

Video clip # 38

The LDT coaching tool

A structured approach to leadership performance and talent management

HBO

**H**igh Complexity, **“B”** level Leadership,  
**O**range (struggling overall results).

# Setting the stage

- Unfortunately there is high Variance in coaching (most dependent upon who person reports to-immediate manager).
- Appointing the Right People in the Right Roles is the single most leveragable business practice to assure performance.
- With no structured approach, the average organization makes the right appointments (aligning the right managers with high odds of success) 55% of the time.
- With a structured approach the alignment rate can be as high as 75% to 85% (the 25% significantly contributing to overall success).
- Between 12 and 25% of all managers are overleveraged, in over their heads – no fault of their own.

# Setting the stage

- The Leadership Decision Tree Roadmap (LDT) is actually an evidence-based coaching guide to provide a structured approach to performance and talent management.
- Based upon four evaluation and performance criteria used as a diagnosis, there is one “directionally correct” improvement prescription to help people improve or enhance their leadership effectiveness.
- The dominant logic formula considers a persons overall leadership talent level, the obstacles and barriers faced in their role and their overall performance by a combination of key performance measures.
- There are a total of 48 possible coaching combinations that are determined using the evaluation and performance criteria (3 for complexity, x 4 for talent x 4 for overall performance).
- The LDT Roadmap connects to the individual web based coaching plan to be completed by the manager and their coach.

# Leadership Decision Tree Roadmap

## Directionally Correct Coaching Guidelines

### The Leadership Decision - Tree Roadmap

#### A Structured Approach to Coaching & Appointment Practices

ABC Organization 2008 Summary of Leadership Decision - Tree Roadmap 2008

Step 1 Examine Relative Degree of Difficulty				Step 2 Review Talent Level (Top down)				Step 3 Consider Obstacles to Success				Step 4 Diagnosis Based on Quartile Performance Bottom Quintile				Step 5 Determine Possible Performance Management Options				Step 6 Consider Obstacles or Barriers Select all that may apply				Step 7 Leaders Organization and do you as a manager's immediate leader provide managers with					
Low				Medium				High				Talent is demonstrated on question obstacles that are taking away from overall performance				Talent is demonstrated on question obstacles that are taking away from leadership performance				Talent is demonstrated on question obstacles that are taking away from leadership performance				Talent is demonstrated on question obstacles that are taking away from leadership performance				Operational factors: Ineffective or Cumbersome Processes Excessive Equipment or Technology 2. Give managers the authority to make basic day to day decisions. Assigning responsibility without the corresponding level of authority can often result in poor performance. Assuming that managers have the operational authority they need is critical to create a culture of ownership and responsibility.	
14 Managers				85%				2 Managers				LAR				LAR				LAR				1. Operational factors: Ineffective or Cumbersome Processes Excessive Equipment or Technology					
75 Managers				75%				10 Managers				LBR				LBR				LBR				2. Give managers the authority to make basic day to day decisions. Assigning responsibility without the corresponding level of authority can often result in poor performance. Assuming that managers have the operational authority they need is critical to create a culture of ownership and responsibility.					
29 Managers				40%				7 Managers				LCR				LCR				LCR				3. Provide necessary tools, equipment, supplies, and basic resources to perform well. The absence of the necessary means to perform may be due to the way all work contribute to poor performance. Ensuring that all resources are available is not obvious but often forgotten step in improving performance.					
7 Managers				25%				3 Managers				LDR				LDR				LDR				4. Show genuine respect for their role and position as a professional. By communicating your authentic respect for their leadership role, you help strengthen their commitment to their superior and to the organization itself.					
34 Managers				75%				3 Managers				MAR				MAR				MAR				5. Feedback, recognition, and praise for doing good work. Most leaders are great drivers people who seek recognition from peers and superiors. Being recognized and appreciated in the workplace is one of the top reasons why people stay in a job. Providing regular feedback, encouragement and recognition helps to create a culture that keeps managers engaged and motivated. Remember that people have different ways that they best receive recognition and praise. Be sure to identify the most meaningful for each of your direct reports.					
97 Managers				60%				17 Managers				MBR				MBR				MBR				6. Competitive marketplace compensation when compared to peers. Many formal business practice studies have revealed that compensation alone is not the best motivator. Keep in mind that if compensation is not competitive with the marketplace (at a minimum), it can take away future performance.					
42 Managers				30%				15 Managers				MCR				MCR				MCR				7. Opportunity to receive feedback and to be listened to. Poor communication is at the root of many organizational problems. By providing regular feedback and the opportunity for managers to be listened to, you will help them become more productive, motivated and have fewer grievances that may result from lack of communication.					
13 Managers				15%				3 Managers				MDR				MDR				MDR				8. Communicate information in a transparent way. Transparency can enhance the level of trust, enhance a sense of fairness, and create a more objective environment of performance management.					
30 Managers				65%				1 Managers				HAR				HAR				HAR				9. Opportunities for coaching, training, and development of professional skills that can facilitate day to day operations. Coaching, training, and professional skills development will not only help managers improve their day to day performance but will also contribute to less attrition at higher job attraction. It is also an important factor in employee retention.					
42 Managers				45%				14 Managers				HBR				HBR				HBR				10. Create opportunities for career path advancement. Having a transparency in creating opportunities for career path advancement will not only help managers improve their day to day performance but will also contribute to less attrition at higher job attraction. It is also an important factor in employee retention.					
11 Managers				20%				4 Managers				HCR				HCR				HCR				6. Other factors: Union Mindset or Paradigm Intrinsic Overload (Too Many Projects) or Other:					
9 Managers				<5%				8 Managers				HDR				HDR				HDR				10. Create opportunities for career path advancement. Having a transparency in creating opportunities for career path advancement will not only help managers improve their day to day performance but will also contribute to less attrition at higher job attraction. It is also an important factor in employee retention.					
403 Managers				Talent Alignment = 62%				33 Managers Overleveraged				Overall Alignment of Talent				Overall Alignment of Talent				Overall Alignment of Talent				Overall Alignment of Talent					

# Leadership Decision Tree Roadmap

## Directionally Correct Coaching Guidelines

### The Leadership Decision - Tree Roadmap

Step 1 Examine Relative Degree of Difficulty	Step 2 Review Talent Level (Top down)	Step 3 Consider Odds of Success	Step 4 Diagnosis Based on Quartile Performance Lower-Mid Quartile	Step 5 Determine Possible Performance Management Options
<b>High</b>  92 Managers  22.7%	<b>A</b> 30 Managers 33.0%	<b>65%</b>	Talent is demonstrated so question obstacles that are taking away from leadership performance  <b>1 Manager</b>  <b>Struggling</b>	<b>HAO</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> 42 Managers 45.1%	<b>45%</b>	Talent is questionable - Must decide if "B" level ability can be successful at this level of difficulty  <b>15 Managers</b>  <b>Struggling</b>	<b>HBO</b> 1. Consider coaching or leadership development. Use assessment profile to determine top-priority development areas. Develop coaching plan. 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 another assignment. Possibly move to another department or supervisory role.
	<b>C</b> 11 Managers 12.1%	<b>20%</b>	Talent is questionable - Must decide if "C" level leadership can maintain a high level of performance " <u>Overleveraged</u> "  <b>3 Managers</b>  <b>Struggling</b>	<b>HCO</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>D</b> 9 Managers 9.9%	<b>&lt; 5%</b>	Talent is most likely inadequate - Very low success rate " <u>Overleveraged</u> "  <b>0 Managers</b>  <b>Struggling</b>	<b>HDO</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 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
<b>403 Managers</b>	<b>Talent Alignment = 62%</b>	<b>Overall Alignment of Talent</b>	<b>21 Managers Overleveraged</b>	

# Remember

1. The LDT Roadmap is a Performance and Talent management guide to use for determining the total number of leaders and managers in each area of performance.
2. PM and TM are not software solutions that you buy, install or outsource. They are both core business practice competencies that must be consistently lived.
3. And Finally...Whereas you can be directionally correct with the general coaching guidelines, each leader and their performance must be considered as a unique combination of elements.

There are always unique circumstances to consider!