



Simplified Game Plans for Underleveraged and Overleveraged  
People in a Management Role



Increase Your Odds  
of Success with  
Leadership Alignment

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## Game Plans that Follow a Structured Approach

Our research shows that ineffective front-line managers contribute greatly to low employee engagement, poor productivity, high turnover, and ultimately to low customer satisfaction. On the other hand, when organizations have talented people leading their departments, employee engagement and productivity go up, turnover decreases, and customer satisfaction rises.

According to Tom Olivo, president of Success Profiles:

*“The capability of front-line managers is the most important performance driver as well as a key predictor of overall performance.”*

If the performance of front-line managers can be accurately assessed and improved as needed, then the performance of an entire department or company can be improved.

### Performance Level Definitions and Action Plans

The Success Profiles “Bottom Up” assessment process defines four levels of performance and provides a structured approach to improving performance, one department at a time. The levels and brief action plans are:

**Top Quartile  
Excelling**

Leader/manager/department is excelling at a high level of performance consistently. Culture is very healthy with high performance standards at a best practices level. Keep leader in role. Consider promoting. Possibly move to higher DoD department.

**Upper - Mid  
Quartile  
Succeeding**

Leader/manager/department is succeeding most of the time with most performance outcomes. Culture is healthy with good performance at a consistent level. Keep in function. Be careful not to place in areas that are too difficult or have too many obstacles/barriers. Build leadership capacity through professional development and coaching.

**Lower - Mid  
Quartile  
Struggling**

Leader/manager/department is struggling most of the time with leadership capability or performance outcomes. Culture is somewhat unhealthy, with consistent challenges. If leader is kept in a management role, consider obstacles and DoD, or assign them to a department that has low complexity.

**Bottom  
Quartile  
Failing**

Leader/manager/department is failing most of the time with leadership capability or performance outcomes. Culture is unhealthy to dysfunctional and a time drain for leaders. Move out of leadership/management role, possibly to an area that aligns with their natural ability or skill set to add more value.

## Coaching

The type of coaching best suited to a given leader depends on how well they are performing. In particular, underleveraged leaders in the top two quartiles need a different kind of coaching than overleveraged leaders in the bottom two quartiles.

### Underleveraged Leaders

Underleveraged Leaders are those who are succeeding or excelling (top two quartiles) in their positions. For them, the general coaching prescription guidelines are as follows:

1. Leave the person in the current position, since they are already creating high performance with outcomes, work environment and healthy culture. Continue with normal coaching/professional development and provide assistance with obstacles and barriers that may arise.
2. Consider increasing span of control or assigning more responsibility, especially for leaders in the top quartile. This can be in the form of projects, increased complexity of departments to lead (DoD), or other departmental responsibilities.
3. Consider promoting them to higher levels of leadership or responsibility by title or position. If they are excelling, recognize them for promotional opportunities and invest in their development. Losing them can be a disproportionate loss.

### Overleveraged Leaders

Overleveraged Leaders are those who may be in over their heads and struggling or failing (bottom two quartiles) in their positions. For them, the general coaching prescription guidelines are as follows:

1. Consider coaching for leadership effectiveness style or professional development for essential skills.
2. Consider Obstacle and/or Barrier removal with challenges within or outside of the leaders' control.
3. Consider a less complex assignment or department to manage, with lower DoD or a reduced span of control.
4. Consider a lower/reduced position of responsibility such as moving from manager to supervisor or staff level. **Option:** Consider moving out of a management position to a purely technical assignment that aligns with their clinical or technical ability because they may not lead other people as effectively as they can perform as an individual contributor. Make sure that their ego allows for a reduction in role.
5. Consider moving out of the organization entirely if they are not a good fit with the values (if there are serious behavioral challenges) or if there is not a role where they can effectively add value at this time.

Ultimately, a decision must be made as to whether or not leaders and managers are achieving the desired performance results or falling short. This can be done with a balanced set of performance metrics or a simple assessment based upon valid evidence. Once this assessment is made, the correct guidelines can be followed to maximize a leader's effectiveness.



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