

# VIDEO: LDT & The Signature Code

VM.029

2 Slides

# Leadership Decision Tree Roadmap

## Directionally Correct Coaching Guidelines

### Leadership Decision - Tree Roadmap

Begin Here - Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9							
Service Line Information	Select Relative Degree of Difficulty	Determine Talent Level	Consider Odds of Success	Diagnosis Based on Quartile Performance Bottom Quartile	Determine Possible Performance Management Options	Diagnosis Based on Quartile Performance Lower-Mid Quartile	Determine Possible Performance Management Options	Diagnosis Based on Quartile Performance Upper-Mid Quartile	Determine Possible Performance Management Options	Diagnosis Based on Quartile Performance Top Quartile	Determine Possible Performance Management Options	Consider Obstacles or Barriers Select all that may apply	Follow up Coaching	Timetable	
Manager Name:	Low	A	85%	Talent is demonstrated so question obstacles that may be taking away from performance	1. Allow more time to turnaround performance 2. Consider major disruptive obstacles to remove 3. Consider leadership style	Talent is demonstrated so question obstacles that may be taking away from performance	1. Allow more time to turnaround performance 2. Consider major disruptive obstacles to remove 3. Consider leadership style	Creating good performance, consider rate limiting obstacles <b>Underleveraged</b>	1. Good performance, keep in role 2. Consider higher DoD rule 3. Continue to develop skills	High Performance <b>"Underleveraged" talent</b>	1. Good performance, keep in role 2. Consider higher DoD rule 3. Continue to develop skills	1. Operational factors: Bureaucracy, or Unreasonable Incentives Excessive Bureaucracy or Regulations			
Department/Unit:		B	75%	Talent is adequate - "B" level ability is dependent on question obstacles	1. Allow more time to turnaround performance 2. Consider another assignment 3. Consider leadership style	Talent is adequate - "B" level ability is dependent on question obstacles	1. Allow more time to turnaround performance 2. Consider another assignment 3. Consider leadership style	Creating good performance, consider rate limiting obstacles <b>Underleveraged</b>	1. Good performance, keep in role 2. Consider medium DoD rule 3. Continue to develop skills	High Performance <b>"Underleveraged" talent</b>	1. Good performance, keep in role 2. Consider medium DoD rule 3. Continue to develop skills	Outdated Equipment or Technology			
# of people: Time in position:		C	40%	Talent is questionable - Must decide if "C" level leadership can be successful	1. Consider a "supervisory" role 2. Consider staff assignment 3. Consider another assignment	Talent is questionable - Must decide if "C" level leadership can be successful	1. Consider coaching or leadership development 2. Consider major disruptive obstacles to remove 3. Consider another assignment	1. Consider coaching or leadership development 2. Consider major disruptive obstacles to remove 3. Consider another assignment	Creating good performance, consider rate limiting obstacles <b>Underleveraged</b>	1. Good performance, keep in role 2. Do not to overinvest 3. Continue to develop skills	High Performance <b>Manager is probably an overinvestor</b>	1. Good performance, keep in role 2. Do not to overinvest 3. Continue to develop skills	2. Political factors: Little Authority to Make Decisions		
Director Name:		D	25%	Talent is usually inadequate - Don't continue tenure and experience with leadership style	1. Consider staff assignment 2. Consider moving out of organization	Talent is usually inadequate - Don't continue tenure and experience with leadership style	1. Consider staff assignment 2. Consider another assignment	1. Consider staff assignment 2. Consider another assignment	Creating good performance in spite of low leadership profile-consider behavior coaching	1. Good performance, keep in role 2. Do not to overinvest 3. Watch leadership style	Manager is successful in spite of relatively low leadership rating- but previous work experience	1. Good performance, keep in role 2. Do not to overinvest 3. Watch leadership style	Unhealthy Low Performing Employees Ineffective HR Support (per. Incentives)		
VP Name:	Medium	A	75%	Talent is demonstrated so question obstacles that are taking away from performance	1. Allow more time to turnaround performance 2. Consider major disruptive obstacles to remove 3. Consider leadership style	Talent is sufficient so question obstacles or consider leadership style adjustments	1. Allow more time to turnaround performance 2. Consider major disruptive obstacles to remove 3. Consider leadership style	Creating good performance, consider rate limiting obstacles <b>Underleveraged</b>	1. Good performance, keep in role 2. Consider high DoD rule 3. Continue to develop skills	High Performance <b>"Underleveraged" talent</b>	1. Good performance, keep in role 2. Consider high DoD rule 3. Continue to develop skills	3. Legacy factors: "The Way We've Always Done Things"			
Performance Review Score:		B	60%	Talent is adequate so question obstacles or look to improve behavior or style issues	1. Allow more time to turnaround performance 2. Consider another assignment 3. Consider leadership style	Talent is sufficient so question obstacles or consider leadership style adjustments	1. Allow more time to turnaround performance 2. Consider another assignment 3. Consider leadership style	Creating good performance, consider rate limiting obstacles and coaching likely suited for role	1. Good performance, keep in role 2. Do not to overinvest 3. Continue to develop skills	High Performance - "near leadership level" or position	1. Good performance, keep in role 2. Do not to overinvest 3. Continue to develop skills	Personnel or Relative Employees High Resistance by EE's to Change			
Performance to Budget:		C	30%	Talent is questionable - Must decide if "C" level leadership can be successful	1. Consider staff assignment 2. Consider lower DoD position	Talent is questionable - Must decide if "C" level leadership can be successful	1. Consider a "supervisory" role 2. Consider staff assignment 3. Consider another assignment	1. Consider a "supervisory" role 2. Consider staff assignment 3. Consider another assignment	Creating good performance consider coaching & development <b>Be cautious</b>	1. Good performance, keep in role 2. Do not to overinvest 3. Consider leadership style	Manager is successful in spite of questionable team level (monitor carefully)	1. Good performance in spite of talent level 2. Do not to overinvest 3. Consider leadership style	4. Behavioral factors: Ineffective Development Programs		
Turnover Gross:		D	15%	Talent is usually inadequate - regardless of experience, behaviors usually derail	1. Consider staff assignment 2. Consider moving out of organization	Talent is most likely inadequate - monitor carefully and maintain accountability	1. Consider a "supervisory" role 2. Consider staff assignment 3. Consider another assignment	1. Consider a "supervisory" role 2. Consider staff assignment 3. Consider another assignment	Creating good performance in spite of low performance rating, consider high accountability	1. Good performance, keep in role 2. Do not to overinvest 3. Consider leadership style	Manager is successful in spite of questionable talent level <b>Be cautious</b>	1. Good performance in spite of talent level 2. Do not to overinvest 3. Consider leadership style	5. Resource factors: Unhealthy Span of Control		
Vacancy Rate:	High	A	65%	Talent is demonstrated so question obstacles that are taking away from performance	1. Allow more time to turnaround performance 2. Consider major disruptive obstacles to remove 3. Consider leadership style	Talent is demonstrated so question obstacles that are taking away from performance	1. Allow more time to turnaround performance 2. Consider major disruptive obstacles to remove 3. Consider leadership style	Creating good performance, consider rate limiting obstacles and leadership development	1. Good performance, keep in role 2. Consider Promoting 3. Consider turnaround	High Performance <b>"Underleveraged" talent</b>	1. Good performance, keep in role 2. Consider Promoting 3. Consider turnaround	6. Resource factors: Unhealthy Span of Control			
Span of Control:		B	45%	Talent and obstacles could sub-optimize performance - Be careful not to overinvest!	1. Consider a "supervisory" role 2. Consider staff assignment 3. Consider another assignment	Talent is questionable - Must decide if "C" level ability can be successful at this level of difficulty	1. Consider coaching or leadership development 2. Consider major disruptive obstacles to remove 3. Consider another assignment	1. Consider coaching or leadership development 2. Consider major disruptive obstacles to remove 3. Consider another assignment	1. Good performance, keep in role 2. Do not to overinvest 3. Continue to develop skills	High Performance <b>Manager is probably an overinvestor</b>	1. Good performance, keep in role 2. Do not to overinvest 3. Continue to develop skills	Unhealthy Span of Control Ineffective HR or Unhealthy Budgets			
Possible Mentor/Coach:		C	20%	Talent is usually inadequate - Don't continue tenure and experience with leadership style	1. Consider staff assignment 2. Consider lower DoD position	Talent is questionable - Must decide if "C" level leadership can maintain this level of performance	1. Consider a "supervisory" role 2. Consider staff assignment 3. Consider another assignment	1. Consider a "supervisory" role 2. Consider staff assignment 3. Consider another assignment	Creating good performance in spite of low rating, consider behavior coaching and <b>Be cautious</b>	1. Good performance, keep in role 2. Do not to overinvest 3. Consider leadership style	Manager is successful in spite of inadequate team level (monitor carefully)	1. Good performance in spite of talent level 2. Do not to overinvest 3. Consider leadership style	6. Other factors: Unhealthy Incentives or Incentives		
Other Info:		D	< 5%	Talent is most likely inadequate - Very low success rate	1. Consider staff assignment 2. Consider moving out of organization	Talent is most likely inadequate - Very low success rate	1. Consider a "supervisory" role 2. Consider staff assignment 3. Consider another assignment	1. Consider a "supervisory" role 2. Consider staff assignment 3. Consider another assignment	Manager is successful in spite of inadequate team level (monitor carefully)	1. Good performance in spite of talent level 2. Do not to overinvest 3. Consider leadership style	Very low probability of success - <b>CAUTIONARY OF GREAT</b>	1. Good performance in spite of talent level 2. Do not to overinvest 3. Consider leadership style	Initiative Overload (Too Many Projects) Other		

Degree of Difficulty Criteria	Defining Relative "Degree of Difficulty"	Defining "Talent"	Demonstrated Ability Ratings																																			
Rated on a scale from 0 to 4	Examples of Levels (Lower, Medium, and High DoD Departments) Lower < 10 pts., Medium = 11 to 15 pts., High = 16-20 pts.	Leadership and Management Attributes of "A" Players The "7" Attributes of Proven/Demonstrated Leadership Ability	Rated on a scale from 0 to 4																																			
1. Does the department experience high volume or very fast pace? 2. Does the department generate high revenue \$\$\$? 3. Does the work require an advanced education or unique market skills? 4. Does the department require people who are considered to be scarce in your marketplace? 5. Does the work create a high amount of emotional stress?	<b>High "DoD"</b> Respiratory Therapy Emergency Dept Med Surgical & OR Units Labor & Delivery/OB Pharmacy CCU/ICU Radiology Cardiology/Cardiac Serv. Pediatrics  <b>Medium "DoD"</b> Neonatal Anesthesia Recovery room Oncology Orthopedics Physical/Occ. Therapy Lab Behavioral Health Medical Records/coding  <b>Lower "DoD"</b> IT and IS* Housekeeping* Food & Nutrition Services* Facility Ops./Engineering* Human Resources Admitting/Patient Reg. Finance/Accounting Administration Volunteers	1. Is optimistic with a "forward looking" orientation 2. Demonstrates a positive attitude (high EQ, communication skills, people skills, teamwork) 3. Is open minded (willing to change or a "change agent") 4. Is respected by leaders, peers, physicians and staff 5. Is results/outcomes focused (achievement oriented, sets goals) 6. Has a high "bandwidth" capacity for a fast paced environment 7. Is humble, have a sense of humor (handle stress very well)	<table border="1"> <thead> <tr> <th>Never</th> <th>Rarely</th> <th>Sometimes</th> <th>Often</th> <th>Always</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>0</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>0</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>0</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>0</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>0</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </tbody> </table>	Never	Rarely	Sometimes	Often	Always	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4
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			<b>"A" Player = 21 to 28 points</b>  <b>"B" Player = 15 to 20 points</b>  <b>"C" Player = 10 to 15 points</b>  <b>"D" Player = ≤ to 10 points</b>																																			

# Determining Overall Performance with a Structured Approach

<b>High</b> <b>92 Managers</b>  <b>22.7%</b>	<b>A</b> <b>30 Managers</b> <b>33.0%</b>	<b>65%</b>	Talent is demonstrated so question obstacles that are taking away from leadership performance <b>1 Managers</b> <b>3%</b>	<b>HAR</b> 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 2. Consider major disruptive obstacles to remove. If circumstances beyond manager's control are causing poor performance, intervention from higher levels of leadership may be required. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.
	<b>B</b> <b>42 Managers</b> <b>45.1%</b>	<b>45%</b>	Talent and obstacles could sub-optimize performance Do not to over promote! <b>14 Managers</b> <b>34%</b>	<b>HBR</b> 1. Consider a "supervisory" role, which will give person a smaller span of control. If moved to another department ensure it has low complexity with minimal obstacles to overcome. 2. Consider staff assignment. Move out of leadership/management position to an area that aligns with their natural ability or unique skill set. Can possibly add more value as an employee vs. a manager. 3. Consider another assignment. Possibly move to another department or supervisory role.
	<b>C</b> <b>11 Managers</b> <b>12.1%</b>	<b>20%</b>	Talent is usually Inadequate - Don't confuse tenure & experience with leadership ability " <u>Overleveraged</u> " <b>4 Managers</b> <b>36%</b>	<b>HCR</b> 1. Consider staff assignment. Move out of leadership/management position to an area that aligns with their natural ability or unique skill set. Can possibly add more value as an employee vs. a manager. 2. Consider low DoD position. Possibly place in a smaller department with low complexity and few obstacles to overcome. 3. Consider a "supervisory" role, which will give person a smaller span of control. If moved to another department ensure it has low complexity with minimal obstacles to overcome.
	<b>D</b> <b>9 Managers</b> <b>9.9%</b>	<b>&lt; 5%</b>	Talent is most likely Inadequate - Very low success rate " <u>Overleveraged</u> " <b>8 Managers</b> <b>89%</b>	<b>HDR</b> 1. Consider staff assignment. Move out of leadership/management position to an area that aligns with their natural ability or unique skill set. Can possibly add more value as an employee vs. a manager. 2. Consider moving out of organization, especially if limiting factors are behavioral and person is not coachable. Provide open, straight-forward feedback performance reviews and document outcomes. You may need to monitor leader to ensure this person is not disruptive.
<b>403 Managers</b>	<b>Talent Alignment = 62%</b>	<b>Overall Alignment of Talent</b>	<b>33 Managers Overleveraged</b>	