

The Performance Management "Eye Chart"

Improving Leadership and Organizational Performance, One Department at a Time

1. What it is ... The Eye Chart illustrates critical performance information in an easy-to-understand graphical format. It shows how individual departments within an organization compare to one another based upon leadership performance, employee satisfaction, organizational loyalty, professional engagement, culture and national percentile rankings.

Survey Item	Front-Line Management																			Participants per Department																			Leadership Performance Compared to National Percentile Rankings																																					
	IV THERAPY	ONCOLOGY	RESPIRATORY CARE	RRMC TRANSFORMATION	CORONARY CARE, CCU	RRMC 4 WEST	SURGICAL SERVICES	ENVIRONMENTAL SERVICES	BUILDING MAINTENANCE	SPECIAL PROCEDURES	TRANSCRIPTION	ENDOSCOPY UNIT	ORTHOPEDIC UNIT	NURSING OPERATIONS	HEART CATHETERIZATION LAB	STERILE PROCESSING	AVERAGE BOTTOM QUARTILE DEPARTMENT	LAB-CHEMISTRY	LAB - SUPPORT SERVICES	RDBC OYSTER POINT	CSR	NUTRITION SERVICES	PATIENT REGISTRATION	MANAGER/SUPERVISOR COMPETENCY INDEX - 25 th %ile	EMERGENCY ROOM	EMERGENCY SERVICES ADMIN	ANATOMICALS	PATIENT ACCESS INFO DESK	MEDICAL RECORDS	OR TRAINING	RADIOLOGY	MANAGER/SUPERVISOR COMPETENCY INDEX - 50 th %ile	PHARMACY	NURSERY	PEDIATRICS UNIT, 3 SOUTH	AVERAGE LOWER-MID QUARTILE DEPARTMENT	TELEMETRY	COMMUNICATIONS	INSURANCE VERIFICATION	NUCLEAR MEDICINE	NEUROLOGICAL SURGICAL	ICU	RADIATION THERAPY	MANAGER/SUPERVISOR COMPETENCY INDEX - 75 th %ile	UTILITIES	SURGICAL	CARDIAC SURGICAL ICU	BLOOD BANK	HUMAN RESOURCES	MICROBIOLOGY	ONCOLOGY ICU	AVERAGE UPPER-MID QUARTILE DEPARTMENT	COMPENSATION	LABOR & DELIVERY	NURSING ADMINISTRATION	PATIENT ACCESS	SURG PREP/RECOVERY	SPEECH THERAPY	COMPUTERIZED TOMOGRAPHY	ADMINISTRATION	RECOVERY ROOM	PHYSICAL THERAPY	CARDIAC REHABILITATION	CARE MANAGEMENT	CHAPEL	REHAB THERAPY	STAFF DEVELOPMENT	AVERAGE TOP QUARTILE DEPARTMENT	(1546 Survey Responses Total)							
Staff Counts	6	40	23	8	27	33	58	47	9	5	20	12	31	32	20	19	24.4	18	25	25	23	45	55	67.7	82	9	7	14	27	6	32	71.4	32	52	14	29.1	53	14	17	6	42	40	12	75.7	8	57	18	7	16	6	15	19.8	13	43	11	43	26	5	10	8	31	27	5	33	5	11	9	18.7	1447							
My manager is effective at retaining good staff.	16.7	41.7	42.4	50.0	46.2	43.9	46.1	53.2	50.0	50.0	53.8	47.9	54.8	60.6	56.3	57.9	48.2	56.9	57.0	69.0	65.2	68.3	65.0	67.7	66.4	72.2	71.4	60.7	63.5	66.7	56.3	71.1	72.6	71.4	65.9	70.3	67.9	69.4	75.0	73.8	77.5	77.1	75.7	88.1	75.9	75.0	78.6	84.4	83.3	81.7	77.5	82.7	84.5	81.8	75.0	82.7	90.0	77.5	84.4	81.5	89.8	90.0	93.9	87.5	93.2	94.4	85.9	68.5								
My manager is an effective coach when working with me.	16.7	43.6	42.4	53.1	46.3	55.3	53.4	59.4	55.6	50.0	57.5	56.3	56.5	58.3	57.5	59.7	51.3	65.3	56.0	59.0	70.7	63.3	66.8	67.7	62.5	63.9	64.3	73.2	68.0	70.8	68.0	65.6	67.8	67.9	65.8	71.7	73.2	75.0	62.5	69.6	66.9	68.8	62.2	75.4	76.4	75.0	71.9	70.8	75.0	71.0	76.9	81.4	79.5	81.3	78.8	75.0	77.5	81.3	83.9	84.3	85.0	84.8	90.0	93.2	94.4	83.2	67.3									
My manager seems to care about me as a person.	45.8	43.1	50.0	39.3	52.8	59.1	59.9	55.0	61.1	65.0	60.0	62.5	62.9	64.4	76.3	70.0	57.9	66.2	75.0	71.0	67.4	67.4	65.9	67.7	70.4	68.8	67.9	69.2	73.1	70.8	76.6	71.1	73.6	73.2	70.5	72.6	76.8	73.5	75.0	74.4	75.6	72.9	79.6	80.2	83.3	82.1	84.4	87.5	85.7	79.3	80.8	81.0	81.8	81.8	87.5	85.0	87.5	93.8	88.7	85.2	90.0	90.9	95.0	90.9	97.2	87.8	73.2									
My manager listens to me.	41.7	48.7	53.3	53.6	57.4	59.1	59.1	55.3	61.1	65.0	67.1	64.6	70.2	62.9	68.8	64.7	59.5	68.1	73.0	68.0	66.3	65.7	70.5	67.7	68.9	66.7	75.0	67.9	71.2	75.0	78.9	72.7	72.6	73.2	70.8	73.6	73.2	75.0	75.0	77.4	73.8	79.2	83.8	81.5	79.2	82.1	82.8	83.3	85.0	79.3	84.6	82.7	86.4	87.2	86.5	85.0	90.0	87.5	89.5	89.8	90.0	90.9	100.0	93.2	91.7	89.0	74.0									
My manager is receptive to staff suggestions.	45.8	48.7	51.1	46.4	50.9	55.3	56.0	53.4	61.1	60.0	57.5	66.7	66.9	65.2	56.3	63.9	56.6	63.2	62.0	60.4	59.8	68.2	69.1	67.7	70.4	69.4	64.3	73.2	69.4	70.8	76.6	76.6	71.6	73.2	68.6	71.6	69.6	70.6	79.2	76.2	79.4	79.2	76.2	78.0	84.7	82.1	79.7	79.2	80.0	78.0	83.3	79.2	81.8	87.8	79.8	85.0	90.0	81.3	86.3	86.1	90.0	89.4	85.0	93.2	91.7	86.0	71.6									
Front-Line Manager Index	33.3	45.2	47.8	48.5	50.7	54.5	54.9	55.3	57.8	58.0	59.2	59.6	62.3	62.3	63.0	63.2	54.7	63.9	64.6	65.5	65.9	66.6	67.5	67.7	67.7	68.2	68.6	68.8	69.0	70.8	71.3	71.4	71.6	71.8	68.5	72.0	72.1	72.7	73.3	74.3	74.6	75.4	75.7	78.0	78.2	79.7	80.0	80.6	80.8	81.5	76.9	81.7	81.8	82.3	82.6	83.1	84.0	84.5	85.6	86.0	87.0	89.0	90.0	91.5	92.7	93.9	86.4	70.9								
Front-Line Manager Percentile Rank	1 st	2 nd	3 rd	4 th	1 st	1 st	7 th	3 rd	9 th	13 th	15 th	15 th	20 th	20 th	21 st	21 st		28 th	29 th	49 th	40 th	30 th	51 st		30 th	36 th	40 th	55 th	59 th	52 nd	52 nd		58 th	51 st	53 rd		58 th	68 th	18 th	59 th	91 st	60 th	65 th		93 rd	94 th	85 th	84 th	50 th	75 th	89 th		50 th	80 th	49 th	50 th	99 th	90 th	90 th	65 th	99 th	97 th	94 th	99 th	98 th											
Front-Line Manager Rank	Bottom Quartile - Highly Ineffective																			Lower-Middle Quartile - Ineffective																			Upper-Middle - Effective																			Top Quartile - Highly Effective																		
Percentage of Employees in Quartile	27% = 390 Employees																			32% = 466 Employees																			21% = 311 People																			19% = 280 People																		
I would recommend our company to my friends as a great place to work.	45.8	63.8	50.0	40.7	55.6	53.8	56.0	57.8	61.1	45.0	62.1	70.8	63.7	68.2	62.2	54.4	56.9	68.1	61.0	57.0	67.4	63.9	67.3	67.7	68.3	75.0	53.6	62.5	48.1	58.3	69.5	68.0	73.6	71.4	64.6	71.7	64.3	75.0	87.5	58.9	71.9	75.0	60.0	66.4	70.8	78.6	84.4	70.8	89.3	73.3	75.0	79.9	81.8	76.7	64.4	80.0	70.0	87.5	79.2	78.7	75.0	78.8	80.0	81.8	80.6	78.0	67.7									
I see my profession in a positive light and encourage others to consider it as a career.	58.3	73.8	69.6	47.6	53.7	71.2	64.5	53.2	61.1	65.0	67.5	77.1	66.1	70.5	64.1	55.6	63.3	62.5	65.0	72.9	61.4	66.1	70.8	67.7	74.7	69.4	60.7	59.6	65.0	75.0	80.5	78.9	71.1	75.0	69.3	70.8	51.8	75.0	83.3	64.9	79.5	81.3	70.0	73.2	70.8	68.8	87.5	62.5	90.0	73.7	82.7	81.7	81.8	73.3	69.2	90.0	85.0	84.4	83.1	85.2	75.0	82.6	95.0	81.8	88.9	82.6	71.8									
I am satisfied with my job.	37.5	51.3	52.2	7.1	46.3	52.3	57.5	59.1	55.6	45.0	66.1	75.0	60.5	68.2	60.0	54.4	56.1	72.2	68.0	65.0	65.2	69.3	69.4	67.7	63.3	63.9	64.3	64.3	62.5	62.5	71.8	67.2	74.0	69.6	67.0	67.3	71.4	73.5	70.8	63.7	74.4	75.0	80.0	65.5	76.4	78.6	73.4	66.7	81.7	73.2	80.8	74.4	79.5	60.0	67.4	80.0	67.5	84.4	80.8	79.6	75.0	82.6	90.0	86.4	83.3	79.1	68.3									
Engagement "Trifecta Index" Mean	47.2	62.9	57.2	46.5	51.9	59.1	59.3	56.7	59.3	51.7	65.2	74.3	63.4	68.9	62.1	54.8	58.8	67.6	64.7	65.0	64.7	66.4	69.2	67.7	68.8	69.4	59.5	62.1	58.5	65.3	73.9	71.4	72.9	72.0	67.0	69.9	62.5	74.5	80.6	62.5	75.2	77.1	70.0	68.4	72.7	75.3	81.8	66.7	87.0	73.4	79.5	78.7	81.1	75.0	67.0	83.3	74.2	85.4	81.0	81.2	75.0	81.3	88.3	83.3	84.3	79.9	69.3									
Grand Mean Score (28 items)	44.3	53.5	51.1	49.4	49.0	56.6	54.3	57.4	53.2	55.5	66.4	64.0	61.8	63.0	59.5	56.9	56.0	67.6	60.7	60.1	60.3	66.0	64.4	67.7	63.3	61.9	62.1	65.2	59.7	65.0	65.2	68.7	68.1	64.1	63.9	70.1	60.7	71.4	72.6	63.2	65.3	70.2	65.9	59.9	70.9	72.4	74.6	70.8	73.8	69.1	73.3	70.0	75.8	77.0	69.0	77.1	71.3	81.7	74.3	76.3	75.1	75.4	79.7	83.7	79.0	75.9	65.8									

Leadership Index Score

Effectiveness Profile

Percentile Rank

Coaching Opportunity
Ineffective Leadership
Effective Satisfaction, Loyalty and Engagement

Coaching Opportunity
Effective Leadership
Ineffective Satisfaction, Loyalty and Engagement

"Trifecta Index" of Job Satisfaction, Loyalty and Engagement

Quartile Distribution of Performance

Overall "Grand Mean" Score for Department

Quartile Performance Guidelines

Bottom Quartile

"RED" Front-line manager is performing poorly or failing to create a healthy culture within their department. Strengths may be better suited for another role.

Lower-Mid Quartile

"ORANGE" Front-line manager is performing deficiently or struggling to create a healthy culture within their department. Has potential for improvement with intensive coaching.

Upper-Mid Quartile

"YELLOW" Front-line manager is capable and performing well by creating a healthy culture within their department. Has the potential to improve performance to the "A" level.

Top Quartile

"GREEN" Front-line manager is performing at an exceptional level that creates a healthy, high-performance culture within their department. Has potential for executive leadership.

2. How it is used...

With this reporting format, an organization can:

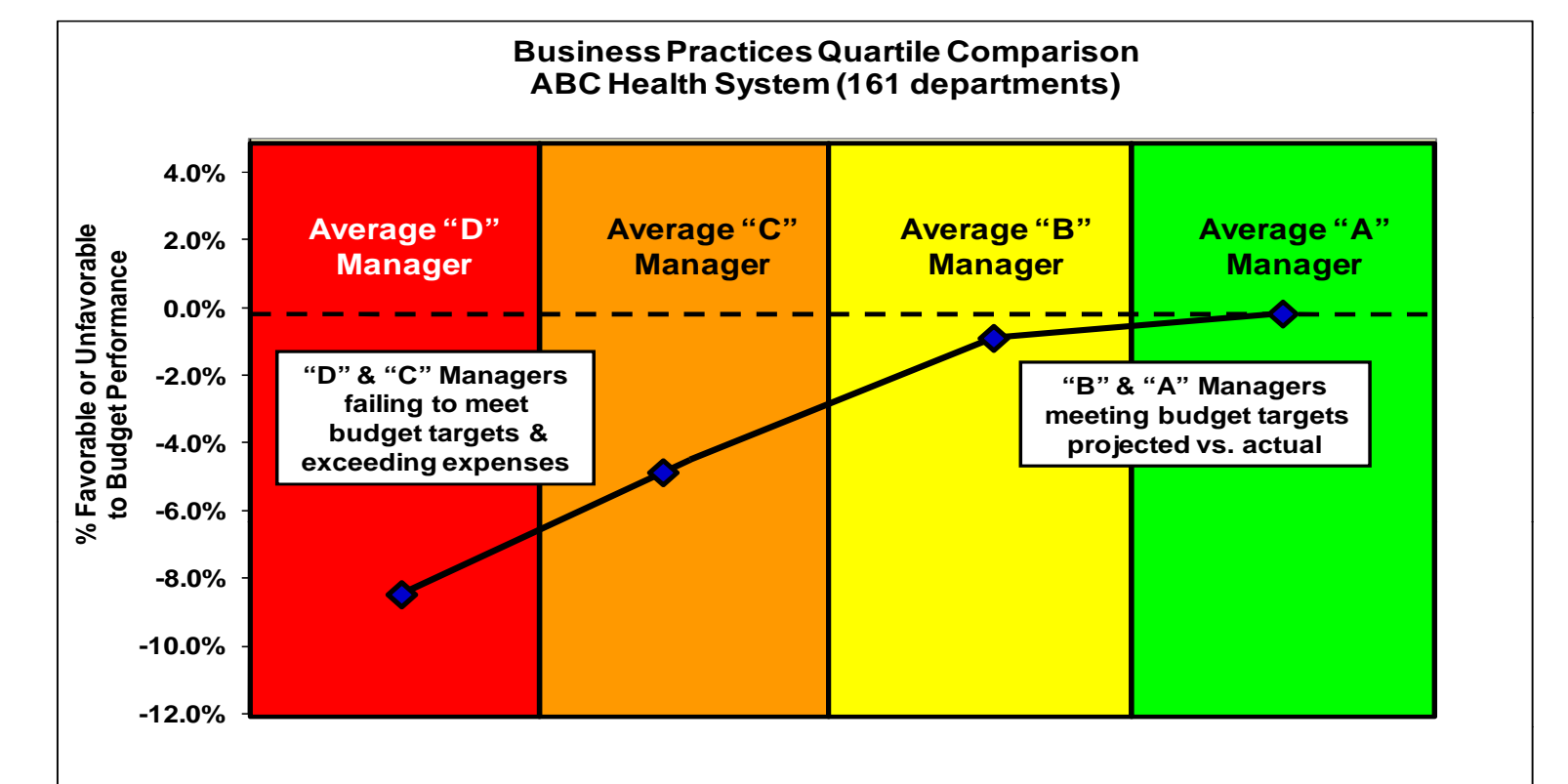
- Differentiate performance and culture, one leader at a time and one department at a time. **"We make the invisible - visible."**
- Establish a system that creates an objective, structured approach to performance management and coaching
- Create the foundation of a talent management process for more successful appointment practices and succession planning to better assure that the **"Right People are in the Right Roles."**

3. The compelling value...

- Create actionable knowledge vs. a "data dump" that leads to true business intelligence and superior decision making
- Quantify and compare leadership performance, cultural health and see the impact that span of control has on outcomes/results
- Create urgency to act on the departments that are sub-optimized
- Differentiate front-line management performance and develop specific action plans for coaching and improvement
- Establish a baseline of performance by quartile ranking for longitudinal comparisons

4. What Executives say..

- Jon Cecil** (CHRO-Lee Memorial HS) - *"The most effective tool we've ever used to improve the overall performance of our front line managers and directors."*
- Ron Burnside** (CHRO Memorial HS) - *"The eye chart helped us improve our business practices percentile ranking from 9% to 70% over a 3 year period."*
- Woody Hester** (CHRO MISL) - *"The eye chart focuses on leadership. It's always leadership that makes or breaks any organization (small or large) over the long haul."*



Extensive performance measurement and research conducted by Success Profiles (involving over 500 healthcare organizations), has revealed that there are consistent cause and effect relationships between business practices, leadership capability and overall performance. The chart above illustrates just one of the examples with quartile differentiation and performance to budget.

For a comprehensive overview of the "Eye Chart" and other measurement services, please contact us for a demonstration at 877-582-8884