



Sharing Healthcare Knowledge

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

DETERMINE demonstrated leadership ability. **CREATE** Superior Performance.

Countless books and articles have been published about the definition of leadership ability and whether it is a talent people are born with or develop over time. Our position is that it is most likely a combination of both - nature *and* nurture. Certainly, the evidence supports this view. Rather than waste time on that debate then, we should focus on answering this question: Do people actually demonstrate **leadership ability** or do they not? In other words, do they live it consistently with both their demonstrated behaviors and results?

The Success Profiles "Top Down" assessment process examines seven valid and reliable attributes of high performing leaders. Other validated attributes can be good indicators of leadership talent as well. Regardless of the criteria, our research has shown that:

"When evaluating leadership ability, any valid and reliable proven attributes when applied to the same population of leaders, will ultimately produce the same rank order distribution."

Each of the seven talent attribute scores in our assessment ranges from 0-4. The total 'Leadership Index Score' can range from '0' to '28'.

The higher the 'Leadership Index Score' the higher the talent level of the specific manager being rated.

The seven validated attributes of leadership that we assess are as follows:

The Leader/Manager...

1. Demonstrates a positive, optimistic and forward-looking orientation.
2. Demonstrates a high EQ (emotional intelligence) and demonstrates good communication and people skills.
3. Demonstrates an open-minded perspective, is willing to change, and is seen as a "change agent."
4. Is respected by their respective leaders, manager peers, physicians, and staff.
5. Is focused on results and outcomes, is achievement oriented, and likes to set stretch goals.
6. Demonstrates a high capacity ("band-width") and ability to perform in a fast-paced work environment.
7. Is humble, has a sense of humor, and has the ability to handle high levels of stress very well.



Talent Level: Nature vs. Nurture

"Rather than wasting time debating whether people are born with talent or develop it, we should focus on answering this question: Do people actually demonstrate leadership ability or do they not?"

Tom Olivo, President Success Profiles

The definitions of each talent level are shown below:

**“A” Level
High - Top
Performing**

Leader/manager is a high achieving and talented performer that consistently exceeds expectations, brings out the best performance in others, is respected as a true champion with a contagious – positive attitude and a change agent that drives results. The culture that they influence both within and outside their span of control is both healthy and fit. “A” level leadership ability usually represents approximately **25%** of the total number of leaders.

**“B” Level
Good and
Consistent**

Leader/manager is a good and consistent performer that consistently meets expectations, brings out a good performance in others, is viewed as a true supporter with an optimistic – positive attitude and a change agent that achieves good results. The culture that they create within their span of control is both healthy and fit. “B” level leadership ability usually represents approximately **50%** of the total number of leaders.

**“C” Level
Struggling &
Inconsistent**

Leader/manager is a an inconsistent performer that sometimes meets expectations, struggles to bring out a good performance in others, is often negative or pessimistic and usually requires high

maintenance coaching or assistance to achieve desired results. The culture that they create within their span of control is usually unhealthy or poor. “C” level leadership ability usually represents approximately **15%** of the total number of leaders.

**“D” Level
Failing (takes
away value)**

Leader/manager rarely meets expectations, fails to bring out a good performance in others, is consistently negative or pessimistic and usually requires high maintenance coaching or “partnering” assistance (becoming a resource drain) to achieve desired results. The culture that they create within their span of control is usually unhealthy to dysfunctional. “D” level leadership ability usually represents approximately **5%** of the total number of leaders.

It should be noted, that there is often an aversion/reluctance to evaluate leadership ability with a letter grade (**A, B, C, or D**). While we respect this reluctance and recognize that it can cause anxiety and/or become a distraction, executives must have an objective way to differentiate performance. Other adjectives or descriptions that can be used in lieu of a letter grade include:

- “A” = High performing and/or accomplished,
- “B” = Good performing and/or consistent
- “C” = Poor performing and/or inconsistent
- “D” = Failing

The extraordinary challenges of this time, call for bold steps. Determining talent with an evidence-based system will contribute to better appointment practices and improved performance.



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