

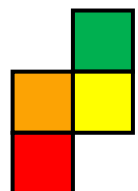
# Right People, Right Roles

## RPR<sup>2</sup>



**Increase Your Odds of Success with Leadership Alignment**

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Success Profiles, Inc  
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# Right People, Right Roles



## **Increase Your Odds of Success with Leadership Alignment**

**Introduction: Human potential and increasing your “Odds of Success.”**

**Chapter 1: The “Business Practices” challenges facing organizations**

**Chapter 2: Just enough talent, not enough talent and too much talent**

**Chapter 3: Managing complexity and Degree of Difficulty (DoD)**

**Chapter 4: Mature and sophisticated performance measurement practices**

**Chapter 5: Establishing odds of success in leadership “Appointment” practices**

**Chapter 6: Selection of people from the outside (increasing your odds of success)**

**Chapter 7: Transparency and open book management (What really gets traction)**

**Chapter 8: Having a Structured approach to performance and talent management.**

**Chapter 9: The impact of superior talent alignment (evidence and case studies)**

**Chapter 10: Connecting selection to talent management to succession planning**

### **Appendix and tools**

**Book format:** Similar to Impending Crisis: Chapter summaries, words of wisdom, testimonials, Charts and Graphs, Success Stories of high performance organizations, self assessments, “Eye Chart” tools, web site connections, appendix of information. Guest sections by partners. A valuable resource guide (“**what is easy – how is hard**”).

## Book Introduction:

OK, all we need is another book about leadership right? Why and how is this book different, practical and refreshing? Because as of December 22<sup>nd</sup> 2008 a “content search” on both Google and Amazon revealed the following:

Search category	Google Hits - links	Amazon - Books
Leadership	164,000,000	304,000
Leadership development	4,760,000	10,563
Leadership performance	139,000	1,656
Leadership results	54,100	1,696
Leadership odds of success	1	0

This book reveals ground-breaking evidence that helps executives better understand how to use common sense business intelligence information, tools and measurement techniques to better predict a person’s odds of success in any leadership role.

*“The single most important business practice for organizations to increase their odds of success by any measure is to more consistently appoint  
The Right People in the Right Roles.”*

The time and resources we invest in leadership performance and appointment practices will provide a far greater return on investment than any “leadership development” program. The take away message here is: **Stop wasting time and money on leadership development with the wrong people and implement a structured approach to leadership performance and appointment practices.**

Tom Olivo summarizes the lessons learned over his 25 years of experience while coaching, observing and measuring thousands of athletes, coaches and business leaders. **Right People, Right Roles** presents the hard data (evidence), tools and guidelines in the form of a structured approach to help leaders develop an effective performance and talent management system.

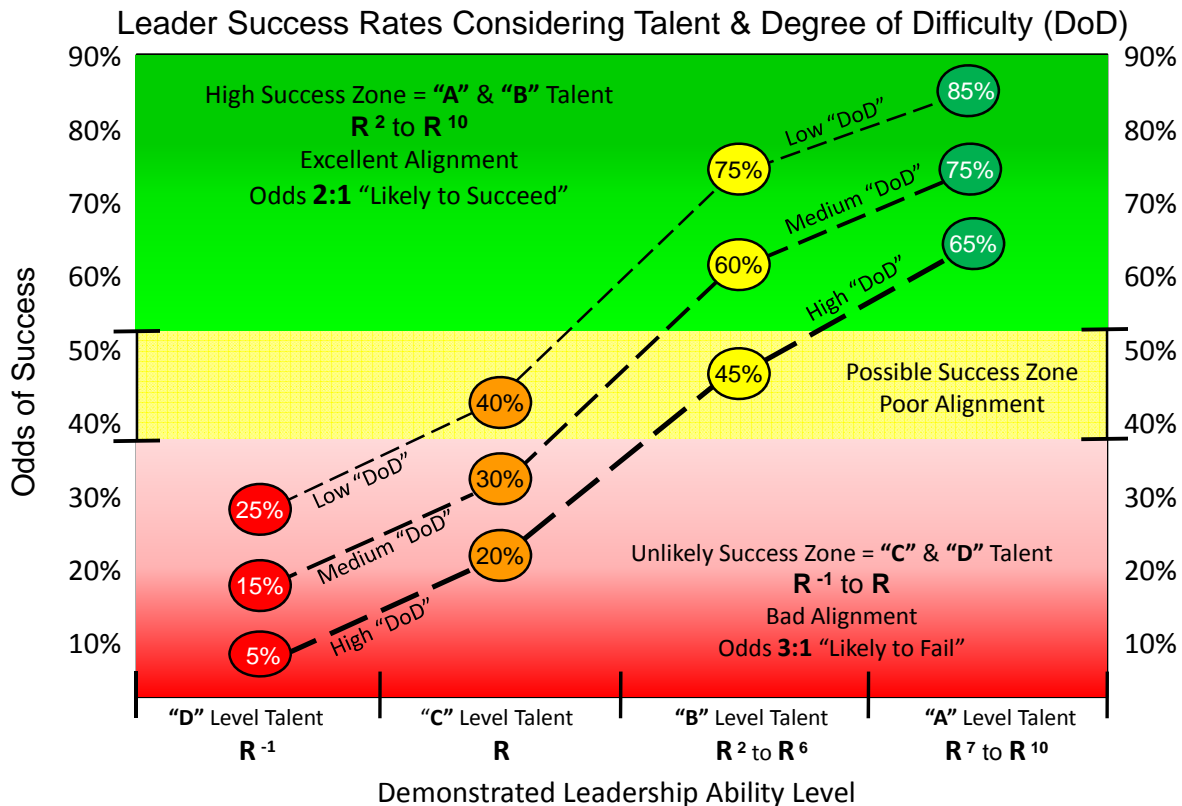
Similar to high performing athletes in any competitive sport, by the time people become adults, 70% of their athletic potential is reached. By the time we get traction in the workplace (around age 30), 70% of our demonstrated leadership ability is already reached. As Marcus Buckingham says;

*“As people grow older, they tend to become more of who they already are rather than someone they are not.”*

Therefore, if people haven’t demonstrated real leadership ability (Talent), the work ethic (Drive) and the effective behaviors (Practice discipline) by the time they are 30, the likelihood that you are going to inject these attributes (or significantly develop them) is remote. Instead, of wasting time and resources on the people who will provide a low return on investment, consider investing in those who already demonstrate the leadership talent level that can be multiplied and that will better bring out the performance in others.

## Back Cover:

# Right People, Right Roles



*“Keep in mind, We’re not suggesting that it’s not possible for someone with lesser Talent, Drive and Practice discipline to be successful, It’s just that its highly unlikely and you can’t afford to make that bet.”*

The diagram above illustrates a leader’s relative odds of success to create a “mini culture” of high performance based upon their demonstrated ability level when appointed to functions or departments of varying levels of complexity (degree of difficulty DoD).

- “A” and “B” level leaders (R<sup>2</sup> to R<sup>10</sup>) exhibit high odds of success by any measure when appointed to departments that do not exceed their threshold of complexity (DoD).
- “A” level talent is successful in virtually any assignment (85% odds in Low DoD, 75% odds in medium DoD and 65% odds of success in High DoD functions). “B” level leaders exhibit high odds of success when assigned to Low DoD (75%) and Medium DoD (60%) but only a (45%) odds of success when assigned to High DoD roles.
- “C” and “D” level leaders (R<sup>-1</sup> to R) have very low odds of success when assigned to lead in any situation. When “A” and “B” leadership talent is appointed to the appropriate level of complexity, the odds of success are stacked **2:1 in your favor**. When out of alignment with “C” and “D” leadership talent, the odds of success are stacked **3 to 1 against**.