

Organization Development Program

Team Vital Signs

Team Vital Signs

“우리 팀의 심장은 뛰고 있는가?”

“우리 팀의 심장은 뛰고 있는가 ? ” Team Vital Signs

#우리 팀 심폐소생술#조직진단#성과를 위한 핵심Driver
#신뢰, 실행, 팀워크, 변화, 동기부여 수준 알기

Team Vital Signs 과정은
이런 고민이 있는 분들께 추천합니다.

우리 팀의 현재 몰입 수준과 환경을
점검하고 싶어요.

현재 팀 수준을 데이터로 보고!
맞춤 솔루션 얻고 싶어요.

팀이 급격한 변화 속에 지치고 힘들어요.

과정 개요

학습목표

- 구성원 간 근황과 현재의 상황을 자연스럽게 공유하면서 공감대를 형성하고, 팀에서 해결하고 싶은 문제를 설정할 수 있다.
- 팀 구성원이 느끼는 고민과 감정을 공유하며, 전체의 감정을 모아, 조직 전체의 풍토를 살펴볼 수 있다.

학습시간

- 8.0H

교육대상

- 팀원 전원
- 그룹별/파트별 구성원

학습흐름

M1. My Vital Signs

- My Challenge?
- My Feeling?
- 감정이 팀,조직에 미치는 영향

2.0H

M2. Your Vital Signs

- 개인이 만드는 조직의 풍토 (Climate 살펴보기)
- 현재 우리 조직의 강점과 보완점은? 가장 해결하고 싶은 문제는?

1.0H

M3. Our Vital Signs

- 우리 팀의 모습 OVERVIEW
- 현재 우리 팀의 몰입지수, 성과 점검
- 일하는 유형, 5개의 조직성과를 만드는 동인 중 가장 낮고 높은 부분은?

3.0H

M4. Future Vital Signs

- 팀 성장, 발전을 위한 Action 만들기
- 1:1 나눔과 공유 : 상호 용기와 지지의 메시지 전달
- 과정Wrap up

2.0H

프로그램 상세

- 구성원 간 근황과 현재의 상황을 자연스럽게 공유하면서 공감대를 형성하고, 팀에서 해결하고 싶은 문제를 설정합니다.
- 팀 구성원이 느끼는 고민과 감정을 공유하며, 전체의 감정을 모아 조직 전체의 풍토를 살펴봅니다.

Lesson	Contents	Method	Time
M1. My Vital Sign	<ul style="list-style-type: none"> • <u>Orientation & Ice-Breaking</u> <ul style="list-style-type: none"> - 강사소개 - 과정 Ground Rules_팀원들과 소통의 자리 • <u>My Challenge?</u> <ul style="list-style-type: none"> - 요즘 나의 고민은? - 나눔과 공유의 시간 • <u>My Feeling?</u> <ul style="list-style-type: none"> - 최근에 팀에서 많이 느끼고 있는 감정은? - 1:1공유_최근에 느낀 감정 공유하기_경청과 존중의 자세로 듣기 • <u>나의 감정이 팀, 조직에 미치는 영향</u> <ul style="list-style-type: none"> - 감정 전염 : 감정은 전염되며 나의 감정은 팀의 감정으로 전염 - Emotional Hijacking : 이성적 마비로 원하는 결정을 하기 힘든 상태 	<ul style="list-style-type: none"> ▪ 강의 ▪ 활동 ▪ 그룹토의 	<ul style="list-style-type: none"> ▪ 2.0H
M2. your Vital Sign	<ul style="list-style-type: none"> • <u>개인이 만드는 조직풍토 (Climate) 살펴보기</u> <ul style="list-style-type: none"> - 최근 우리가 느끼는 감정을 모아본다면? - 강한불쾌, 약한불쾌, 강한유쾌, 약한유쾌_어느 영역이 가장 많은가? - 감정은 사람을 움직이고, 사람은 성과를 만든다 • <u>Team Challenge?</u> <ul style="list-style-type: none"> 현재 우리 직의 강점과 보완점은? 가장 해결하고 싶은 문제는? (제도적 측면보다 조직개발 측면) - 나눔과 공유 - 강점과 문제점을 팀워크, 동기부여, 신뢰, 실행, 변화로 분류해본다면? 	<ul style="list-style-type: none"> ▪ 강의 ▪ 활동 ▪ 그룹토의 	<ul style="list-style-type: none"> ▪ 1.0H

프로그램 상세

- 팀 진단 결과를 보면서 구성원들과 함께 조직에서 필요한 부분(Drivers)이 무엇인지 확인하고 소통을 통해 긍정적인 관계를 형성할 수 있다.
- 부서, 팀 간 역할을 생각해보고, 서로 고충을 이해하면서 역지사지를 경험하고 원 팀을 만들기 위해 나, 우리에게 필요한 행동을 수립할 수 있다.

Lesson	Contents	Method	Time
<p>M3. Our Vital Signs</p>	<ul style="list-style-type: none"> • <u>우리팀의 모습 OVERVIEW</u> • <u>현재 우리 팀의 몰입지수, 성과 점검</u> <ul style="list-style-type: none"> - 우리 팀의 몰입점수는? - Outcome Scores : 미래성공, 고객중심, 생산성, 유지지수 인식, 가장 높고 낮은 Outcome공개 - Climate Snapshot : 신뢰, 동기부여, 팀워크, 실행, 변화지수 점수는? (조직풍토 현황) <ul style="list-style-type: none"> 5개의 드라이버 중 가장 높은 드라이버와 낮은 드라이버는? 리더그룹의 신뢰점수는? - 우리팀의 5가지 드라이버 공개 • <u>우리들의 일하는 유형, 5개의 조직성과를 만드는 동인 중 가장 낮고 높은 부분은?</u> • <u>Consultant View : 조직 진단 결과에 따른 강사 디브리핑</u> • <u>5개의 드라이버 중 가장 근간이 되는 신뢰 신뢰가 만드는 심리적 안전감</u> <ul style="list-style-type: none"> - 심리적 안전감을 느끼는 조직으로 만들기 위해 중요한 3가지 행동 (투명성, 일관성, 배려와 보살핌) 	<ul style="list-style-type: none"> ▪ 진단리포트 ▪ 강의 ▪ 조활동 ▪ 전체활동 	<ul style="list-style-type: none"> ▪ 3.0H
<p>M4. Future Vital Signs</p>	<ul style="list-style-type: none"> • <u>팀성장, 발전을 위한 우리들의 Action 만들기</u> <ul style="list-style-type: none"> - 5개의 드라이버 중 강점은? 그에 따른 Pulse Point (5가지 드라이버의 하위 3가지 Action)이해하기 <ul style="list-style-type: none"> * Take Action 구체적 행동 가이드 제공 - 지속적인 성과를 만드는 조직을 위한 행동 적기 : 우리가 만드는 팀 Ation Plan <ol style="list-style-type: none"> ① Start : 팀원들이 당장 시작할 행동은 무엇입니까? ② Stop : 팀원들은 멈춰야 하는 행동은 무엇입니까? ③ Continue : 계속 강화해야 하는 행동은 무엇입니까? • <u>1:1 나눔과 공유</u> <ul style="list-style-type: none"> - 상호 용기와 지지의 메시지 전달 • <u>과정 Wrap-up</u> 	<ul style="list-style-type: none"> ▪ 강의 ▪ 활동 ▪ 전체활동 	<ul style="list-style-type: none"> ▪ 2.0H

[참고] Team Vital Signs 진단 결과 내용

- TVS 리포트는 팀의 현황, 강점, 보완점을 알 수 있으며, 우리 팀만의 시사점을 찾아 논의할 수 있습니다.
- 38문항(약 10분 소요), 온라인 진단으로 가능합니다.

우리 팀 목표를 달성하기 위한 일하는 방식을 가지고 있는가?

Team Orientation

By assessing the average scores of the team responses, we can plot the team position on the horizontal and vertical axes to identify the team current style.

Quadrant 4: Hiking Boots Team

Imagine you are on an expedition, a "hiking boots team" would be moving into action, creating efficient systems to get things done, and preparing for all-weather conditions (but they might have a hard time engaging all the people).

Teams that are more toward Operations care about working together effectively to accomplish the concrete and urgent priorities. These teams focus on the daily tasks to meet short term objectives and work until all the items are checked off.

On the Organization side, teams tend to streamline processes and build systems. Ideally they do so considering what works for their industry/factor/organization, identifying the logical ways to organize the workflows for systemic improvement.

An example of a "hiking boots team" would be a group assigned to a new product launch, or rapid response task force for managing crises. They are focused on the "how" and "when," especially when there is not a strong voice.

What are some challenges that your team has been recently facing?
How could this style help you?
What about this style can be an obstacle?
What quadrant would be the most useful place to be right now?
How can you flex in that direction?

TVS report, New Tvs All Data Test, Page 7

우리 팀 구성원들의 생각이 일치하는 것과 그렇지 않은 것은?

Distribution of Scores

When looking at the drivers and outcomes measured by the TVS, it is important to consider both the strength of the score and cohesion which shows the range of answers. Based on standard deviation, the measure of how closely individual scores align to that average.

On the graph to the left, you can see each score in terms of strength and cohesion, consider how many of the dots land in each of these four quadrants:

Reading the graph
A = aligned strengths, ideal for sustaining peak performance.
B = mixed strengths, Work on alignment.
C = mixed challenges, Pick 1 driver to improve.
D = aligned challenges, Improve any drivers.

For detailed scores see the next two pages. Also remember that Cohesion is based on reversed Standard Deviation scores, in other words **higher Cohesion means lower Standard Deviation.**

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우리 팀이 강화해야 하는 Driver는?

Combined Snapshot - Table of Scores

This table shows the average scores from the previous graph for each of the 5 drivers and the 4 outcomes. The final column, Standard Deviation (SD), is a measure of how far individual responses are from the average. Lower SD scores represent more consistent responses; an SD around 15 is a team with an average level of alignment.

For this team, Low SD (less variation among team members): Motivation, Teamwork, Execution, Agility. Results Build on this alignment to work together on a goal.

High SD (high variation): Change, Sustainability, Satisfaction.

Discuss why people have such different perspectives to increase alignment.

Note: The TVS includes two questionnaires: one on the 5 Drivers of climate and the other on Outcomes.

FACTOR	Average	Standard Deviation
Trust	83.4	13.1
Motivation	77.3	7.3
Teamwork	87.8	8.3
Execution	81.9	11.4
Change	76.8	20.2
Sustainability	92.2	17.9
Satisfaction	81.2	17.7
Result	79.1	12
Agility	98	11.9

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각 Driver별 강화 포인트는?

Driver: Trust

Trust is a feeling of confidence, faith, and surety that engenders a willingness to risk and facilitates success in the other climate factor.

For this team, trust is slightly below average and one of the lowest scores, suggesting safety isn't people's biggest concern.

As shown above on the right, in the ingredients we call these "Pulse Points" due to further understand the Trust score:

- Care is the lowest. This may mean team members don't feel accepted or valued enough within the team.
- Transparency is the highest. This suggests team members perceive an openness and honesty within the team.

Emotional Intelligence & Trust
Remember, trust is an emotion tied to a core human need safety. People feel trust based on perceptions — which are shaped by relationships. Learn more: sec.org/italy/trust

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Outcome: Sustainability

Is the team creating enduring value, and can that continue over time? Sustainability is about a strategic direction that makes sense for long-term.

Respondents scored Sustainability at 92.2 - which is below average, and this is one of the middle scoring outcomes, is that sufficient given the team's goals?

If this team wants to increase Sustainability, focus on the Drivers most closely linked with Sustainability as shown below-right.

Change is the lowest-scoring of these Drivers. What would it take for people to be more open and adaptable for the long-term?

Of these three, Trust is the Driver with the highest score, which suggests people feel relatively confident (safe). How can you leverage that to have honest conversations about the long term strategy to elevate performance?

As you can see visually to the right, 0 of the Drivers landed above the Sustainability score. This suggests a risk: There may not be sufficient team vitality to maintain sustainability. How can these resources be strengthened to support long-term success?

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Pulse Points - Table of Scores

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.

These have low SD, which means there's less variation among team members: Meaningful, Focus, Connection, Joy, Inspiration, Responsibility, Coherence, Care, Autonomy.

Meanwhile, those with High SD, high variation, which creates a valuable opportunity to discuss why people have such different perspectives: Feedback, Divergence, Celebration, Connection, Divergence, Celebration, Meaning, Connection, Inspiration, Responsibility, Care, Exploration.

Note: The Pulse points are measured by the climate part of the questionnaire. These are indicators and they are less robust. They are meant to give you more specific and practical info to help you better understand the team's drivers.

FACTOR	Average	Standard Deviation
Feedback (EXECUTION)	101.6	21.5
Focus (EXECUTION)	100.3	21.2
Divergence (TEAMWORK)	93.9	22.4
Celebration (CHANGE)	92.4	22.6
Connection (TEAMWORK)	91.7	29.9
Joy (TEAMWORK)	90.1	18.7
Inspiration (CHANGE)	88.8	27.7
Meaning (MOTIVATION)	88	25
Responsibility (EXECUTION)	83	16.9
Coherence (TRUST)	82.7	10.7
Care (TRUST)	82.5	19.1
Autonomy (MOTIVATION)	80.6	19.5
Exploration (CHANGE)	79.2	20.6
Meaning (MOTIVATION)	77.5	25.8
Care (TRUST)	75	12.2

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Reflection Questions

Highest Scores

FACTOR	Average	Standard Deviation
Feedback (EXECUTION)	101.6	21.5
Focus (EXECUTION)	100.3	21.2
Divergence (TEAMWORK)	93.9	22.4
Celebration (CHANGE)	92.4	22.6
Connection (TEAMWORK)	91.7	29.9

Lowest Scores

FACTOR	Average	Standard Deviation
Accountability (EXECUTION)	82.5	19.1
Coherence (TRUST)	80.6	19.5
Care (TRUST)	79.2	20.6
Celebration (CHANGE)	77.5	25.8
Meaning (MOTIVATION)	75	12.2

- Are these strengths?
- How are these strengths being leveraged now?
- How can leaders and team members put these strengths to use?
- Is there a relationship between any of these strengths and 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?

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Comparison by demographics

Based on the customization of the TVS survey, data was collected to allow comparisons between different constituencies of the total group. These graphs show how people in different categories responded to the survey. They are depicted as line graphs for visual clarity. Higher scores indicate a perceived strength that should be leveraged; gaps may indicate a need for communication and low scores may indicate a need for training/development.

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해당 Outcome을 높이기 위한 우리 팀만의 방안은?

우리 팀이 강화해야 할 부분 (Pulse Point)는?

우리 팀이 반드시 논의해야 하는 아젠다는?

팀 내에서도 그룹을 나누어 현황을 살펴본다면?