Engaging and Amplifying High-Potential Leaders:
Close Readiness Gaps and Drive Business Performance
Tips for the webinar

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Our speakers

Tom Rose
Head of
Global Innovation
and Client Solutions

Ellen Foley
Executive Consultant
Great Opportunity

89%

Executives believe that improving organizational leadership is a top priority*

*Source: Deloitte

Big Challenge

56%

Executives report that their companies are not ready to meet their needs for leadership
Common Leadership-Development Priorities

Promote successful implementation of strategic initiatives by **strengthening** mission-critical business skills and leadership competencies.

Build readiness for future strategic challenges by **building** business skills and leadership competencies in developing leaders.

Our focus today
Identifying High-Potential Leaders

Elements and Examples of High-Potential Programs

When HiPo Is Top Talent

Checklist for Success
Why Focus on High Potentials?

- Health of Talent Pipelines
- Retention
- Accelerating Business Change

Performance
Improving Outcomes

1. Health of Talent Pipelines
   - 50% HR & Business Unit Leaders Confident

2. Retention
   - 52% Effective at Retaining HiPos

3. Accelerating Business Change
   - Limited Without Change Management
What Is High Potential? Two General Factors

Performance
Track record of high performance over time

Potential
Motivation and ability to perform roles of substantially broader scope and complexity

From 3% to 15% of the workforce
High Potential Is Strategy/Culture-Bound

1. High Potential can vary from one organization to another
   
   **Best Practices**
   Clarify the definition with executives

2. High Potential and High Performance are often confused
   
   **Best Practices**
   Calibrate ratings – promote “objectivity” of ratings among executives for potential and performance
   
   30% of High Performers are High Potentials

3. Tomorrow’s need for leadership will likely be different from today’s
   
   **Best Practices**
   Link to future strategic challenges – what do we need to win tomorrow? – limits the “just like me” bias

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Attributes of High Potential – Research Findings

Points of Assessment

Readiness

• Desires/is ready to transition to roles of substantially greater complexity and scope
  ✓ Can be influenced by changes in personal circumstances

Points of Assessment

Traits

• Strong drive for results plus courage and ability to take calculated risks
• Strong conceptual and analytical skills, including strategic thinking
• High learning agility – especially to learn from setbacks
• Strong interpersonal skills & emotional intelligence
• Strong collaboration skills
• Values and commitment to organization’s future
Gain Insights on HiPo Talent

1. CLARIFY TRAITS

Identify traits that will be predictive of success in roles of greater scope and complexity

- Engage executives in clarifying traits needed for strategy
- Test against benchmarks

2. ASSESS TRAITS

Use calibrated 9-box ratings and performance ratings in talent reviews

- Support with formal assessments
- Behavioral interviews
Poll Question 1

Which high-potential development groups are you focused on now?

• Emerging
• First
• Mid-Level
• Senior
Promoting Key Transitions Across Levels of Leaders

Transitions

To First-Level Leader
- Drive for results
- Action oriented
- Analytical skills
- Service oriented
- Team player skills
- Technical skills
- Improving personal work processes
- Motivating others
- People management
- Building effective teams
- Problem solving

To Mid-Level Leader
- Building effective teams
- Results oriented
- Broader perspective on the organization
- Functional skills
- Translating strategy into action
- Managing vision and purpose
- Working across boundaries
- Influence without authority, including conflict management
- Business acumen
- Managing dilemmas
- Improving business processes

To Senior Leader
- Business acumen
- Customer focus
- Drive for results
- Strategy oriented
- Managing vision and purpose
- Negotiation
- Innovation management
- Leading strategic organizational and cultural change
- Optimizing profitable revenue
Primary Elements of HiPo Programs

- The What: Competencies
- The How: Experience
The How: Developing People and the Organization

• Build connections across the organization and with senior leaders
• Engage in strategic challenges and how they are being addressed
• Build needed skills by working on real cross-boundary strategic initiatives
• Deepen personal insights – about strengths and behavior under pressure
• Get coaching from colleagues from executive coaches
Where the Real Power Lies

The What: Competencies

The How: Experience
The Real Power Is Adding Value to the Leaders and the Organization

- Create shifts in both mindsets and skill sets
- Inspire and motivate learning-based innovation
- Promote accountability among participants and leadership
- Deepen insights about, and contributions to, the evolution of the business
- Advance careers
Sample First-Level Leader High Potential Learning Journey

10 Weeks

WORKSHOP 1
Leadership Essentials
2 days

Leadership Insights 360 Feedback Survey
Workshop Preparation
Manager Coaching

WORKSHOP 2
Managing Leadership Challenges
2 days

Implement Leadership Development Plan
Manager Coaching
Ongoing Manager Coaching
Ongoing Measurement of Individual Behavioral Change & Business Outcomes
Learning Cohort Reconnects

6 Months

Learning Cohort Reconnects

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Sample Senior Leader High-Potential Learning Journey

A Yearlong Learning Experience Leveraging our Leaders, Customers, Expertise

Forming the Community

Module 1
Build Strategic Customer-Centric Leaders
6 weeks of prework
4.5-day workshop
In person
Leveraging the Ecosystems of Our Global Presence

Region 1 = Headquarters
Leverage Strategy, Executives, Customers

Module 2
Build Energizing, Inclusive Leaders
1 month of activities
Virtual & workplace
Region 2 = Leverage Disruptive Start-Ups, Customer-Focused Design Thinking

Module 3
Build Entrepreneurial Leaders
1 month of activities
In person
Region 2 = Cultural & Market Diversity
Leverage Diversity of Business, Government & Customer Practices

Module 4
Build Agile Leaders
6 months of activities
Virtual & workplace
Region 3 = Cultural & Market Diversity
Leverage Diversity of Business, Government & Customer Practices

Module 5
Build Strategic Global Leaders
4.5-day workshop
In person
Region 3 = Cultural & Market Diversity
Leverage Diversity of Business, Government & Customer Practices

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Development Over Time: Pathway to Performance

- Single learning event
  - A point-in-time learning experience that builds needed skills and knowledge

- Pathway of learning
  - Many learning journeys accomplished during a progression of horizontal, diagonal and vertical career transitions

- Learning journey
  - A sequence of blended learning experiences – both formal and informal – that builds capabilities that drive performance
Poll Question 2

What do you anticipate as the biggest challenge?

- Clarifying traits
- Assessing traits
- Designing the program
- Reinforcing accountability
- Doing follow-ups
### Engaging and Developing High-Potential Leaders: Success Factor Checklist

1. Start with replacement charts or forecasts – key gaps; who will be ready to fill which gaps and when

2. Communicate clear expectations – an anointing, a test or an investment?

3. Focus on business and organizational acumen needed to meet future challenges

4. Synchronize critical alignments to drive outcomes

5. Build powerful blended experiences that add value to the leaders and the organization

6. Use analytics to report and make progress – continuous improvement
When HiPo Means Top Talent: Top 5 Critical Competency-Development Priorities by Role

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<th>First Level</th>
<th>Mid Level</th>
<th>Senior Level</th>
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<td>Coaching Others</td>
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<td>Leading Change</td>
<td>Leading Change</td>
<td>Managing Vision &amp; Purpose</td>
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<td>2</td>
<td>Performance Management</td>
<td>Developing Talent</td>
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<td>Coaching Others</td>
<td>Creating Strategic Alignment</td>
<td>Strategic Thinking</td>
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# Turning Challenges into Successes

## Dilemmas

### Tell vs. Don’t Tell
- Anointing people without clear action can backfire

### Development vs. Outcomes
- HiPos complete program but do not advance

### Test vs. Investment
- Balancing test with an investment

### When HiPo Means Top Talent
- Developing High Performers

## Overcomes

### Tell vs. Don’t Tell
- Be clear on what’s going to happen and why – be transparent to the participant and to the organization

### Development vs. Outcomes
- Achieve tight synchronicity with talent management and leadership

### Test vs. Investment
- Plan for what happens if people fail the test
- Watch for burnout

### When HiPo Means Top Talent
- Clarify shifts in leadership excellence, and support with robust feedback loops

## Examples

### Lay out business challenges and the talent strategy

### Synchronize HR functions, and align HR leaders and business unit leaders

### Clarify expectations
- People should be able to defer to another time

### Explain how new leadership expectations support planned strategy and culture shifts
QUESTIONS?

Tom Rose
Head of Global Innovation and Client Solutions

Ellen Foley
Executive Consultant
Upcoming webinars

June 22: Multi-Modal Learning for 21st-Century Leaders

June 26: Help New Managers Succeed with Good Leadership Habits
More ways to get involved
Thank you

On behalf of Training Industry, thanks to:

• Today’s speaker: Tom and Ellen
• Our sponsor: AchieveForum
• All of you for attending!

Questions or Comments?
Contact Amanda Longo:
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