



The Visual Display of Quantitative Information Introduction to the Eye Chart Suite of Tools



Increase Your Odds
of Success with
Leadership Alignment

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The Visual Display of Quantitative Information

Introduction to the Eye Chart Suite of Tools

We have found that business leaders don't relate well to and are not motivated by statistical coefficients and academic correlations. They need practical and applied causal links and measures of performance that they can readily see and relate to logically and emotionally. Do the measurement tools need to be scientifically valid and reliable? Absolutely. Should the data be presented in a way that is less effective, often confusing, overloaded with information, and difficult to interpret? No. That is where Eye Charts come in.

Eye Charts are a unique way of displaying large amounts of data about the leadership ability of every leader in a company, from front-line managers to senior executives, in a way that is readily understood. It provides business intelligence and actionable knowledge in a readily-accessible visual format.

Eye Charts are sophisticated performance measurement tools that provide a visual display of quantitative information, making it easier for leaders to quickly understand what is happening in their companies and to make better business decisions. The format makes it simple to do an instant analysis of an individual manager or a comparative analysis of managers within a leader's total span of responsibility or control.

Of all the five senses, our brain is designed to best process information visually, rather than as words or numbers. Looking through a large numerical table or spreadsheet takes a lot of mental effort, but information presented visually can be grasped in a few seconds; the "uptake" or "get it" factor is instantaneous, which is why people respond emotionally to art. The brain identifies patterns, proportions, and relationships to make instant subliminal comparisons.

The right hemisphere of the brain recognizes shapes and colors. The left hemisphere processes information in an analytical and sequential way and is more active when people read text or look at a spreadsheet. The Eye Charts allow for both left- and right-brain interpretation of information and relative performance in a single view. Displaying information in this format can make a significant difference by enabling people to understand complex matters quickly and to consider more creative solutions.

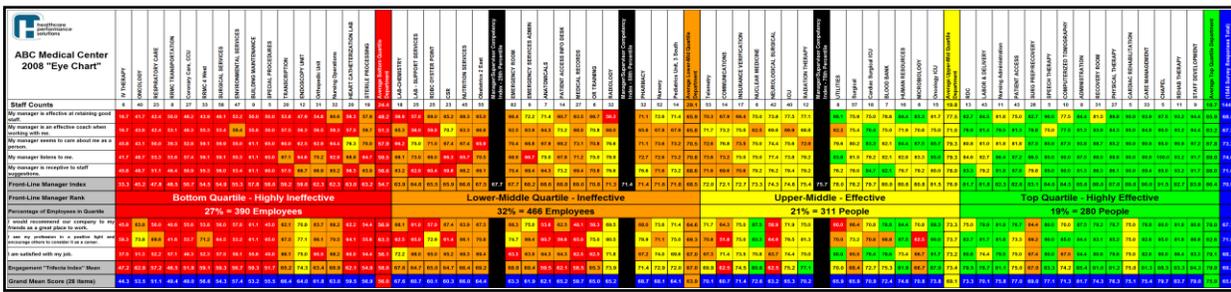
Another feature of the Eye Chart tools is their affordability and ease of use. There is no proprietary software to purchase because all the tools and data are integrated and aligned within Microsoft Excel, and the entire suite of tools connects instantly to the web for unlimited access to related information.

Introduction to The Performance Management Eye Chart

The Performance Management Eye Chart (PMEC) is a visual tool that compares leadership effectiveness and cultural engagement at glance. The PMEC is a bottom-up assessment of front-line leadership created using data from your existing employee satisfaction survey. Leaders can instantly see which departments have healthy cultures of excellence and which ones are facing difficulties.

The Performance Management Eye Chart quantifies and illustrates the impact that leadership has on overall performance and the existing culture, one leader and one department a time. You can instantly observe the capability and performance of an entire leadership team with both an overall view and detailed focus. The PMEC also illustrates how front-line leaders compare to one another in your organization, to their peers, and to national percentile rankings.

The Performance Management Eye Chart



In the PMEC, departments or leaders are listed across the top; employee-engagement measures and other objective criteria are listed down the side. The top section evaluates leadership performance. The front-line leadership index score is calculated by averaging 5 to 9 individual leadership attributes, as observed by staff and measured with the employee engagement survey.

The bottom section displays cultural engagement. Virtually all employee engagement instruments measure specific cultural health or outcome items such as job satisfaction, organizational loyalty, and professional engagement, and these are incorporated into the PMEC to quantify the overall cultural health of the department.

Once departments are assigned a color for each criteria, they are ordered based on the colors to present an easy-to-read spectrum of departments from failing (red) to excelling (green). Within each department, problem areas or strengths are easily differentiated by their color.

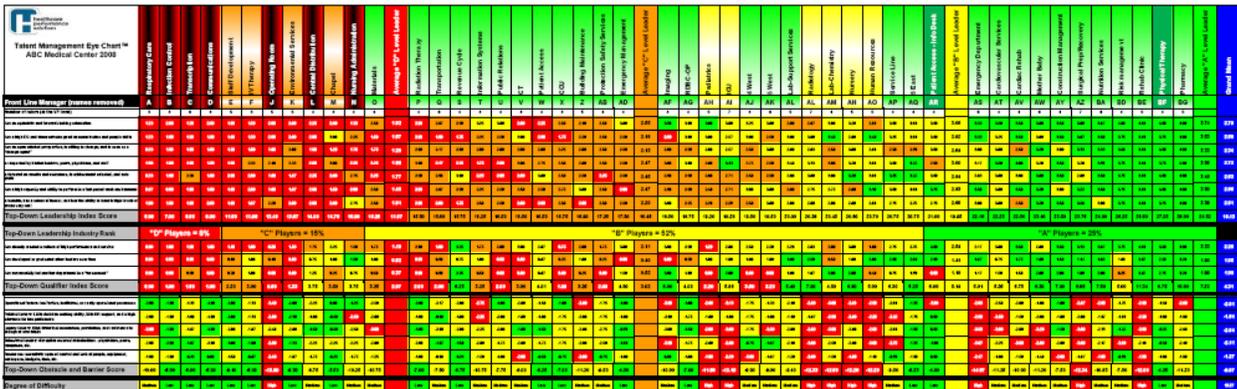
We often will complement the "soft" leadership and culture metrics with specific hard metrics or outcome indicators, including financial performance, quality indicators, safety, and even gains in performance.

For more information on Performance Management Eye Charts, see the RPR² white paper *Everything You Wanted to Know About the Performance Management Eye Chart and Were Not Afraid to Ask*.

Introduction to The Talent Management Eye Chart

Improving leadership effectiveness requires achieving the best alignment by matching the leadership talent available with the demands of the position. Doing this requires that business leaders have sophisticated performance measurement tools to more easily differentiate and interpret information. The Talent Management Eye Charts allow for the visual display of quantitative information, making it easier for leaders to quickly understand what is happening in their companies. The format makes it simple to do an instant analysis of an individual manager or a comparative analysis of managers within a leader's total span of responsibility or control.

The Talent Management Eye Chart (TMEC) is a top-down multi-rater assessment of the demonstrated leadership ability represented by every leader within the organization. This display provides a large-scale visual comparison across departments based on executive, director, and front-line manager leadership talent. With the TMEC, executives can instantly observe which managers may be overleveraged and which leaders are underleveraged.



Departments are listed across the top. The top section quantifies seven proven attributes of leadership ability. The middle section evaluates the qualifications of the department's leaders. The bottom section evaluates the complexity, barriers, and obstacles in managing the department (the department's Degree of Difficulty). All ratings are color-coded to provide instant visual information on the status of each department.

At one end of the spectrum, in the red, we can instantly observe which managers may be overleveraged (or in over their heads) and need help. At the other end of the chart, in greens, we can view which leaders are underleveraged and have the ability to manage increased responsibility, in greens. This makes it easy to see which leaders are struggling and which are excelling, and makes it easier for executives to manage their talent.

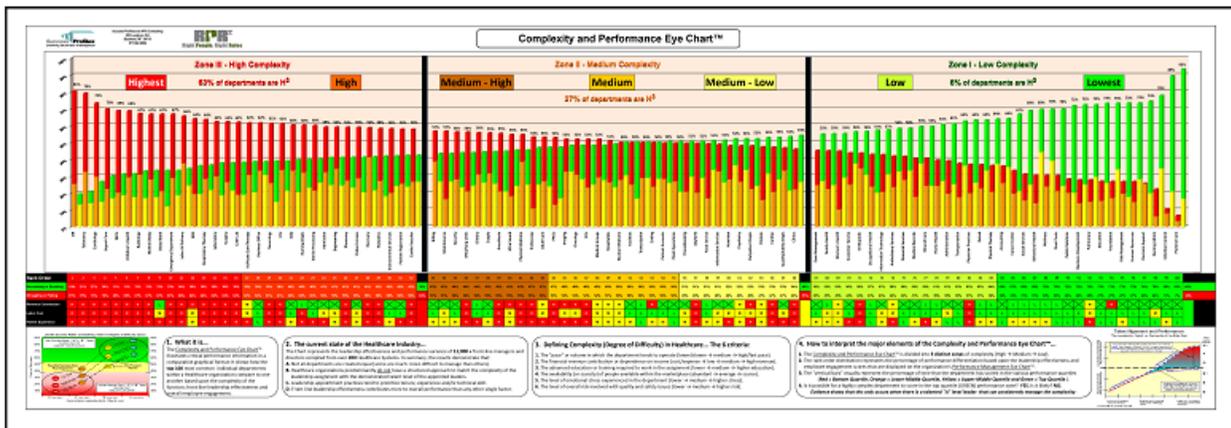
For more information on using the Talent Management Eye Charts, see the RPR² white papers *Using the Talent Management Eye Chart* and *Talking Points for Reviewing Talent Management Eye Chart Results*.

Introduction to The Complexity and Performance Eye Chart

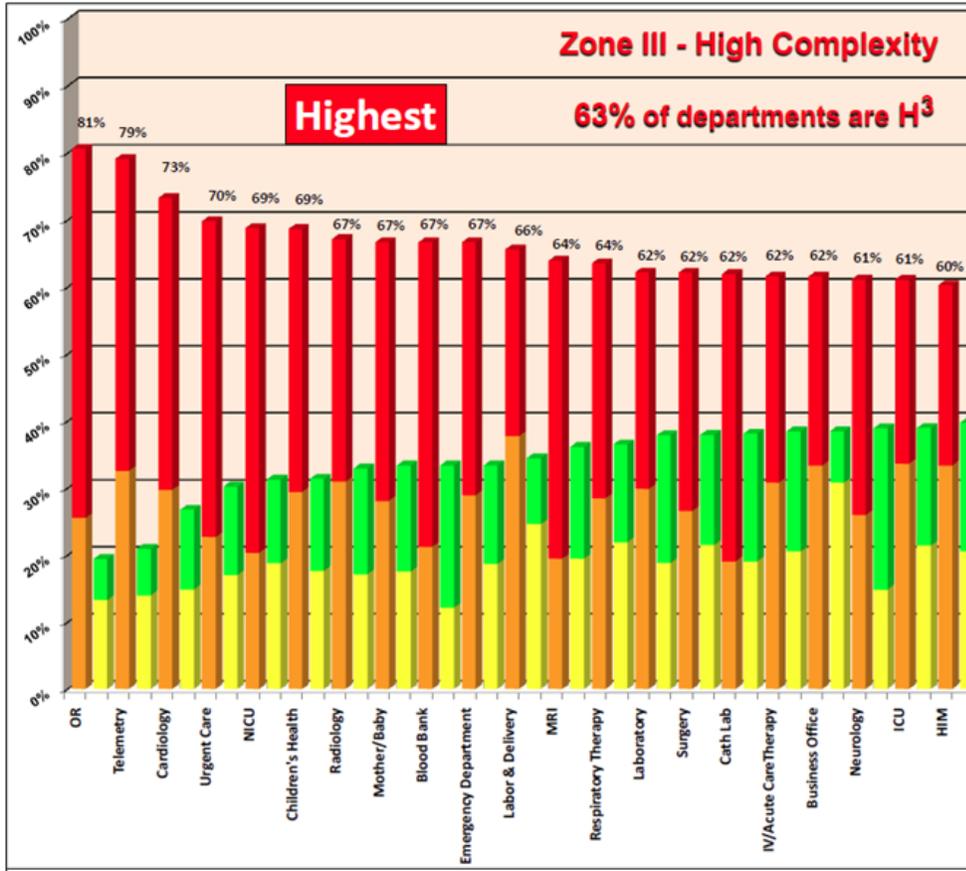
Everyone agrees that not all departments, leadership roles, and service lines in healthcare are created equal. Quite simply, there are some functions and roles that are more difficult to manage due the complexity of the assignment and inherent challenges. Success Profiles has performed a comprehensive analysis with measured feedback from several thousand healthcare executives to better differentiate complexity (or Degree of Difficulty) for the 100 most common healthcare functions and leadership roles.

In December of 2010, Right People, Right Roles took a collective inventory of the Performance Management Eye Chart (PMEC) quartile distribution of performance in 210 organizations and 11,115 front-line managers representing the top 100 most common departments within a healthcare system. The Eye Chart data was sorted by the frequency of distribution. Quite simply, we asked the question “How often did the individual departments perform in the bottom quartile (RED zone), the lower middle quartile (ORANGE zone), the upper middle quartile (YELLOW zone), and top quartile (GREEN zone)?”

The results from the study are formatted into a new Eye Chart that illustrates the collective distribution of performance with all 100 department types side by side. For each department type, the percentages of sampled departments with performance rating of excelling (Green), succeeding (Yellow) struggling, (Orange), and failing (Red) are shown in the bars.



The Complexity and Performance Eye Chart is divided into three complexity zones (high, medium and low) based upon the overall performance distribution of sampled departments in each of the four quartiles. Departments in the High complexity zone have a large percentage of the sampled departments which are failing or struggling; departments in the Low complexity zone tend to generally be succeeding or excelling.



Examples of significant differences in complexity and impact on overall performance. In the High Complexity zone, OR and Cardiology have performed in the bottom half of the Eye Chart a significant portion of the time.

For more on the Complexity and Performance Eye Chart, see the RPR² white paper *Effectively Managing Complexity in Healthcare*.



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