



## Nurse Manager Development Samples Finding Charts and Graphs

NMCI assessment results summarize performance, importance, and gap scores at the individual, department, and organization level. IMA Consulting's tiered approach to result reporting allows nurse leaders to compare enrichment opportunities across the organization, between departments, and among individuals. Integrating performance scores with gap scores supports the development of enrichment plans that are aligned with an organization's priorities.

The following tables and figures exemplify NMCI results from a multi-site facility. They incorporate 3 of 11 competency domains and represent a sample subset of the graphic results displayed in an NMCI report.

**Table I: Mean Department Performance Compared to Mean Overall Facility Performance**

Table I overviews each department's performance, on average, compared to the facility overall in 3 of the 11 domains. Results reflect the average scores received by the directors' (A, B, C, D, E, and F) direct reports. They do not reflect how others may rate the director herself or himself. This graphic display allows Nursing leaders to identify the relative strengths within specific departments, and pinpoint well enrichment opportunities.

Results highlighted in yellow suggest areas requiring further exploration. Ms. C's and Ms. E's department scored higher ratings in every competency area, followed by the departments D, F, B and A. Ms. A's department scored lower in the domains of *Conduct Daily Operations* and *Facilitate Interpersonal, Group and Organizational Communication*. Ms. B's departmental performance results rated less than 4.00 in the *Manage Fiscal Planning* domain, the lowest rating among the group.

Four of the six departments scored average performance ratings of < 4.50 *Manage Fiscal Planning*. C's and E's departments scored above 4.5 in this domain. Three of the six departments rated < 4.50 in the domains of *Interpersonal, Group and Organization Communication*, *Facilitate Staff Development* and *Lead Quality Improvement Initiatives* (Ms. A, Ms. B and Ms. F).

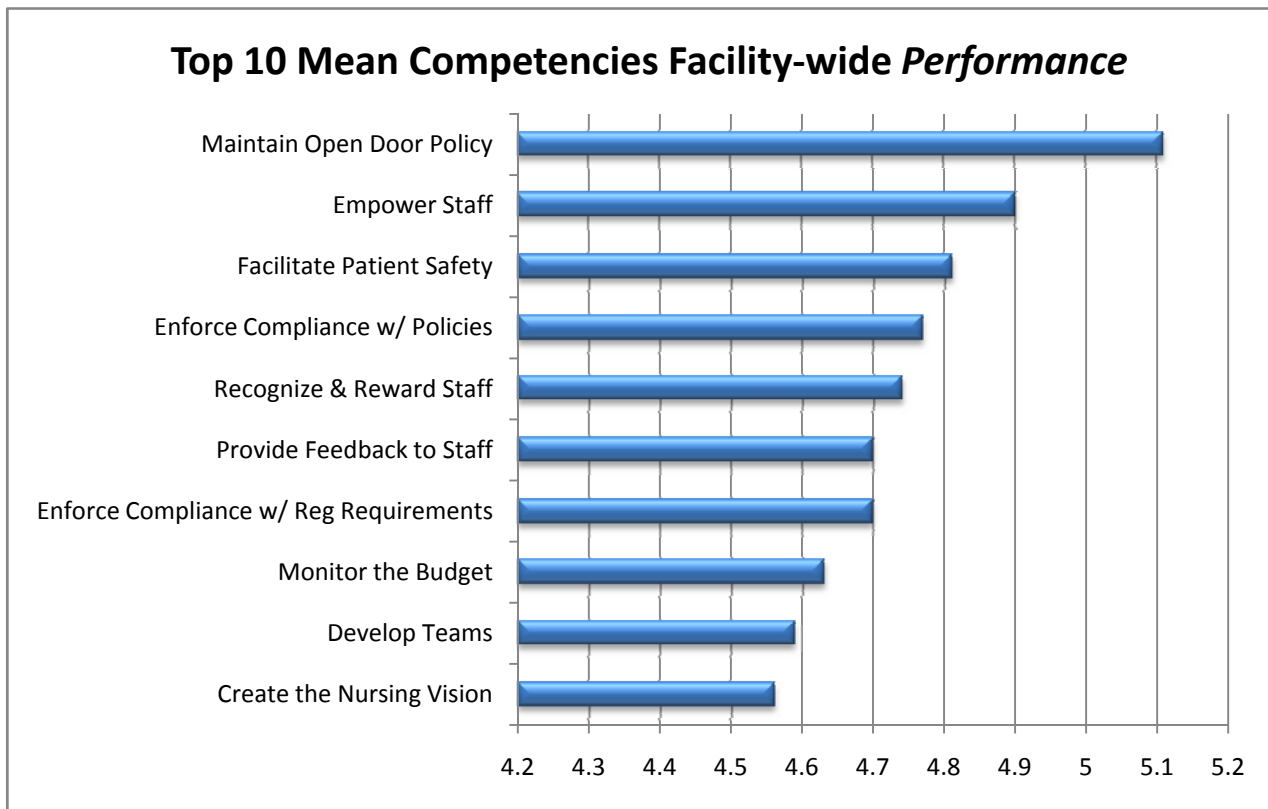
DEPARTMENT	A			B			C			D			E			F											
	DP = Mean Department Performance									FP = Mean Facility Performance									D = Mean Difference								
COMPETENCY DOMAIN	DP	FP	D	DP	FP	D	DP	FP	D	DP	FP	D	DP	FP	D	DP	FP	D									
Conduct Daily Unit Operations	4.03	4.55	-.52	4.5	4.55	-.05	4.69	4.55	.14	4.62	4.55	.07	4.97	4.55	.42	4.37	4.55	-.18									
Facilitate Interpersonal, Group & Organizational Communication	4.25	4.6	-.35	4.31	4.6	-.29	4.97	4.6	.37	4.58	4.6	-.02	5.0	4.6	.4	4.36	4.6	-.24									
Manage Fiscal Planning	4.1	4.42	-.32	3.83	4.42	-.59	4.61	4.42	.19	4.34	4.42	-.08	5.3	4.42	.88	4.17	4.42	-.25									

**Table II: Competencies with Gap Value  $\geq 1.0$  Between Perceived Importance and Nurse Manager Performance Across Facility**

Competency Domain	Competency	Performance	Importance	Gap
Manage Fiscal Planning	Analyze financial reports	4.40	5.57	-1.17
	Create the budget	4.23	5.38	-1.15
	Utilize technology	4.36	5.43	-1.07
	Monitor the budget	4.63	5.64	-1.01

The top two gaps between perceived performance and importance are indicated in **red** for convenience purposes. Within the three sample NMCI competency domains, four competencies evidenced gap values  $\geq 1.0$ . All emerged in the *Manage Fiscal Planning* Domain.

**Figure I: Top 10 Mean Competency Ratings of Nurse Manager Performance Across Facility**



This figure reflects the 10 competencies where Nurse Managers received the highest performance ratings. One of these 10 competencies also reflected a gap score > 1, as noted in Table II. While the Nurse Managers perform relatively effectively in Budget Monitoring, its associated high importance ratings suggest enrichment opportunities.

IMA Consulting synthesizes performance, importance, and gap results and provides recommendations at the department and organizational level. The following denotes a recommendation subset based on the results.

#### **Facility-Level Recommendations**

Based on NMCI results, IMA Consulting recommends the following to Nursing leadership:

- Leverage identified strengths of individual Nurse Managers
- Reward high performers and acknowledge their self development.
- Provide professional development and enrichment:
  - Prioritize efforts to develop fiscal management skills, with concentrated efforts in the areas of creating and monitoring the budget, analyzing financial reports, and utilizing technology.
- Perform a targeted review of Director A's subordinates. While their performance ratings were lower than average overall, they rated all competency domains as high in importance, perhaps indicating awareness that development needs may be present. Alternatively, it may suggest less experienced Nurse Managers within Department A.