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# Sharing Healthcare Knowledge

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

## Right People, Right Roles: Creating Superior Performance with Leadership Alignment

The worsening economy is beginning to severely impact the healthcare industry. More people are unable or unwilling to pay their medical bills. In-patient admissions, especially lucrative elective-surgery procedures, are beginning to drop. Medicare payments are being curtailed. As a result, the operative word in healthcare boardrooms has changed from 'growth' to 'survival.' Hospitals across the country are temporarily freezing large capital expenditures (such as new construction or acquisitions), they are trying to do more with less, and are even laying staff off.

These are good and necessary measures under the present economic conditions. There is one more area, however, that can assure a hospital's survival and even set in place the foundations for long-term growth – their talent management and appointment practices. Considering that hospitals can increase their net operating margin up to 4% by implementing an evidence-based, structured approach to leadership alignment, the time has come to pay more attention to this matter.

Our research has categorically validated that the vast majority of healthcare organizations in the US lack a structured approach to assist front-line managers when they struggle or fail. According to Tom Olivo, president of Success Profiles:

*“As goes the talent and leadership ability of the front-line manager, so goes the performance in that department by any measure.”*

The performance of front-line managers highly correlates to employee engagement, the overall patient experience, productivity and financial results. Improving the performance of front-line managers is the single most effective lever to increase your organization's net operating margin. Leadership ultimately shapes every aspect of an organization and the Success Profiles approach of getting the **Right People in the Right Roles** can help healthcare make up for the unsustainable business model they are facing.

### Why Talent Alignment is Essential

Right People, Right Roles



Leader Success Rates Considering Talent & Degree of Difficulty (DoD)



The following are some of our key research findings in relation to creating superior performance with leadership alignment.

- There are four demonstrated leadership ability levels (“A” “B” “C” and “D” talent).
- There are three levels of department complexity know as Degree of Difficulty (Low, Medium and High DoD).
- There are three success zones where the appointment of leadership ability to the corresponding complexity (DoD) creates approximate odds of success.
- With “**A**” and “**B**” level leadership ability, the odds of success are HIGH in virtually every case – creating overall **Odds of 2:1 likely to succeed** (*note: the only example with lower odds of success is a “B” level talent assigned to a high DOD role*).
- With “**C**” and “**D**” level leadership ability, the odds of success are LOW in virtually every case – creating overall **Odds of 3:1 likely to fail** (*note: the only example with higher odds of success is a “C” level talent assigned to a low DOD role*).
- There is also a “Possible Success Zone” where “**B**” level leaders in a high DoD role and “**C**” level leaders in a low DoD role have odds of success just below **50%**.
- Finally our data suggest that the average healthcare organization is only in proper alignment **55%** of the time when it comes to matching the right talent level with the appropriate level of complexity.
- By appointing the **Right People in the Right Roles**, you can improve performance more effectively than virtually any other business practice within your control.



For an in-depth analysis of the subject matter discussed in this brief article and related case studies, and/or to review our complete service offerings, please contact us at: Success Profiles, Inc. 877-582-8884, [www.successprofiles.com](http://www.successprofiles.com)