



Sharing Healthcare Knowledge

TO MEET THE EXTRAORDINARY CHALLENGES YOU ARE FACING TODAY
YOU MUST DEMONSTRATE EXTRAORDINARY BUSINESS PRACTICES:

IMPROVING Performance with a Structured Approach

Our research shows that ineffective front-line managers contribute greatly to low employee engagement, poor productivity, high turnover, and ultimately to low patient satisfaction. On the contrary, when healthcare organizations have talented people leading their departments, employee engagement and productivity go up, turnover decreases and patient satisfaction rises.

According to Tom Olivo, president of Success Profiles:

“The capability of front-line managers is the most important performance driver as well as a key predictor of employee satisfaction.”

The Success Profiles “Bottom Up” assessment process defines four levels of performance (see next page) and provides a structured approach to improving performance, one department at a time.

Underleveraged Leaders

“Underleveraged Leaders” are those who are succeeding (upper-mid quartile) to excelling (top-quartile). For them, the general coaching prescription guidelines are as follows:

1. Leave person in the current position (since they are already creating high performance with outcomes, work environment and healthy culture). Continue with normal coaching/professional development and provide assistance with obstacles and barriers that may arise.
2. Consider increasing span of control (assigning more responsibility). This can be in the form of projects, increased complexity of departments to lead (DoD) and/or other departmental responsibilities.
3. Consider promoting to higher levels of leadership or responsibility by title or position. If excelling, recognize for promotional opportunities and invest in their development. Losing them can be a disproportionate loss.

Overleveraged Leaders

“Overleveraged Leaders” are those who may be in-over-their-heads and struggling (lower-mid quartile) to failing (bottom quartile). For them, the general coaching prescription guidelines are as follows:

1. Consider coaching for leadership effectiveness style or professional development for essential skills.



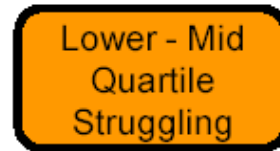
The Importance of Front-Line Managers

“The capability of front-line managers is the most important performance driver as well as a key predictor of employee satisfaction.”

Tom Olivo, President Success Profiles

2. Consider Obstacle and/or Barrier removal with challenges within or outside of the leaders' control.
3. Consider a less complex assignment or department to manage (lower DoD or reduced span of control).
4. Consider a lower/reduced position of responsibility/leadership (moving from manager to supervisor or staff level). **Option:** Consider moving out of a management position to a pure technical assignment that aligns with their unique clinical or technical ability because they may not lead other people as effectively as they can perform as an individual contributor. Make sure that their "ego" allows for a reduction in role.
5. Consider moving out of the organization entirely because they are not a good fit with the values (serious behavioral challenges) or there is not a role where they can effectively add value at this time.

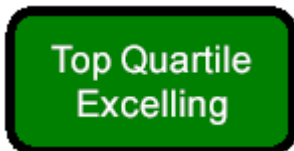
- Keep in function. Be careful not to place in areas that are too difficult or have too many obstacles/barriers. Build capacity through professional development and coaching.



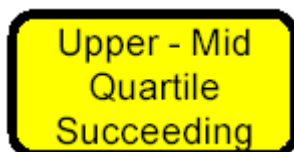
- Leader/manager/department is struggling most of the time with leadership capability or performance outcomes. Culture is somewhat unhealthy with consistent challenges.
- If leader is kept in management role consider obstacles and DoD or assign them to a department that has low complexity.



Performance Level Definitions/Action Plan



- Leader/manager/department is excelling at a high level of performance consistently. Culture is very healthy with high performance standards at a best practices level.
- Keep leader in role. Possibly move to higher DoD department. Consider promoting.



- Leader/manager/department is succeeding most of the time with most performance outcomes. Culture is healthy with good performance at a consistent level.

- Leader/manager/department is failing most of the time with leadership capability or performance outcomes. Culture is unhealthy to dysfunctional with a time drain for leaders.
- Move out of leadership/management role possibly to an area that aligns with their natural ability or skill set to add more value.

Ultimately, a decision must be made whether or not leaders and managers are achieving the desired performance results or falling short. This can be done with a balanced set of performance metrics or a simple assessment based upon valid evidence that the manager is excelling, succeeding, struggling or failing. With the crisis facing the healthcare industry and with so much at stake, how much longer can you afford to allow mediocre performance?

