

Tool: Leadership Potential Diagnostic

Purpose: The Leadership Potential Diagnostic helps physician executives identify the top 25% of high-potential physician leaders by assessing a standardized set of behaviors.

A physician with high leadership potential has the following attributes: talent, ambition, and engagement to succeed in more senior positions. To be considered “high-potential,” physicians must demonstrate all three attributes.

We recommend distributing this diagnostic to service line, facility, and department leaders who supervise physicians who are potential succession candidates.

Instructions:

- 1 Narrow the pool of physicians to the top quartile of current performance. This can be accomplished through existing performance evaluations, or clinical discretion for organizations without a performance evaluation.
- 2 Ask direct supervisors to complete the Leadership Potential Diagnostic for each top physician performer.
- 3 Once the diagnostic is complete, the supervisor who completed each diagnostic should calculate the number of “yes” responses. See the Leadership Potential Diagnostic Scoring to assess the leadership potential of the employee.
- 4 Physician executives review completed diagnostics to identify potential succession candidates.

Leadership Potential Diagnostic (cont.)

Talent Questions	Responses
1. Does this individual propose sound, defensible solutions to a problem?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Does this individual collect information from all available constituencies and sources prior to drawing conclusions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Does this individual quickly learn complex concepts and then apply them to his or her work?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. Can this individual be an effective and inspirational leader, even with difficult team members?	<input type="checkbox"/> Yes <input type="checkbox"/> No
5. Does this individual remain calm, even in stressful situations?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Ambition Questions	Responses
6. Is it important to this individual to be promoted to a senior leadership position at this or another organization?	<input type="checkbox"/> Yes <input type="checkbox"/> No
7. Is this individual motivated by being evaluated against his or her accomplishments, rather than shying away from accountability?	<input type="checkbox"/> Yes <input type="checkbox"/> No
8. Is it important to this individual to have his or her expertise in a particular field recognized by other staff and people outside of the organization?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9. Is it important to this individual to undertake increased responsibility throughout his or her career?	<input type="checkbox"/> Yes <input type="checkbox"/> No
10. Does this individual embrace either formal or informal leadership responsibilities?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Engagement Questions	Responses
11. Does this individual take pride in working for the organization?	<input type="checkbox"/> Yes <input type="checkbox"/> No
12. Does this individual compliment the organization when speaking to others?	<input type="checkbox"/> Yes <input type="checkbox"/> No
13. Does this individual strongly believe in the mission of the organization?	<input type="checkbox"/> Yes <input type="checkbox"/> No
14. Does this individual make a concerted effort to help others when they have heavy workloads or workflow challenges?	<input type="checkbox"/> Yes <input type="checkbox"/> No
15. Does this individual believe that this organization offers the best path for his or her career advancement?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Source: HR Advancement Center interviews and analysis;
Physician Executive Council research and analysis.

Leadership Potential Diagnostic (cont.)

Leadership potential diagnostic scoring

Category	Number of “yes” responses
Talent	_____ / 5
Ambition	_____ / 5
Engagement	_____ / 5

Scoring: Any individuals with four or more “yes” responses in all three categories should be considered as potential candidates for physician leader succession plans, and included in High-Potential Calibration Discussions. For further explanation of scoring, see chart below.

Score (Number of “yes” responses)	Physician leader evaluation
Talent: ≥4 Ambition: ≥4 Engagement: ≥4	This physician is likely high-potential and should be considered a potential succession candidate, and included in High-Potential Calibration Discussions.
Talent: ≤3 Ambition: ≥4 Engagement: ≥4	Though this physician has high ambition and is engaged, his or her leadership skills might be average. Unless the organization decides to heavily invest in this individual's skill development, this individual should likely not be a candidate for a critical leadership role at this time.
Talent: ≥4 Ambition: ≤3 Engagement: ≥4	This physician, while talented and committed to the organization, might lack the drive for success at the next level. It is likely more appropriate for the individual to stay in his or her current role, rather than be groomed for the next level of leadership at this time.
Talent: ≥4 Ambition: ≥4 Engagement: ≤3	This physician, while talented and ambitious, might not be fully committed to his or her work or the organization. Unless the organization can pinpoint and rectify reasons for disengagement, this employee is unlikely to be an inspirational leader at this time.
All Other Scores	This physician is likely not high-potential and should not be considered for leadership positions at this time.

Source: HR Advancement Center interviews and analysis;
Physician Executive Council research and analysis.