

After determining how many employees the senior leaders supervise directly, the next question on the assessment focuses on the number of employees who aren't meeting performance expectations. The average answer to this question is about 1.8. In other words, the typical leader has at least one person working for him who is not meeting performance expectations.

Some may think that having one or two low performers is not that big of a deal. But do a bit of math and a disheartening picture emerges. The figure below includes the results from 577 leaders from a single organization. Since each one supervises approximately 1.85 low performers, this particular organization has more than 1,000 employees who are not meeting expectations!

Organizational Assessment

How many of those employees whom you supervise are not meeting performance expectations?

	#
Senior Leader	0.46
Physician	1.23
Department Director	2.5
Manager	3.5
Other	0.47
Total	1.85

(577 x 1.85 = 1030.45)