learning: it means discovering new approaches, new systems, new ways of interacting. As organizational needs evolve, so must the players - and effective leaders have the awareness and skill to manage this dynamic process. To activate a change process we need to start with ourselves; the way we think, feel, and act ripple outward creating either resistance or engagement. An effective change leader maintains realistic optimism, takes the challenges as opportunities, and maintains an ongoing dialogue about the purpose and process of change.



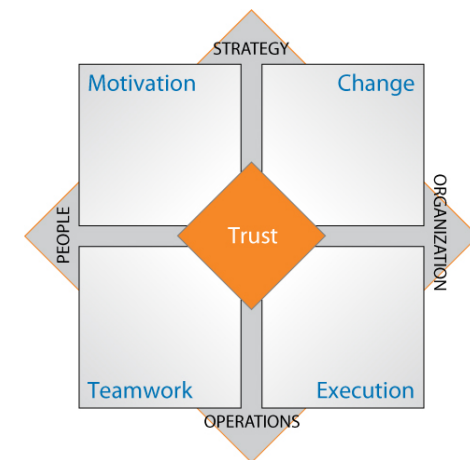
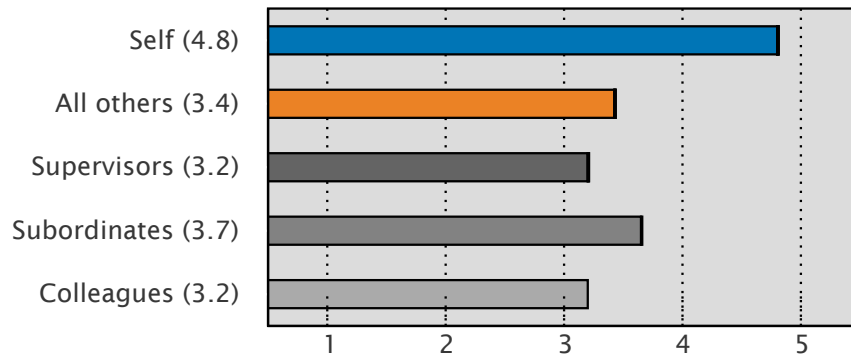
5. Trust

Definition: *“Trust is a feeling of confidence and surety - a trustworthy leader is someone who others will rely upon.”*

Leadership isn’t something that one can buy or make by oneself; by definition a leader requires the consent of followers. The quality of that relationship can be measured by trust; it is the benchmark or foundation of an effective working relationship.

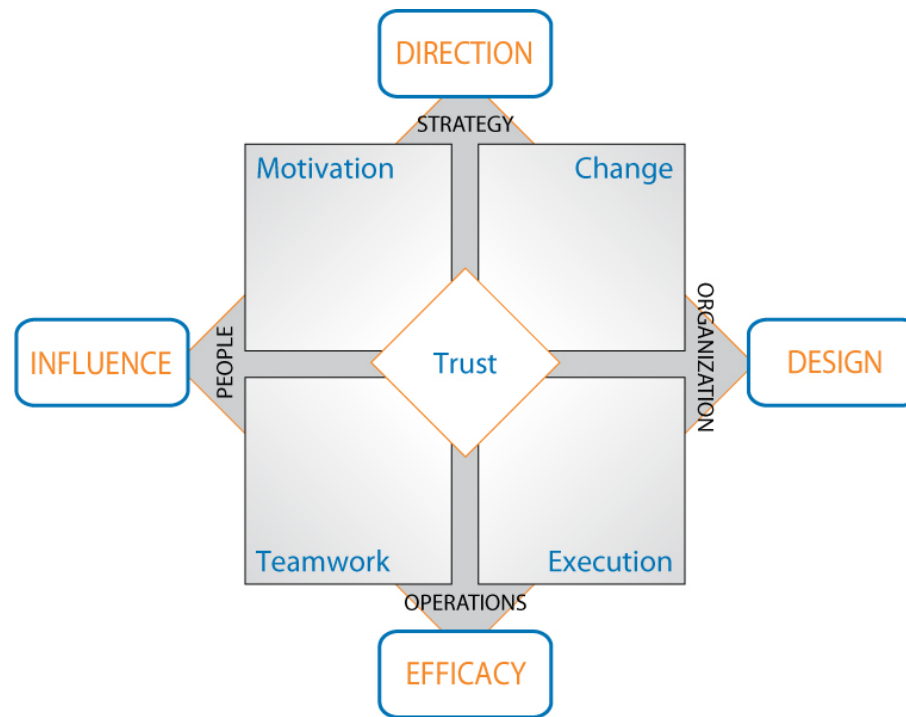
Leaders who generate trust facilitate others to take positive risks - risks to fully commit, to be forthcoming and honest, to stretch, to be open to change, and to grow. Followers listen to a trusted leader, they believe in her/his words so they don’t waste time in petty disagreement and power struggle.

Trustworthy leaders keep promises, both those spoken and unspoken. Trust grows when leaders are competent, consistent, committed, and caring.



Section 4: Outcomes

Research with the Vital Signs model finds that the five drivers outlined above have a strong effect on certain critical performance outcomes, one per dimension. These outcomes are assessed with specific questions in the LVS survey.

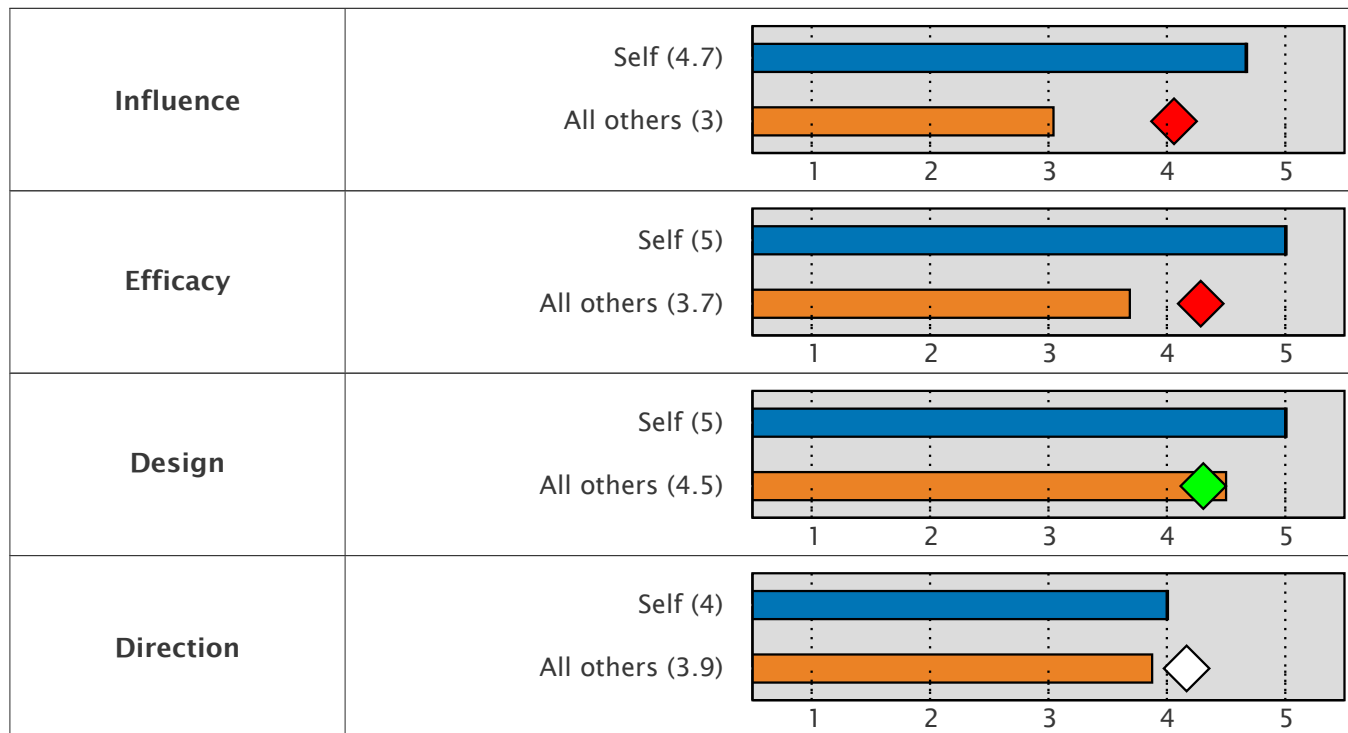


Influence: building strong relationships to enroll people.

Efficacy: generating useful results.

Design: managing a smooth workflow with and through people.

Direction: setting a viable, powerful vision.



This chart provides a summary of your outcomes feedback.

The blue (top) bars show your self-assessment. The orange bars show how all others rated you in each area.

The diamonds on the bar graph represent targets for high performance there are 3 colors: A green diamond means that in this area, your raters perceive that you in the top 25% of performers. A white diamond means your raters evaluated you in the average range of performance. A red diamond means your raters see this as an area of concern or risk.



Section 5: Numeric Data

This table is a summary of the data; it contains the scores explained on the previous pages, now summarized into a single table.

Raters	Motivation	Teamwork	Execution	Change	Trust
Self	4.00	4.50	5	4.50	4.80
All others	2.89	3.10	4.42	3.38	3.43
Supervisors	3.00	2.50	4.25	3.33	3.20
Subordinates	3.13	3.50	4.47	3.67	3.65
Colleagues	2.53	2.73	4.42	3.00	3.20



Raters	Influence	Efficacy	Design	Direction
Self	4.67	5	5	4
All others	3.04	3.69	4.50	3.88
Supervisors	3.67	4.50	4.50	3.50
Subordinates	3.08	3.75	4.63	4.13
Colleagues	2.78	3.33	4.33	3.67



Largest Gaps

This table shows the largest gaps (i.e., differences) between your self-perception and others' perception. For each there is space for you to consider the implications of this feedback.

Items where self-assessment is higher:

Item	Self	All others
23. She builds trust	5	2.63
<i>What can you learn from this data?</i>		
21. She encourages me to give and receive feedback	5	2.88
<i>What can you learn from this data?</i>		
24. She helps people utilize their strengths	5	2.88
<i>What can you learn from this data?</i>		
10. She is a genuine and sincere person	5	3.00
<i>What can you learn from this data?</i>		



Items where others' evaluation is higher:

No items are in this category.



Analysis of Responses

This table shows how many people rated you a 1, 2, 3, 4, or 5 for each time. On the right you see the average score of all others' evaluations. Your self-evaluation is highlighted in blue.

Item	1	2	3	4	5	Average
1. She is genuinely appreciative	1	2	4	1	0	2.63
2. She translates strategic goals into practical action steps	0	0	1	3	4	4.38
3. She is good at encouraging the flow of information	0	2	1	5	0	3.38
4. She can help people perceive change as an opportunity	0	1	3	4	0	3.38
5. If she makes a promise, she keeps it	0	0	1	3	4	4.38
6. Everyday she commits to create positive workplace interactions with others	0	3	2	2	1	3.13
7. She delegates effectively	0	1	0	5	2	4.00
8. She places high value on teamwork	0	1	4	1	1	3.29
9. She pushes for innovation	0	0	4	2	2	3.75
10. She is a genuine and sincere person	0	2	4	2	0	3.00
11. She values different perspectives	0	5	2	1	0	2.50
12. She stays on top of projects by actively monitoring progress	0	0	1	2	4	4.43
13. She facilitates connection between people	0	3	3	2	0	2.88
14. She involves people in change processes	0	1	4	3	0	3.25



Item	1	2	3	4	5	Average
15. She is a skilled professional	0	0	0	1	7	4.88
16. She clarifies expectations	0	0	0	6	1	4.14
17. She meets deadlines	0	0	0	1	7	4.88
18. She inspires confidence	0	2	2	4	0	3.25
19. She has excellent relationship skills	1	4	3	0	0	2.25
20. She is very attentive to my needs	1	4	3	0	0	2.25
21. She encourages me to give and receive feedback	0	2	5	1	0	2.88
22. She convincingly explains the reasons behind change	0	2	3	2	1	3.25
23. She builds trust	0	4	3	1	0	2.63
24. She helps people utilize their strengths	0	1	7	0	0	2.88
25. As a change process closes, she reflects about the results of change with me and others	0	1	3	4	0	3.38
26. She is inspiring	0	3	4	1	0	2.75
27. I go along with her ideas	0	0	6	2	0	3.25
28. She works with me to get important work accomplished	0	1	5	2	0	3.13
29. She achieves positive results	0	0	2	2	4	4.25
30. She stays actively involved in important projects	0	0	0	2	6	4.75
31. She plans projects systemically, balancing the various needs (priorities, people's skills and needs, finances, organizational culture, etc.)	0	0	1	4	3	4.25



Item	1	2	3	4	5	Average
32. She is focused on long term goals	0	0	1	3	4	4.38
33. She brings me into the vision	0	0	6	1	1	3.38
34. I listen to her	0	0	7	1	0	3.13



Section 6: Comments

Examples

The LVS survey invites people to give examples to substantiate their responses. Any comments you entered are highlighted in blue.

<p>2. She translates strategic goals into practical action steps</p>	<p>Cath drives projects from start to completion with clarity and focus.</p>
<p>6. Everyday she commits to create positive workplace interactions with others</p>	<p>Cath has positive interactions with others when it meets her needs.</p>
<p>7. She delegates effectively</p>	<p><i>Accountability is important</i></p> <p>Cath will often take on a high workload and I often wonder about the amount she takes on herself.</p>
<p>8. She places high value on teamwork</p>	<p>As said befoe, she takes on a lot on herself and is a high achiever but may not always use her team to its best use.</p> <p>sometimes Cath cares too much about the team and not enough about individuals</p>
<p>10. She is a genuine and sincere person</p>	<p>Cath knows the political scene of this organization well and uses it to her advantage.</p>



11. She values different perspectives	seems more interested in perspectives of managers than of others
12. She stays on top of projects by actively monitoring progress	she really stays on top – almost micromanages! She takes responsibility and accountability very seriously and ensures that targets are achieved.
13. She facilitates connection between people	Cath is not big on the “soft” side of leadership. i don’t think she does this enough
18. She inspires confidence	A little intimidating I can trust in Cath to get the job done.
20. She is very attentive to my needs	very interested in results
21. She encourages me to give and receive feedback	This is critically important to me open and direct
33. She brings me into the vision	sometimes



Stop, Start, Continue

At the end, the questionnaire asks four open-ended questions. Responses are below; your responses (if you gave any) are highlighted in blue.

START - What would you like Cath to start to do (or do more)?

- We have some important priorities where not all the leaders are on board. I see the need to gain clarity from the top and COMMIT, I'm willing to do my part to take us to the next level.
- Cath takes on a lot on herself. I would like to see her utilize others more to help support her in achieving results.
- Communicate more openly with team members about what our goals are and what the underlying rationale is
- Focusing on the relationships with team members.
Explaining the reasons behind changes in tactics and focus.
Considering the impact of decisions and changes on the team.
Involving people more in the change process.
- I would like to see Cath really listen to us - as individual members of her team who do great work and work incredibly well together.
- Lighten up! Cath is very serious in her approach. She has a wonderful sense of humour but I don't think her team gets to see this very often.
- Start having a bit more fun on the job. Relax, laugh and bring some laughter into the work place.
- Stop by and take a moment to see how others are and what they might need. We rarely see her.

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



- I think I've been wasting time on some projects (and people) where there is a lack of real commitment to results. I want to ensure I'm putting my energy where it's going to do the most good.
- Being so directive.
Cath can come across as "its my way or the highway".
Providing such blunt feedback it can feel like a personal attack.
- Cath is driven to succeed and is sometimes blind to the needs of the rest of our Management team. Times are hard and our Management team is feeling that. We need to support each other more and from time to time I would like to see Cath put others needs before hers when it comes to resourcing of our projects.
- I would like to see Cath spend less time with her supervisor and senior leaders, and spend more time with our team
- Micromanaging – sometimes during our team meetings I get upset when she tries to go over what one of us has already completed thinking that we could have done more. She doesn't do this often but when she does we all cringe.
- Sometimes being harsh in the name of being 'direct' can be off putting and create resentment and underlying tension. She may win the war, but she is losing the battle. The team would have more energy to give more and be motivated, if they weren't feeling angry and resentful. The team ends up spending time complaining behind her back instead of discussing our next project.
- Stop trying so hard. Your strengths are evident and they are seen by all of us. You don't need to drive them so hard.
- We do not need her to always speak for us.

CONTINUE - What would you like Cath to continue (that is working well)?

- I have been able to get my team the resources needed to perform, and I'm proud of my ability to advocate for our priorities.



- Cath consistently delivers positive results for the team and the whole company. In that regard, she's an excellent role model
- Cath is honest and to the point and this is a great strength of hers.
- Cath is very driven and focused to achieve and in the end, gets the results that she sets out to achieve. I trust in her to get the job done.
- Continue to support the team's projects. Your drive gives us the energy and accountability that we need to succeed.
- I appreciate how open and direct she is.
- I want Cath to continue to develop her leadership skills.
- Keep the strong project focus.
The level of accountability in the team is excellent, you know what is expected of you and when.

Do you have other feedback about Cath's leadership?

- Cath has a great aspirations and many of the qualities to help her achieve success professionally. However, she could benefit from showing more empathy for her teammates and perhaps "loosening up" a little to show us more of who she is.
- Cath is a very focused leader and is in the know about what is really happening in the organisation and she is well respected by senior management. This gives the team credibility and a high profile.
- Cath will go far in her career because she is committed and has a focus. If she learns to take others with her she will go farther faster.
- I'd like her to be more relaxed about her capabilities and not try so hard in the small little details.



Section 7: Conclusions

Reflections

Answer these questions to get the most value from your report.

What are some “common themes” you can identify from the feedback?

There may be some feedback that is not particularly useful to you, or that you reject. There is probably some that you accept and see as important. What are the 2-3 most important areas for you to work on?

What are your key strengths that have been confirmed or emphasized in the report?

Is there one area of the LVS model that would be valuable for you to work on? Which? What benefit would you get from working on that?



Action Plan

What are your next steps in your leadership development?

Objectives	Benefits	Action Steps
What is one key objective?	What are the benefits of achieving this?	What are some key steps to reaching the objective?
1		
2		
3		



Conclusions

A few key points...

- The Leadership Vital Signs Report provides feedback and information that you can consider. Some of the feedback will be invaluable, some will be unimportant. If you are defensive or closed, it will be hard to tell which is which! So approach this information with curiosity and openness. What gems can you find here?
- The quality of the feedback will depend on many factors, such as the current workplace environment, how well the raters know you, how much trust they had in the anonymity of this feedback or a perceived risk in being honest, how much time they took to reflect deeply, etc.
- The five drivers in the Vital Signs model are powerful. Research and experience shows us these areas make a significant difference in a leader's effectiveness - and also in quality of life.
- The current scores are not permanent. If you choose to work on any area, you can change your interactions and change the scores.
- Don't forget your strengths. Often receiving this kind of feedback, leaders will focus on the criticisms or lowest scores. But focusing on strengths usually produces more and faster results. What is one of your strengths revealed in the feedback? How can you leverage it?

Congratulations on your commitment to growing as a leader, we hope the LVS has been valuable for you.

- The Six Seconds' Team



The Vital Signs Assessments:

- 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.

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