



**Going From RED to GREEN on the
Performance Management Eye Chart (PMEC)
The 27 Common Business Practices**



**Increase Your Odds
of Success with
Leadership Alignment**

TOM OLIVO
Success Profiles, Inc

Going From RED to GREEN on the "Eye Chart" The 27 Common Business Practices

For the past 6 years, we have periodically tracked the overall leadership performance improvement of front-line managers and directors in each of the four quartiles of their respective Performance Management Eye Charts (PMEC).

In 2008, a study assessed two front-line managers at Memorial Health System in Springfield, IL, who were able to move their overall Performance Management Eye Chart index score from the bottom quartile (RED) to the top quartile (GREEN) over a 12-month period.

One leader was a new appointment to the department and performed a “turn-around”; the other manager was an established leader who decided to completely change his leadership style and business practices. Taking inventory in their improvement efforts, there were 27 business practice changes or improvements common to both of them. While it seems as though each of these are “do-able” by any leader, they are in fact more difficult to implement than to recommend.

Business practices that were deployed to improve from Red (bottom Quartile) to Green (top quartile) on the PMEC:

1. With the Eye Chart results, don't challenge the data or shoot the messenger. Accept the findings, including which managers the staff is referring to.
2. Pay attention to the open feedback comments in the employee survey; they are usually very revealing and bring the quantitative items to life.
3. Try to focus more on the positive elements of your survey and where you are headed (future) than on the negative and where you have been (the past).
4. Identify the obstacles within your control and outside of your control (by staff, managers, administration, and organizational policy); focus on what you can directly affect.
5. Understand the concepts of feedback and listening to gain understanding.
6. Consider changing to a new leadership style that may be more effective, rather than going with what is familiar or easy.
7. Be coachable and be willing to ask “How can I improve as your servant leader?” rather than as the boss.
8. Enhance one-on-one coaching with style-flexing to get in alignment with others.
9. Create a formal “game plan” with the department action planning process. Go public with the plan to raise the stakes.
10. Focus on the low-hanging fruit first for quick wins and to build momentum.
11. Identify and enlist “champion” leaders, supervisors, and staff to get positive momentum for your efforts.
12. Leverage people who are both willing and able; these are the talented ones who “get it” and want the workplace culture to become healthier.

13. Leverage time. Delegate and don't let the urgent drive out the important.
14. Focus on creating a teamwork environment instead of an individual-performer environment.
15. Over-communicate everything.
16. Embrace humility and empathy.
17. Be willing to step in and help staff with day-to-day issues when needed.
18. Always ask questions, especially "How can I help?"
19. Emphasize ownership and responsibility rather than hammering people with accountability.
20. Get staff involved in decisions as much as possible.
21. Don't micromanage people; give them the opportunity to succeed.
22. Demonstrate through actions that valuing people is important. Don't just talk the talk.
23. Get to know your people: their kids, hobbies, pets, movies they enjoy, etc...
24. Personalize praise and recognition with the unique things that motivate individuals; don't assume that everyone wants the same form of recognition.
25. Employ "mini-games" and make things fun, with goals that can be measured and tracked.
26. Create performance management tools to make follow-up action planning "**SMART**" (specific, measurable, achievable, realistic, and timely).
27. Recognize that becoming "Fit" as a culture is easier when you have first become "Healthy"; wait till you have staff engagement before starting significant process or heavy-lifting improvements.



For more information, please contact us at: *Right People Right Roles* 877-582-8884,
www.rightpeoplerrightroles.com