

# The Talent Management Eye Chart™

## A Structured Approach to Talent Management (Getting the Right People in the Right Roles)

1. What it is ... The Talent Management Eye Chart is a top-down assessment of the talent level among the leadership in the organization. This easy-to-understand graphic display provides a highly visual comparison across departments based on director, manager, or supervisor capabilities, leadership talent, qualifier scores and obstacles and/or barriers that typically impede performance.

Top-Down Leadership Criteria	# of Evaluators (VP Level)												All Department Managers Sorted by Leadership Index Score												Average Leadership Score for Each Departmental Quartile												Grand Mean																
Front Line Manager (names removed)	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR	AS	AT	AU	AV	Grand Mean				
Number of raters (at the VP level)	3	4	6	4	5	3	5	5	4	4	4	4	4	6	4	4	4	4	4	4	5	4	4	4	4	5	7	4	6	5	7	4	5	5	4	4	4	6	4	4	6	4	7	6	4	5	4	5	2.79				
Has an optimistic and forward-looking orientation	1.33	2.00	1.33	2.00	1.80	1.33	2.00	2.00	2.25	2.00	1.33	2.50	1.82	2.00	2.67	2.50	3.25	3.00	2.00	2.25	2.50	2.40	2.50	3.00	2.55	3.50	3.00	3.00	3.25	3.00	2.67	3.00	3.20	2.80	3.00	3.00	3.00	2.92	3.33	3.50	3.50	3.80	3.50	3.89	3.67	4.00	4.00	4.00	3.74	2.79			
Has a high EQ and demonstrates good communication and people skills	1.33	1.00	1.00	1.00	1.60	1.33	2.00	2.00	2.00	3.00	2.25	1.50	1.67	2.00	1.50	1.75	2.25	2.50	3.00	2.00	1.75	2.20	2.50	2.50	2.18	2.00	3.00	3.00	2.57	3.00	2.50	3.00	3.00	3.40	2.80	3.40	3.25	3.00	3.00	2.92	3.33	3.25	3.50	3.00	3.50	3.67	3.50	3.75	3.80	3.75	4.00	3.53	2.58
Has an open minded perspective, is willing to change, and is seen as a "change agent"	0.33	1.00	1.00	1.00	1.20	1.00	1.60	2.00	1.50	1.25	1.75	1.75	1.28	2.00	2.17	2.00	2.00	2.00	2.00	2.25	2.00	2.50	2.50	2.13	2.00	2.50	2.80	2.57	2.50	3.00	2.60	2.83	2.50	3.00	2.60	2.50	2.50	3.00	2.64	3.00	3.00	2.50	3.20	3.00	3.33	3.33	3.50	3.80	4.00	4.00	3.33	2.34	
Is respected by his/her leaders, peers, physicians, and staff	1.00	1.00	1.00	1.00	1.80	2.33	2.40	2.33	2.00	3.00	2.25	2.25	1.86	3.00	2.17	2.25	1.75	2.00	3.00	2.75	2.50	2.80	2.50	2.47	3.00	3.00	2.60	3.43	2.75	2.50	3.40	3.33	3.00	3.20	3.00	3.25	2.50	3.00	3.17	3.50	4.00	3.20	3.50	3.20	3.50	3.75	3.80	3.75	4.00	3.56	2.72		
Is focused on results and outcomes, is achievement oriented, and sets goals	0.33	1.00	2.33	1.00	2.00	2.00	1.60	1.67	2.25	2.00	2.75	2.25	1.77	2.50	2.50	3.00	2.25	2.00	2.00	3.00	2.50	2.50	2.25	2.45	2.50	2.50	2.60	2.71	2.50	2.50	2.80	3.00	3.00	3.30	3.00	3.25	3.25	3.00	2.84	2.83	3.00	3.00	3.80	3.50	2.89	3.50	3.75	3.80	4.00	4.00	3.46	2.63	
Has a high capacity and ability to perform in a fast-paced work environment	0.67	0.00	1.00	1.00	1.60	2.00	1.60	1.67	2.00	1.50	2.00	2.50	1.46	2.00	2.67	2.50	2.25	2.50	2.50	2.50	2.75	3.00	2.50	2.47	2.50	2.50	2.40	2.71	3.00	3.00	2.60	2.75	2.75	2.60	3.10	3.00	3.00	3.75	2.83	3.50	3.00	3.50	3.20	3.00	3.22	3.50	3.75	3.80	4.00	4.00	3.50	2.56	
Is humble, has a sense of humor, and has the ability to handle high levels of stress very well	1.00	1.00	1.00	2.00	1.60	1.67	2.20	2.00	2.00	2.00	2.75	2.50	1.81	2.00	2.00	1.75	2.50	2.50	2.00	2.00	2.50	2.00	2.20	3.00	2.25	2.20	2.29	2.50	3.00	2.80	2.80	2.80	2.60	2.80	2.75	2.75	2.75	2.66	3.00	3.00	2.50	3.20	3.50	3.56	3.00	3.75	4.00	3.75	4.00	3.39	2.51		
<b>Top-Down Leadership Index Score</b>	<b>5.99</b>	<b>7.00</b>	<b>8.66</b>	<b>9.00</b>	<b>11.60</b>	<b>11.66</b>	<b>13.40</b>	<b>13.67</b>	<b>14.00</b>	<b>14.75</b>	<b>15.08</b>	<b>15.25</b>	<b>11.67</b>	<b>15.50</b>	<b>15.68</b>	<b>15.75</b>	<b>16.25</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.75</b>	<b>16.90</b>	<b>17.25</b>	<b>17.50</b>	<b>16.46</b>	<b>18.50</b>	<b>18.75</b>	<b>19.20</b>	<b>19.28</b>	<b>19.50</b>	<b>19.50</b>	<b>20.00</b>	<b>20.38</b>	<b>20.45</b>	<b>20.60</b>	<b>20.70</b>	<b>20.75</b>	<b>20.75</b>	<b>21.00</b>	<b>19.95</b>	<b>22.16</b>	<b>22.25</b>	<b>22.50</b>	<b>23.40</b>	<b>23.50</b>	<b>23.76</b>	<b>24.00</b>	<b>26.25</b>	<b>26.60</b>	<b>27.25</b>	<b>28.00</b>	<b>24.52</b>	<b>18.13</b>
<b>Top-Down Leadership Industry Rank</b>	<b>"D" Players = 8%</b>												<b>"C" Players = 15%</b>												<b>"B" Players = 52%</b>												<b>"A" Players = 25%</b>																
Has already created a culture of high performance and service	0.00	1.00	1.00	1.00	1.40	1.00	0.20	1.33	1.75	2.25	1.50	1.75	2.00	1.00	3.25	1.75	2.00	3.00	2.67	0.75	2.00	1.75	3.00	3.00	2.50	2.50	1.20	2.86	2.50	2.20	2.20	2.83	2.00	3.00	1.80	2.75	2.75	4.00	2.17	3.00	3.50	2.60	3.50	3.33	3.67	3.75	4.00	3.50	3.60	2.28			
Has developed or graduated other leaders over time	0.00	0.00	0.00	0.00	0.60	1.00	0.40	0.00	0.75	1.00	1.50	1.00	0.00	0.50	0.75	1.00	0.00	0.67	0.25	1.00	0.25	0.00	0.00	0.00	0.00	0.50	1.00	1.00	1.00	1.60	2.50	0.50	1.00	2.80	2.80	2.00	2.00	1.67	0.75	1.75	1.60	1.50	1.44	1.83	1.00	3.67	2.50	3.20	1.07				
Has successfully led another department in a "turnaround"	0.00	0.00	0.50	0.00	0.20	1.00	0.00	0.00	1.25	0.25	0.75	0.50	0.00	0.50	2.25	0.50	0.00	0.00	0.67	0.00	0.25	0.00	1.50	0.00	0.00	1.00	0.00	0.00	0.00	1.60	1.67	2.00	2.80	0.40	0.75	1.50	0.00	1.17	1.50	1.50	2.00	2.00	1.89	2.00	0.25	3.67	2.75	3.20	1.02				
<b>Top-Down Qualifier Index Score</b>	<b>0.00</b>	<b>1.00</b>	<b>1.50</b>	<b>1.00</b>	<b>2.20</b>	<b>3.00</b>	<b>0.60</b>	<b>1.33</b>	<b>3.75</b>	<b>3.50</b>	<b>3.75</b>	<b>3.25</b>	<b>2.00</b>	<b>2.00</b>	<b>6.25</b>	<b>3.25</b>	<b>2.00</b>	<b>3.00</b>	<b>4.01</b>	<b>1.00</b>	<b>3.25</b>	<b>2.00</b>	<b>4.50</b>	<b>6.00</b>	<b>4.00</b>	<b>2.20</b>	<b>5.86</b>	<b>3.50</b>	<b>3.20</b>	<b>5.40</b>	<b>7.00</b>	<b>4.50</b>	<b>6.80</b>	<b>5.00</b>	<b>6.30</b>	<b>6.25</b>	<b>6.00</b>	<b>5.01</b>	<b>5.25</b>	<b>6.75</b>	<b>6.20</b>	<b>7.00</b>	<b>6.66</b>	<b>7.50</b>	<b>5.00</b>	<b>11.34</b>	<b>8.75</b>	<b>10.00</b>	<b>4.37</b>				
Operational factors: Ineffective, inefficient, or costly operating processes	-2.00	-1.00	-1.33	-1.00	-2.00	-1.33	-3.40	-2.00	-2.25	0.00	-1.25	-2.50	-2.00	-2.17	-2.00	-2.75	-1.00	-2.00	-1.50	-2.60	-2.60	-1.75	-2.80	-3.00	-1.00	-2.60	-3.14	-1.75	-1.33	-2.40	-2.83	-3.00	-2.60	-1.50	-2.00	-1.25	-3.00	-2.83	-2.50	-2.00	-1.80	-1.00	-2.67	-2.83	-1.75	-2.60	-1.50	-2.60	-2.06				
Political factors: Little decision making ability, little HR support, and a high tolerance for low performers	-2.00	-1.00	-1.00	-1.00	-2.00	-1.25	-2.80	-2.30	-1.00	-0.50	-2.50	-2.00	-1.00	-0.83	-1.00	-2.25	-2.00	-1.00	-1.00	-2.20	-2.00	-1.75	-2.20	-2.00	-2.00	-1.75	-1.80	-1.86	-1.75	-1.00	-1.40	-1.67	-2.50	-2.60	-1.00	-2.25	-1.75	0.00	-2.50	-2.50	-1.50	-2.00	-1.00	-2.00	-1.00	-1.80	-1.65						
Legacy factors: High historical momentum, pessimism, and resistance to change or new ideas	-3.00	-1.00	-1.67	-1.00	-2.00	-1.67	-2.40	-2.00	-1.50	-0.50	-2.50	-3.00	-2.00	-2.00	-2.00	-2.25	-2.00	-2.00	-1.50	-3.00	-2.60	-2.75	-2.80	-2.00	-2.00	-1.50	-3.00	-1.75	-3.33	-2.00	-2.83	-3.00	-2.60	-0.25	-2.00	-1.00	0.00	-3.50	-3.00	-2.00	-3.20	-1.50	-3.00	-2.33	-1.25	-3.00	-0.25	-2.60	-2.06				
Behavioral factors: disruptive external stakeholders - phy. plans, peers, campuses, etc.	-2.00	-2.00	-1.67	-2.00	-1.60	-1.00	-2.80	-1.33	-2.25	-2.25	-2.25	-2.00	-2.00	-1.67	-1.50	-2.00	-1.75	-2.40	-2.00	-1.75	-2.40	-2.00	-3.00	-2.00	-2.00	-1.75	-2.60	-2.86	-0.75	-1.67	-2.40	-3.00	-2.50	-2.60	-0.50	-2.75	-1.25	-1.00	-3.67	-2.25	-3.00	-2.80	-2.00	-3.00	-2.17	-3.00	-2.40	-0.50	-2.40	-2.12			
Resources: unrealistic span of control and lack of people, equipment, workspace, budgets, time, etc.	-1.00	-1.00	-0.33	0.00	-1.50	-0.67	-2.40	-1.67	-1.75	-0.25	-1.75	-1.25	-1.00	-0.83	-0.25	-1.50	-1.00	-2.00	-0.50	-1.80	-2.00	-0.75	-1.40	-1.00	-1.00	-1.80	-2.29	-3.00	-1.67	-1.20	-2.00	-1.50	-1.80	-1.00	-0.50	-1.00	0.00	-2.17	-1.00	-1.50	-1.40	-2.00	-1.67	-1.83	-0.50	-1.80	-1.00	-1.80	-1.29				
<b>Top-Down Obstacle and Barrier Score</b>	<b>-10.00</b>	<b>-6.00</b>	<b>-6.00</b>	<b>-5.00</b>	<b>-9.10</b>	<b>-6.00</b>	<b>-13.80</b>	<b>-9.30</b>	<b>-8.75</b>	<b>-3.50</b>	<b>-10.25</b>	<b>-10.75</b>	<b>-7.00</b>	<b>-7.50</b>	<b>-6.75</b>	<b>-10.75</b>	<b>-7.75</b>	<b>-8.00</b>	<b>6.25</b>	<b>-12.00</b>	<b>-11.20</b>	<b>-9.50</b>	<b>-12.20</b>	<b>-10.00</b>	<b>-7.00</b>	<b>-11.60</b>	<b>-13.15</b>	<b>-9.00</b>	<b>-9.00</b>	<b>-9.40</b>	<b>-12.33</b>	<b>-12.50</b>	<b>-12.20</b>	<b>-4.25</b>	<b>-9.50</b>	<b>-6.25</b>	<b>-4.00</b>	<b>-14.67</b>	<b>-11.25</b>	<b>-10.00</b>	<b>-11.20</b>	<b>-7.50</b>	<b>-12.34</b>	<b>-10.83</b>	<b>-7.50</b>	<b>-12.00</b>	<b>-4.25</b>	<b>-11.20</b>	<b>-9.17</b>				
<b>Degree of Difficulty</b>	<b>Medium</b>	<b>Low</b>	<b>Low</b>	<b>Low</b>	<b>Low</b>	<b>Low</b>	<b>High</b>	<b>Low</b>	<b>Medium</b>	<b>Low</b>	<b>Medium</b>	<b>Medium</b>	<b>Low</b>	<b>Medium</b>	<b>Medium</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Medium</b>	<b>High</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>High</b>	<b>Medium</b>	<b>Medium</b>	<b>Medium</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>Low</b>	<b>Medium</b>	<b>Low</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Medium</b>	<b>Medium</b>	<b>High</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>	<b>Low</b>	<b>Medium</b>	<b>Medium</b>						
<b>Overall Performance</b>	<b>Failing</b>	<b>Failing</b>	<b>Failing</b>	<b>Failing</b>	<b>Struggling</b>	<b>Struggling</b>	<b>Failing</b>	<b>Succeeding</b>	<b>Struggling</b>	<b>Succeeding</b>	<b>Struggling</b>	<b>Struggling</b>	<b>Succeeding</b>	<b>Struggling</b>	<b>Succeeding</b>	<b>Struggling</b>	<b>Succeeding</b>	<b>Succeeding</b>	<b>Succeeding</b>	<b>Struggling</b>	<b>Succeeding</b>	<b>Succeeding</b>	<b>Struggling</b>	<b>Succeeding</b>	<b>Succeeding</b>	<b>Failing</b>	<b>Failing</b>	<b>Succeeding</b>	<b>Succeeding</b>	<b>Succeeding</b>	<b>Failing</b>	<b>Succeeding</b>	<b>Succeeding</b>	<b>Succeeding</b>	<b>Excelling</b>	<b>Excelling</b>	<b>Excelling</b>	<b>Failing</b>	<b>Excelling</b>	<b>Succeeding</b>	<b>Excelling</b>	<b>Excelling</b>	<b>Excelling</b>	<b>Excelling</b>	<b>Excelling</b>	<b>Succeeding</b>	<b>Excelling</b>	<b>Excelling</b>					

The 3 Leadership Qualifiers      Coaching Opportunities: Ineffective Leadership Minimal Obstacles and Barriers      Degree of Difficulty Index      Leadership Index Score      Obstacle and Barrier Score      Coaching Opportunities: Effective Leadership, but Difficult Obstacles & Barriers

2. How it is used... With this reporting format, an organization can:

- Determine how front-line directors/managers compare to other leaders in your organization.
- Determine where there may be obstacles and barriers impacting performance.
- Determine appropriate responsibilities and spans of control for optimum performance.
- Develop an understanding of each director/manager's talent levels for future appointments.

3. The compelling value... Using this tool your organization can:

- Create an objective and transparent picture of leadership performance
- Identify common and unique obstacles and barriers (within and outside of the managers control)
- Distinguish director/manager talent levels and create more specific action plans for improvement.
- Use objective performance data to connect the Talent Management process to the Succession Plan.

4. How This Chart is Different... The Talent Management Eye Chart™ differs from *The Performance Management Eye Chart™* in a fundamental way. The Talent Eye Chart is composed of top-down assessment criteria evaluated by the senior executive team (usually at the VP level for each major campus). The Performance Management Eye Chart is composed of bottom-up assessment criteria from the staff at the employee level. The combination of the two perspectives offers a "multi-rater" objective evaluation that is reliable, accurate and inexpensive to create. The correlation/overlap to performance between the two perspectives is typically between 85% and 90%.

