

# 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).

ABC Organization 2008 Summary of Leadership Decision - Tree Roadmap										Top 10 Best Practices for Leaders		
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 6		Step 6		Step 6		
Examine Relative Degree of Difficulty	Review Talent Level (Top down)	Consider Odds of Success	Diagnosis Based on Quartile Performance Bottom Quartile	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	Consider Obstacles or Barriers Select all that may apply	Does your organization and do you as a manager's immediate leader provide managers with...
Low 125 Managers 30.9%	A 14 Managers 11.3%	85%	Talent is demonstrated so question obstacles that may be taking away from overall performance 2 Managers 14%	LAR 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 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. 3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)	LAO Talent is demonstrated so question obstacles that may be sub-optimizing overall performance 2 Managers 14%	LAY 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 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. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	LBO 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 2. Consider another assignment. Possibly move to another department or supervisory role. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	LBY 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Consider higher DoD role. Manager has potential to successfully run a more complex department (medium or high DoD). 3. Continue to develop leadership skills.	LBG 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Consider medium DoD role. Manager has potential to successfully run a more complex department. 3. Continue to develop leadership skills.	LAG 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Consider higher DoD role or promote. Manager has potential to successfully run a more complex department (medium or high DoD). 3. Continue to develop leadership skills.	<p><b>1. Operational factors:</b> Ineffective or Cumbersome Processes Excessive Bureaucracy or Regulations Outdated Equipment or Technology</p> <p><b>2. Give managers the authority to make basic day to day decisions.</b> Assigning responsibility without the corresponding level of authority can often result in poor performance. Assuring that managers have the operational authority they need is critical to create a culture of ownership and responsibility.</p> <p><b>3. Provide necessary tools, equipment, supplies, and basic resources to perform well.</b> The absence of the necessary means a 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.</p> <p><b>4. Show genuine respect for their role and position as a professional.</b> By communicating your authentic respect for their leadership role, you help strengthen their commitment to you as their superior and to the organization itself.</p> <p><b>5. Feedback, recognition, and praise for doing good work.</b> Most leaders are driven people who seek recognition from peers and superiors. Being measured and recognized are two key motivators in the workplace. By providing regular feedback, <u>deserve</u> recognition and praise you will contribute to a culture that keeps managers engaged and motivated. Remember that people have different ways that they best receive recognition and praise. Be sure to identify the most meaningful for each of your direct reports.</p> <p><b>6. Competitive marketplace compensation when compared to peers.</b> 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 minimum), it can take away from performance.</p> <p><b>7. Opportunity to receive feedback and to be listened to.</b> Poor communication is at the root of many organizational problems. By providing regular feedback and the opportunity for managers to be listened to, you will help them become more productive, motivated and have fewer grievances that may result from lack of communication.</p> <p><b>8. Communicate information in a transparent manner.</b> Transparency will enhance the level of trust, enhance a sense of fairness, and contribute toward a more objective environment of performance management.</p> <p><b>9. Opportunities for coaching, training, and development of professional skills that can facilitate day to day operations.</b> Coaching, training, and professional skills development will 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.</p> <p><b>10. Create opportunities for career path advancement.</b> Among the multiple benefits to creating opportunities for career path advancement, retention and motivation are the obvious ones. Loyalty to the organization, productivity as well as a true sense of commitment are additional benefits.</p>	
	B 75 Managers 59.7%	75%	Talent is adequate - "B" level ability is dependable so question obstacles 10 Managers 12%	LBR 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 2. Consider another assignment. Possibly move to another department or supervisory role. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	LBO 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 2. Consider another assignment. Possibly move to another department or supervisory role. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	LBY 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Consider medium DoD role. Manager has potential to successfully run a more complex department. 3. Continue to develop leadership skills.	LBG 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Consider medium DoD role. Manager has potential to successfully run a more complex department. 3. Continue to develop leadership skills.	LBY 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Consider medium DoD role. Manager has potential to successfully run a more complex department. 3. Continue to develop leadership skills.	LBG 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Consider medium DoD role. Manager has potential to successfully run a more complex department. 3. Continue to develop leadership skills.	LBG 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Consider medium DoD role. Manager has potential to successfully run a more complex department. 3. Continue to develop leadership skills.		
	C 29 Managers 23.4%	40%	Talent is questionable - Must decide if "C" level leadership can be successful 7 Managers 24%	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. 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. 3. Consider another assignment. Possibly move to another department or supervisory role.	LCO 1. Consider coaching or leadership development. 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. 3. Consider another assignment. Possibly move to another department or supervisory role.	LCY 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Continue to develop leadership skills.	LCY 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Continue to develop leadership skills.	LCY 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Continue to develop leadership skills.	LCY 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Continue to develop leadership skills.	LCY 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Continue to develop leadership skills.		
	D 13 Managers 7.0%	25%	Talent is usually inadequate - Don't confuse tenure and experience with leadership ability "Overleveraged" 3 Managers 43%	LDR 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. 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 disruptive.	LDO 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. 2. Consider another assignment. Possibly move to another department or supervisory role. 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 department to ensure this person is not disruptive.	LDY 1. Good performance, keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.	LDY 1. Good performance, keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.	LDY 1. Good performance, keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.	LDY 1. Good performance, keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.	LDY 1. Good performance, keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.		
Medium 186 Managers 46.4%	A 34 Managers 18.3%	75%	Talent is demonstrated so question obstacles that may be taking away from leadership performance 3 Managers 9%	MAR 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 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. 3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)	MAO Talent is sufficient so question obstacles or consider leadership style adjustments and coaching 5 Managers 15%	MAY 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 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. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	MBO 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 2. Consider another assignment. Possibly move to another department or supervisory role. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	MBO 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Consider higher DoD role. Manager has potential to successfully run a more complex department (high DoD). 3. Continue to develop leadership skills.	MBO 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Consider higher DoD role. Manager has potential to successfully run a more complex department (high DoD). 3. Continue to develop leadership skills.	MBO 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Consider higher DoD role. Manager has potential to successfully run a more complex department (high DoD). 3. Continue to develop leadership skills.		
	B 97 Managers 52.2%	60%	Talent is adequate so question obstacles or look to improve behavioral leadership - style issues 17 Managers 18%	MBR 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 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. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	MBO Talent is sufficient so question obstacles or consider leadership style adjustments and coaching 26 Managers 27%	MBY 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 2. Consider another assignment. Possibly move to another department or supervisory role. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	MBY 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 2. Consider another assignment. Possibly move to another department or supervisory role. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	MBY 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Continue to develop leadership skills.	MBY 1. Good performance, keep in role. Continue to support his or her leadership style. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Continue to develop leadership skills.			
	C 42 Managers 22.6%	30%	Talent is questionable - Must decide if "C" level leadership ability can be successful for this DoD "Overleveraged" 15 Managers 36%	MCR 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. 2. Consider low DoD position. Possibly place in a smaller department with low complexity and few obstacles to overcome. 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.	MCO Talent is questionable - Must decide if "C" level leadership can be successful "Overleveraged" 11 Managers 26%	MCY 1. Good performance, keep in role. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)	MCY 1. Good performance, keep in role. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)	MCY 1. Good performance, keep in role. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)	MCY 1. Good performance, keep in role. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)			
	D 13 Managers 7.0%	15%	Talent is usually inadequate - regardless of experience, behaviors will usually "derail" managers "Overleveraged" 3 Managers 23%	MDR 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. 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 disruptive.	MDO Talent is most likely inadequate, monitor carefully and maintain close accountability "Overleveraged" 2 Managers 15%	MDY 1. Good performance, keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.	MDY 1. Good performance, keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.	MDY 1. Good performance, keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.	MDY 1. Good performance, keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.			
High 92 Managers 22.7%	A 30 Managers 33.0%	65%	Talent is demonstrated so question obstacles that are taking away from leadership performance 1 Managers 3%	HAR 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 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. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	HAO Talent is demonstrated so question obstacles that are taking away from leadership performance 1 Managers 3%	HAY 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 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. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	HAY 1. Allow more time to turnaround performance, especially if new to position. Manager possibly going through initial resistance to changes that were implemented. 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. 3. Consider leadership coaching. Use leadership assessment profile to determine hard-wired leadership competencies. Team up with an 'A' managers for mentoring.	HAY 1. Good performance, keep in role. Continue to support his or her leadership style. Consider having them serve as a coach/mentor to others. 2. Consider promoting. Move or expand responsibilities to high impact strategic areas. 3. Consider turnaround assignment with departments that are currently struggling. Could possibly create a mini-culture of excellence.	HAY 1. Good performance, keep in role. Continue to support his or her leadership style. Consider having them serve as a coach/mentor to others. 2. Consider promoting. Move or expand responsibilities to high impact strategic areas. 3. Consider turnaround assignment with departments that are currently struggling. Could possibly create a mini-culture of excellence.			
	B 42 Managers 45.1%	45%	Talent and obstacles could sub-optimize performance. Do not to over promote! 14 Managers 34%	HBR 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 aligns with their natural ability or unique skill set. Can possibly add more value as an employee vs. a manager. 3. Consider another assignment. Possibly move to another department or supervisory role.	HBO Talent is questionable - Must decide if "B" level ability can be successful at this level of difficulty 15 Managers 37%	HBY 1. Consider coaching or leadership development. Use assessment profile to determine top-priority 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 required. 3. Consider another assignment. Possibly move to another department or supervisory role.	HBY 1. Good performance, keep in role. 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. 3. Continue to develop leadership skills.	HBY 1. Good performance, keep in role. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Continue to develop skills.				
	C 11 Managers 12.1%	20%	Talent is usually inadequate - Don't confuse tenure & experience with leadership ability "Overleveraged" 4 Managers 36%	HCR 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. 2. Consider low DoD position. Possibly place in a smaller department with low complexity and few obstacles to overcome. 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.	HCO Talent is questionable - Must decide if "C" level leadership can maintain a high level of performance "Overleveraged" 3 Managers 27%	HCY 1. Good performance, keep in role. Be cautious. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)	HCY 1. Good performance, keep in role. Be cautious. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)	HCY 1. Good performance, keep in role. Be cautious. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)	HCG 1. Good performance in spite of talent level. Keep in role. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Consider leadership style, in particular, behaviors that may be lowering employee engagement (ex: micromanaging)			
	D 9 Managers 9.9%	< 5%	Talent is most likely inadequate - Very low success rate "Overleveraged" 8 Managers 89%	HDR 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. 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 leader to ensure this person is not disruptive.	HDO Talent is most likely inadequate - Very low success rate "Overleveraged" 0 Managers 0%	HDY 1. Good performance, in spite of talent level. Keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.	HDY 1. Good performance, in spite of talent level. Keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.	HDY 1. Good performance, in spite of talent level. Keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.	HDY 1. Good performance, in spite of talent level. Keep in role for now. 2. Do not over promote. Manager most likely does not have the ability to successfully run a more complex department. 3. Watch leadership style. Monitor carefully.			
403 Managers	Talent Alignment = 62%		Overall Alignment of Talent 33 Managers Overleveraged		Overall Alignment of Talent 19 Managers Overleveraged		Overall Alignment of Talent 32 Managers Underleveraged		Overall Alignment of Talent 59 Managers Underleveraged			

Overall Organizational "Talent Alignment" = 62%

52 Managers are "Overleveraged" 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 performance.

91 Managers are "Underleveraged" or placed in departments where they are creating high performance. (they could stay, take on more complex assignments, or be promoted)

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