



GPS-Like Navigation:
Triangulating Key Performance Indicators



Increase Your Odds
of Success with
Leadership Alignment

TOM OLIVO
Success Profiles, Inc

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Business intelligence is “the structured use of information with the intent to more fully understand and predict the best outcomes, with very accurate odds of success.” While most organizations collect and analyze data in some form, many are not deriving meaningful business intelligence from their current measurement practices. With the challenges industry is facing today, deriving tangible value from data is no longer a practice that can be postponed - it is an imperative.

A GPS navigation device allows you to accurately determine the longitude, latitude, and altitude of a point on or above Earth's surface. This multi-perspective triangulation clearly leads to precise objective measurements. Similarly, the Success Profiles performance measurement system incorporates a number of the key indicators from all stakeholders to assist you in managing leadership performance. ***By triangulating key performance indicators, you create accurate and meaningful business intelligence that can deliver tangible short-term and long-term benefits.***

More accurate performance indicators allow you to:

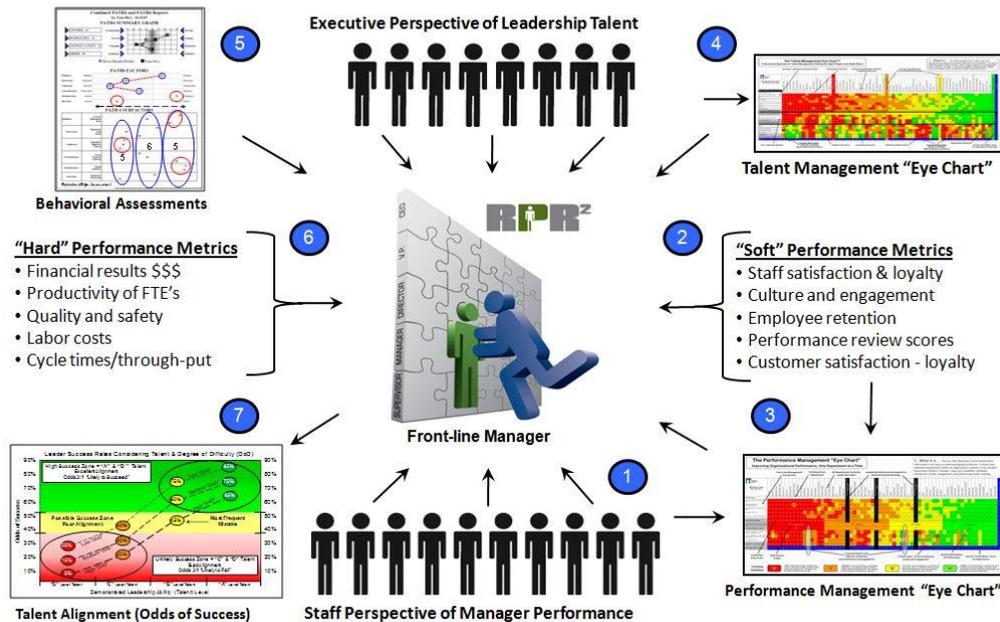
- Make better strategic and operational decisions
- Determine the cause-and-effect relationships between leadership effectiveness, quality outcomes, customer service, and financial results
- Improve performance by any measure

The impact of employee engagement on patient satisfaction and financial outcomes is well known. Our research has conclusively established that the most important performance driver contributing to employee engagement is front-line manager capability. Indeed, improving performance of front-line managers is the single most effective lever to increase your organization's net operating margin. As a result, our performance metrics focus on the effectiveness of the front-line manager.

The Success Profiles “GPS” performance metrics typically consist of the following:

1. **Employee feedback:** Measured feedback from all employees about the leadership ability of their immediate manager. The employee satisfaction survey can deliver this initial viewpoint of front-line managers, if it is a proven “valid and reliable” instrument.
2. **‘Soft’ performance measures:** In addition, the employee survey can give us insight into other soft performance measures such as job satisfaction, organizational loyalty, professional engagement, patient satisfaction, and much more.
3. **Performance Management Eye Chart:** The bottom-up Performance Management Eye Chart takes raw data and transforms it into actionable knowledge. The Eye Chart will enable you to evaluate the effectiveness of leader performance and departmental culture compared to other departments in your organization. It allows leaders to immediately differentiate performance between managers.

“GPS – like” Navigation (Talent Analytics)



- 4. Talent Management Eye Chart:** Having taken the employees' view of their manager's leadership performance and compared the results to national benchmarks, the next step is to determine how executives evaluate these same managers. Whereas the Performance Management Eye Chart measures the performance of managers as perceived by their staff, the Talent Management Eye Chart quantifies and ranks the talent of managers and directors as perceived by their superiors. The Talent Management Eye Chart is a top-down multi-rater assessment of the demonstrated leadership ability shown by every leader within the organization. Key elements on the chart include the demonstrated leadership ability of every manager, the qualifiers of leadership, and the department's Degree of Difficulty (DoD).
- 5. Behavioral Assessments:** Assessments of leadership effectiveness and behavioral style assist with coaching and developing self-awareness and self-regulation. Assessments are also used for leadership assignments.
- 6. The Objective 'Hard' Performance Metrics:** Hard performance metrics are an important measurement of front-line managers. These measures include financial performance, productivity, labor costs, throughput cycle times, turnover, productivity, and so forth. These are considered to be "exact science" measures and organizations tend to be most effective in measuring and reporting them consistently.
- 7. Talent Alignment and Appointment Practices:** At this level, the data is converted into business intelligence, allowing leaders to create specific action plans or coaching prescriptions that are customized - one leader and one department at a time. By placing the Right People in the Right Roles, you stack the deck in your favor and maximize successful outcomes.



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