

FOR IMMEDIATE RELEASE

## **ASSESSING LEADERSHIP CAPABILITY IN HEALTHCARE IS VITAL TO CREATE CONSISTENT HIGH PERFORMANCE WITH GOOD PATIENT OUTCOMES**

BOZEMAN, MT November 3, 2009 – Countless books and articles have been published about the definition of leadership ability and whether it is a talent people are more born with or develop over time. At Healthcare Performance Solutions, the belief is that it is most likely a combination of both nature and nurture. Quite simply, leaders are first born and then they are made better over time. The more important question that needs to be asked about your front-line managers is, do they actually demonstrate leadership ability consistently with their demonstrated behaviors and results?

According to Tom Olivo, President/CEO of Healthcare Performance Solutions and Success Profiles, “When evaluating leadership ability, there is no magic number or list of performance attributes. Our research in assessing the leadership capability of over 7,500 front line Healthcare managers has proven that any valid and proven attributes when applied to the same population of leaders within an organization, will ultimately produce the same rank order distribution.”

For the past seven years, Healthcare Performance Solutions has assessed the demonstrated leadership capability of 7,682 front-line managers with the following statistically validated attributes:

### **The Leader/Manager ....**

1. Demonstrates a positive, optimistic, forward-looking orientation
2. Demonstrates a high EQ (emotional intelligence) with good communication and people skills
3. Demonstrates an open-minded perspective (is willing to change or is seen as a “change agent”)
4. Is respected by other leaders (manager peers, physicians)
5. Is focused on results and outcomes (is achievement oriented and likes to set stretch goals)
6. Demonstrates a high capacity (ability to perform in a fast-paced work environment)
7. Is humble, has a sense of humor, (has the ability to handle high levels of stress well)

The definitions on to ultimately rank your leadership talent levels are shown below:

**“A” Level - Excelling** – the leader/manager/ is a high achieving and talented performer that consistently exceeds expectations, brings out the best in others, is respected as a true champion with a contagious positive attitude and a change agent that drives results.

**“B” Level – Succeeding** – the leader/manager is a good and reliable performer that consistently meets expectations, brings out a good performance in others, is viewed as a true supporter with an optimistic positive attitude.

**“C” Level - Struggling** – the leader/manager is an inconsistent performer that sometimes meets expectations, struggles to bring out a good performance in others, is often negative or pessimistic and usually requires high maintenance coaching or assisting to achieve desired results

**“D” Level – Failing** – the leader/manager rarely meets expectations, fails to bring out a good performance in others, is consistently negative or pessimistic and usually requires high maintenance coaching.

The overall results for each level of leader listed above (in a complex department with a large span of control) are as follows:

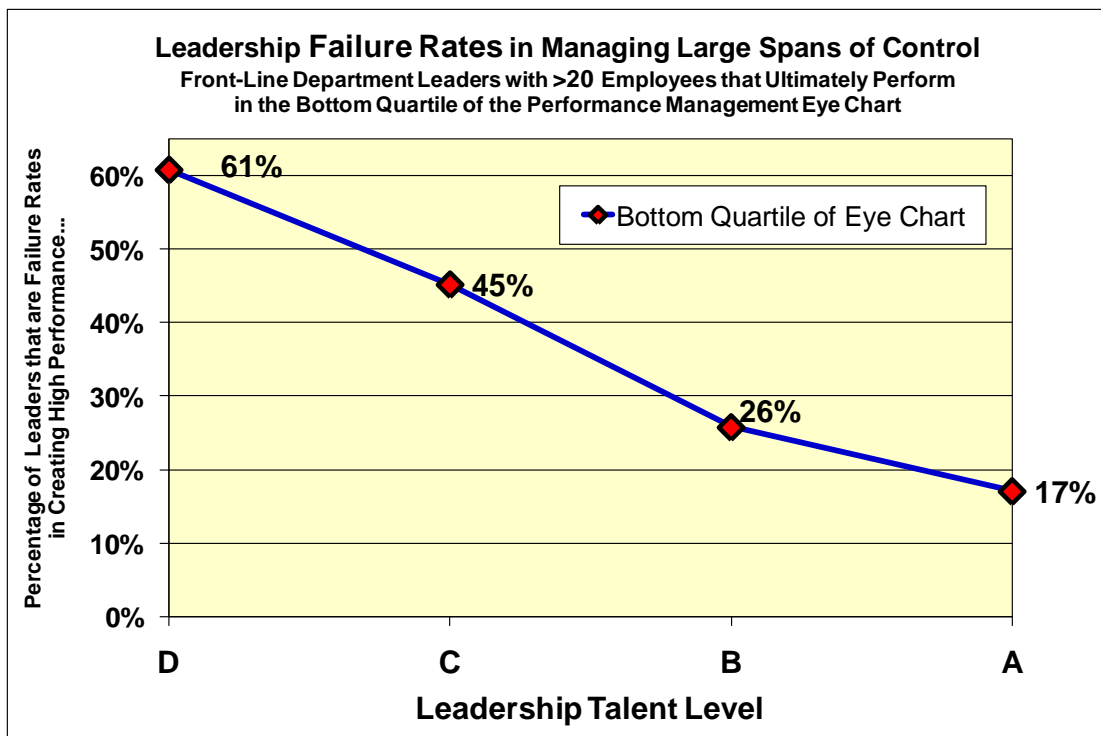
“D” level leaders fail in creating a healthy culture within their departments 61% of the time.

“C” level leaders fail in creating a healthy culture within their departments 45% of the time.

“B” level leaders only fail in creating a healthy culture within their departments 26% of the time.

“A” level leaders only fail in creating a healthy culture within their departments 17% of the time.

The most important message here for executives in healthcare is that if you want to have higher odds of success in getting good performance results, you must appoint front – line managers that demonstrate leadership ability at either the “B” or “A” levels. With “A” and “B” level talent, the odds of success can be stacked 3:1 in your favor.



About Healthcare Performance Solutions (HPS)

Healthcare Performance Solutions is an advisory services firm that helps hospitals and health systems improve organizational performance. Established in 2002, HPS has been retained by over 200 hospital systems to improve workforce optimization, employee engagement, patient outcomes, productivity, and the net operating margin. The core purpose of HPS is to improve the health of healthcare, one organization at a time.

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