

Many of the basics covered in this chapter will help to reduce leader variances. Here is a CliffsNotes version to help get started:

1. Use a common agenda. Studer Group recommends the Five Pillars of Excellence (people, service, quality, finance, and growth) as an organizing model, goal-setting foundation, and meeting agenda. Whether it or some other model is used, it gives leaders a standardized home base from which to work. This approach aligns all staff to the same goals and connects them to the organization's mission and vision. It also provides a single mechanism to cascade information to staff.
2. Align the evaluation process to the pillars or the organization's critical success factors. Make sure goals are objective, measurable, meaningful, aligned, and focused on results.
3. Ensure that each leader leaves every department meeting with a packet of information to share with staff, so that every employee hears the same information.
4. Choose a single common selection method for hiring purposes. All applicants should be asked at least two or three of the same behavioral-based questions geared toward values and ownership regardless of the job for which they are interviewing.
5. Collect from leaders the tough questions heard from staff. Work with leaders to develop ways to respond uniformly across the organization when questions are asked. Teach leaders to play offense in asking about items before others do.
6. Make sure all leaders have been trained in basic competencies to use the above five tactics.