The Leadership Decision - Tree Roadmap A Structured Approach to Coaching & Appointment Practices

Leadership Signature Code for Coaching Prescriptions

"Appointment" Opportunity: 59 "Underleveraged" and talented Managers are creating healthy cultures of high performance. These leaders typically have high odds of success. Coaching options include keeping them in their current role, promoting, increasing the complexity of their span of control and/or having them serve as mentors within the organization to high potential leaders. In many cases these high achieving leaders are underleveraged and can handle more responsibility.

The list of 18 most common Obstacles and Barriers (in 6 categories).

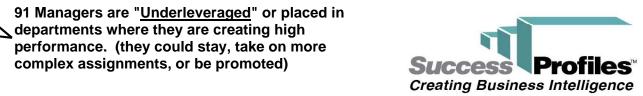
Ston 4	Ston 2		21	ABC Organization 2008 Summary of Leadership Decision - Tree Roadmap 2008							Stop 6	Top 10 Best Practices for Leaders
Step 1 Examine Relative Degree of Difficulty		Step 3 Consider Odds of Success	Step 4 Diagnosis Based on Quartile Performance Bottom Quartile	Step 5 Determine Possible Performance Management Options	Diagnosis Based on Quartile Performance Lower-Mid Quartile	Determine Possible Performance Management Options	Diagnosis Based on Quartile Performance Upper-Mid Quartile	Determine Possible Performance Management Options	Diagnosis Based on Quartile Performance Top Quartile	Determine Possible Performance Management Options	Step 6 Consider Obstacles or Barriers Select all that may apply	Does your organization and do you as a
	Α		Talent is demonstrated so question obstacles that may be taking away		Talent is demonstrated so question obstacles that may be sub-	LAO	Creating good performance, consider rate limiting obstacles	LAY	Creating High Performance "Underleveraged"	LAG		Set clear objectives and performance expectations. A "clear line of sight" at the
	44 Managara	85%	from overall performance	possibly going through initial resistance to changes that were implemented. 2. Consider major disruptive obstacles to remove. If circumstances beyond manager's	optimizing overall performance	Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. Consider major disruptive obstacles to remove. If circumstances beyond manager's	" <u>Underleveraged</u> "	Good performance, keep in role. Continue to support his or her leadership style. Consider higher DoD role. Manager has potential to successfully run a more complex		Good performance, keep in role. Continue to support his or her leadership style. Consider higher DoD role or promote. Manager has potential to successfully run a more		organizational and departmental level will increase motivation, contribute to greater
	14 Managers 11.3%		2 Managers 14%	control are causing poor performance, intervention from higher levels of leadership may be required. 3. Consider leadership style, in particular, behaviors that may be lowering employee	2 Managers 14%	control are causing poor performance, intervention from higher levels of leadership may be required. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-	4 Managers 29%	department (medium or high DoD). 3. Continue to develop leadership skills.	/ 6 Managers 43%	complex department (medium or high DoD). 3. Continue to develop leadership skills.	Operational factors: Ineffective or Cumbersome Processes	transparency, and help the organization become more integrated and aligned.
	11.070		Talent is adequate - "B" level ability	engagement (ex: micromanaging) LBR	Talent is adequate - "B" level abilit	wired leadership competencies. Team up with an 'A' managers for mentoring. LBO	Creating good performance,	LBY	Creating High Performance	LBG	Excessive Bureaucracy or Regulations	
Low	В	750/	is dependable so question obstacle	1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented.	is dependable so question obstacle	1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented.	consider rate limiting obstacles " <u>Underleveraged</u> "	1. Good performance, keep in role. Continue to support his or her leadership style.	" <u>Underleveraged</u> "	1. Good performance, keep in role. Continue to support his or her leadership style.	Outdated Equipment or Technology	2. Give managers the authority to make basic day to day decisions. Assigning responsibility without the corresponding level of
	75 Managers	75%	10 Managers	2. Consider another assignment. Possibly move to another department or supervisory role.	23 Managers	2. Consider another assignment. Possibly move to another department or supervisory role.	To managere	Consider medium DoD role. Manager has potential to successfully run a more complex department.	27 Managers	2. Conside medium DoD role. Manager has potential to successfully run a more complex department.		authority can often result in poor performance. Assuring that managers have the operational authority they need is critical to create a culture
125 Managers	59.7%		12%	3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	31%	Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	20%	3. Continue to develop leadership skills.	36%	3. Continue to develop leadership skills.		of ownership and responsibility.
	С		Talent is questionable - Must decide if "C" level leadership can be successful	LCR 1. Consider a "supervisory" role, which will give person a smaller span of control. If moved to another department ensure it has low complexity with minimal obstacles to overcome.	Talent is questionable - Must decid if "C" level leadership can be successful	1. Consider coaching or leadership development.	Creating good performance, consider rate limiting obstacles or leadership skill level	LCY 1. Good performance, keep in role. Continue to support his or her leadership style.	Creating High Performance (Manager is probably an overachiever)	LCG 1. Good performance, keep in role. Continue to support his or her leadership style.		
30.9%	29 Managers	40%	7 Managers	2. Consider staff assignment. Move out of leadership/management position to an area that aligns with their natural ability or unique skill set. Can possibly add more value as an	7 Managers	2. Consider major disruptive obstacles to remove. If circumstances beyond manager's control are causing poor performance, intervention from higher levels of leadership may be	7 Managers	Do not over promote. Manager most likely does not have the ability to successfully run a more complex department.	8 Managers	Do not over promote. Manager most likely does not have the ability to successfully run ampre complex department.	2. Political factors:	3. Provide necessary tools, equipment, supplies, and basic resources to perform well. The absence of the necessary means a
	23.4%		24%	employee vs. a manager. 3. Consider another assignment. Possibly move to another department or supervisory role.	24%	3.Consider another assignment. Possibly move to another department or supervisory role.	24%	3. Continue to develop leadership skills.	28%	3 Continue to develop leadership skills.	Little Authority to Make Decisions Tolerating Low Performing Employees Ineffective HR Support (Perf. Reviews)	manager needs to do his or her job well does contribute to poor performance. Ensuring that all required resources are in place is an obvious but often forgotten step to improving performance.
	D		leadership ability "Overleveraged"	1. Consider staff assignment. Move out of leadership/management position to an area that aligns with their natural ability or unique skill set. Can possibly add more value as an employee vs. a manager.	Talent is usually Inadequate - Don' confuse tenure and experience wit leadership ability "Overleveraged"	vith 1. Consider staff assignment. Move out of leadership/management position to an area that			Manager is successful in spite of relatively low leadership rating - be cautious with assignments	be LDG		
	13 Managers 7.0%	25%	3 Managers	2. Consider moving out of organization, especially if limiting factors are behavioral and person is not coachable. Provide open, straight-forward feedback performance reviews and	3 Managers	2. Consider another assignment. Possibly move to another department or supervisory role.	0 Managers	2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department.	1 Wanadare	2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department.	1	4. Show genuine respect for their role and
			43%	document outcomes. You may need to monitor department to ensure this person is not disruptive.	43%	Consider moving out of organization, especially if limiting factors are behavioral and person is not coachable. Provide open, straight-forward feedback performance reviews and document outcomes. You may need to monitor department to ensure this person is not disruptive.	0%	3. Watch leadership style. Monitor carefully.	14%	3. Watch leadership style. Monitor carefully.		position as a professional. By communicating your authentic respect for their leadership role, you help strengthen their commitment to you as
	Α	750/	Talent is demonstrated so question obstacles that may be taking away from leadership performance	Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented.	Talent is sufficient so question obstacles or consider leadership style adjustments and coaching	1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented.	Creating good performance, consider rate limiting obstacles "Underleveraged"	MAY 1. Good performance, keep in role. Continue to support his or her leadership style.	Creating High Performance "Underleveraged"	MAG 1. Good performance, keep in role. Continue to support his or her leadership style.		their superior and to the organization itself.
	34 Managers	agers 75% 3 Managers	Consider major disruptive obstacles to remove. If circumstances beyond manager's control are causing poor performance, intervention from higher levels of leadership may be required.	o managor o	2. Consider major disruptive obstacles to remove. If circumstances beyond manager's control are causing poor performance, intervention from higher levels of leadership may be required.	13 Managers	Consider higher DoD role. Manager has potential to successfully run a more complex department (high DoD).	13 Managers	2 Consider higher DoD role. Manager has potential to successfully run a more complex department (high DoD).	3. Legacy factors:	5. Feedback, recognition, and praise for doing good work. Most leaders are driven	
	18.3%		9%	3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)	15%	Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	38%	3. Continue to develop leadership skills.	38%	3. Continue to develop leadership skills.	"The Way We've Always Done Things" Extremely long tenures	people who seek recognition from peers and superiors. Being measured and recognized are
Medium	В	000/	Talent is adequate so question obstacles or look to improve behavioral leadership - style issue:	MBR 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented.	Talent is sufficient so question obstacles or consider leadership style adjustments and coaching	1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented.	Creating good performance, consider rate limiting obstacles and coaching. Ideally suited for role.	MBY 1. Good performance, keep in role. Continue to support his or her leadership style.	Creating High Performance "Ideal leadership level" for position	MBG 1. Good performance, keep in role. Continue to support his or her leadership style.	High Resistance by EE's to Change	two key motivators in the workplace. By providing regular feedback, <u>deserved</u> recognition and praise you will contribute to a culture that keeps managers engaged and
	97 Managers	60%	17 Managers	2. Consider staff assignment. Move out of leadership/management position to an area that aligns with their natural ability or unique skill set. Can possibly add more value as an employee vs. a manager.	26 Managers	2. Consider another assignment. Possibly move to another department or supervisory role.	21 Managers	2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department.	33 Managers	2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department.	1	motivated. Remember that people have different ways that they best receive recognition
186 Managers	52.2%		18%	Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	27%	Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	22%	3. Continue to develop leadership skills.	34%	3. Continue to develop leadership skills.		and praise. Be sure to identify the most meaningful for each of your direct reports.
46.4%	С		Talent is questionable - Must decide if "C" level leadership ability can be successful for this DoD	IVIL AR	Talent is questionable - Must decid if "C" level leadership can be successful "Overleveraged"	1. Consider a "supervisory" role, which will give person a smaller span of control. If moved	it has low complexity with minimal obstacles to overcome.					
	42 Managers 22.6%	30%	" <u>Overleveraged</u> " 15 Managers	employee vs. a manager.	11 Managers	Consider staff assignment. Move out of leadership/management position to an area that aligns with their natural ability or unique skill set. Can possibly add more value as an			7 Managors	2 Do not over promote. Manager most likely does not have the ability to successfully run and more complex department.	4. Behavioral factors:	6. Competitive marketplace compensation when compared to peers. Many formal business practice studies have revealed that compensation alone is not the best motivator. Keep in mind that If compensation is not competitive with the marketplace (at a
			36%	3. Consider a "supervisory" role, which will give person a smaller span of control. If moved to another department ensure it has low complexity with minimal obstacles to overcome.	26%	employee vs. a manager. 3. Consider another assignment. Possibly move to another department or supervisory role.	21%	3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)	17%	3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)		
			Talent is usually Inadequate - regardless of experience, behaviors	MDR 1. Consider staff assignment. Move out of leadership/management position to an area that	Talent is most likely inadequate, monitor carefully and maintain clos	MDO	Creating good performance in spite of low performance rating.	MDY	Manager is successful in spite of guestionable talent level	MDG	Disruptive physicians	minimum), it can take away form performance.
	D 13 Managers	15%	will usually "derail" managers " <u>Overleveraged</u> "	aligns with their natural ability or unique skill set. Can possibly add more value as an employee vs. a manager.	accountability "Overleveraged"	1. Consider a "supervisory" role, which will give person a smaller span of control. If moved to another department ensure it has low complexity with minimal obstacles to overcome. 2. Consider staff assignment. Move out of leadership/management position to an area that	"Consider accountability"	1. Good performance, keep in role for now.	" <u>Be Cautious</u> "	1. Good performance, in spite of leadership talent. Keep in role for now.	Competing Interests and/or Agendas	7. Opportunity to receive feedback and to be
	7.0%		3 Managers	2. Consider moving out of organization, especially if limiting factors are behavioral and person is not coachable. Provide open, straight-forward feedback performance reviews and document outcomes. You may need to monitor department to ensure this person is not		aligns with their natural ability or unique skill set. Can possibly add more value as an employee vs. a manager.	4 Managers	2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department.		2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department.		listened to. Poor communication is at the root of many organizational problems. By providing
			23%	disruptive. HAR	15% Takent is demonstrated so question	3. Consider another assignment. Possibly move to another department or supervisory role. HAO	C170	3. Watch leadership style. Monitor carefully.	31%	3. Watch leadership style. Monitor carefully. HAG		regular feedback and the opportunity for managers to be listened to, you will help them become more productive, motivated and have
	Α		Talent is demonstrated so question obstacles that are taking away from leadership performance		obstacles that are taking away from leadership performance	1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented.	Creating good performance, consider rate limiting obstacles and ongoing leadership development	1. Good performance, keep in role. Continue to support his or her leadership style. Consider having them serve as a coach/mentor to others.	Creating High Performance " <u>Underleveraged</u> " talent	1. Good performance, keep in role. Continue to support his or her leadership style. Considerable having them serve as a coach/mentor to others.	er	fewer grievances that may result from lack of communication.
	30 Managers	65%	1 Managers	Consider major disruptive obstacles to remove. If circumstances beyond manager's control are causing poor performance, intervention from higher levels of leadership may be required.	1 Managers	2. Consider major disruptive obstacles to remove. If circumstances beyond manager's control are causing poor performance, intervention from higher levels of leadership may be required.	15 Managers	2. Consider promoting. Move or expand responsibilities to high impact strategic areas.	13 Managers	Consider promoting. Move or expand responsibilities to high impact strategic areas. Consider as a very strong candidate in your succession planning.	5. Resource factors:	
	33.0%		3%	Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	3%	Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	50%	3. Consider turnaround assignment with departments that are currently struggling. Could possibly create a mini-culture of excellence.	43%	3. Consider turnaround assignment with departments that are currently struggling. Could possibly create a mini-culture of excellence.	Unrealistic Span of Control	8. Communicate information in a transparent manner. Transparency will enhance the level of trust, enhance a sense of
	В		Talent and obstacles could sub- optimize performance Do not to ove	1. Consider a "supervisory" role, which will give person a smaller span of control. If moved	Talent is questionable - Must decid if "B" level ability can be successfu at this level of difficulty	HBO 1. Consider coaching or leadership development. Use assessment profile to determine top-	Creating good performance, consider obstacles, coaching and avoid span of control creep	HBY 1. Good performance, keep in role	Creating High Performance (Manager is probably an overachiever)	HBG 1. Good performance, keep in role	Unrealistic Time Frames for Projects Insufficient \$\$\$ or Unrealistic Budgets	fairness, and contribute toward a more objective environment of performance
High	42 Managers	45%	promote! 14 Managers	to another department ensure it has low complexity with minimal obstacles to overcome. 2. Consider staff assignment. Move out of leadership/management position to an area that aligns with their natural ability or unique skill set. Can possibly add more value as an	15 Managers	ariority development areas. Develop coaching plan. 2. Consider major disruptive obstacles to remove. If circumstances beyond manager's control are causing poor performance, intervention from higher levels of leadership may be		2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. Do not expand span of control.	7 Managers	2. Do not over promote. Manager most likely does not have the ability to successfully run a	a	management.
	45.1%		34%	employee vs. a manager. 3. Consider another assignment. Possibly move to another department or supervisory role.		required. 3. Consider another assignment. Possibly move to another department or supervisory role.		more complex department. Do not expand span of control. 3. Continue to develop leadership skills.	15%	more complex department. 3. Continue to develop skills		9. Opportunities for coaching, training, and
92 Managers			Talent is usually Inadequate - Don'		Talent is questionable - Must decid if "C" level leadership can maintain		Creating good performance in spite	HCY	Manager is successful in spite of	HCG		development of professional skills that can facilitate day to day operations. Coaching, training, and professional skills development will
		20%	leadership ability "Overleveraged"	1. Consider staff assignment. Move out of leadership/management position to an area that adership ability "Overleveraged" aligns with their natural ability or unique skill set. Can possibly add more value as an employee vs. a manager. 2. Consider low DoD position. Possibly place in a smaller department with low complexity and few obstacles to overcome.	high level of performance " <u>Overleveraged</u> "	Consider a "supervisory" role, which will give person a smaller span of control. If moved to another department ensure it has low complexity with minimal obstacles to overcome.	Cautious	1. Good performance, keep in role. Be cautious.	1 Managors	1. Good performance in spite of talent level. Keep in role.		not only help managers improve their day-to- day performance but will also contribute to less stress and higher job satisfaction. It is also an important factor in employee retention.
22.7%	11 Managers		4 Managers		3 Managers	Consider staff assignment. Move out of leadership/management position to an area that igns with their natural ability or unique skill set. Can possibly add more value as an inployee vs. a manager.	Z WANANAKE	2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department.		2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department.		
	12.1%		36%	3. Consider a "supervisory" role, which will give person a smaller span of control. If moved to another department ensure it has low complexity with minimal obstacles to overcome.	27%	3. Consider another assignment. Possibly move to another department or supervisory role.	27%	Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)	9%	Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)	Union Mindset or Paradigm Initiative Overload (Too Many Projects)	10. Create opportunities for career path
	D 9 Managoro	50/	Talent is most likely Inadequate - Very low success rate " <u>Overleveraged</u> "		Talent is most likely inadequate - Very low success rate " <u>Overleveraged</u> "	1. Consider a "supervisory" role, which will give person a smaller span of control. If moved to another department ensure it has low complexity with minimal obstacles to overcome.	Monitor Carefully	HDY 1. Good performance, in spite of talent level. Keep in role for now.	Very low probability of success - Question validity of data!	HDG 1. Good performance in spite of talent level. Examine more closely. Question validity of data!	Other:	advancement. Among the multiple benefits to creating opportunities for career path advancement, retention and motivation are the
	9 Managers 9.9%	< 3%	8 Managers	Consider moving out of organization, especially if limiting factors are behavioral and person is not coachable. Provide open, straight-forward feedback performance reviews and document outcomes. You may need to monitor leader to ensure this person is not	0 Managers	Consider staff assignment. Move out of leadership/management position to an area that aligns with their natural ability or unique skill set. Can possibly add more value as an employee vs. a manager. Consider moving out of organization, especially if limiting factors are behavioral and posson is not	1 Managers	2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department.	0 Managers	2. Be very careful of leadership style. Monitor very carefully.		obvious ones. Loyalty to the organization, productivity as well as a true sense of commitment are additional benefits.
			89%	document outcomes. You may need to monitor leader to ensure this person is not disruptive.	0%	3. Consider moving out of organization, especially if limiting factors are behavioral and person is not coachable. Provide open, straight-forward feedback performance reviews and document outcomes. You may need to monitor leader to ensure this person is not disruptive.	1170	3. Watch leadership style. Monitor carefully.	0%			
403 Managers	Talent Alignme	nt = 62%	Overall Alignment of Talent Managers Overleveraged		Overall Alignment of Talent Managers Overleveraged		Overall Alignment of Talent Managers Underleveraged		Overall Alignment of Talent Managers Underleveraged			
	1		Overleveraged		Overleveraged		Underleveraged		Underleveraged			

For a comprehensive overview of the **Leadership Decision Tree Roadmap™** and other measurement services, please contact us for a demonstration at 877-582-8884.

Overall Organizational "Talent Alignment" = 62%

52 Managers are <u>"Overleveraged"</u>Placed in departments with high complexity / (aka "In over their heads")

Coaching Opportunity: 1 High Degree of Difficulty Department, with "A" Level Managers that typically have high odds of success are struggling in the lower - mid Quartile of performance. The prescription for improvement is to examine and remove the obstacles or Barriers that are likely impeding



complex assignments, or be promoted)



