Defining High Potentials: Manager's Guide for High Potentials

- Reward and Recognize
- Identify Development Opportunities
- Creating the Plan
- Creating Development Plans
- Communicating Status
- Understanding the Manager's Role
- Defining High Potential
Definition of a High Potential Employee
Developing High-Potential Employees to Drive Business Outcomes

Distribution of Workforce: Probability of Performing in the Top Quartile in a More Senior Role

- Of candidates with the potential to succeed in critical roles, only 8% of employees have better than a 75% chance of succeeding at the next level, creating a large gap in leadership.
- Half of the workforce has less than a 5% chance of advancing to and succeeding at the next level, creating a large gap in leadership.
- High-potential employees (HiPo's) are more than 50% more beneficial to the business than non-HiPo.

Identify and develop potential business leaders, we must carefully identify the importance of these people to the future of the organization and the skills gap and the future of the workforce.

About 5% of employees have top performers at the next level, and at least a 75% chance of being a top performer at the next level.

Number of Employees

Current Probability of Success in a More Senior, Critical Role

- 75% probability
- 50% probability
- 25% probability
- 15% probability
- 5% probability
- 1% probability
Top Drivers of Employee Potential

* Provide clear goals and objectives to the employee
* Help the employee build strong relationships and networks
* Support the employee’s development

Do:

- Demonstrate that the organization is committed to the employee’s development

Dislikes:

* Force the employee to work with team members the individual dislikes
* Involve the employee with organizational politics
* Change the employee’s manager frequently
* Fail the employee through business units frequently

The list below helps to understand behaviors that help and hinder employee potential.

- Managers who are successful at these activities can see up to 45% better business results.
- Half of managers are efficient at doing this.
- As a manager, one of your roles is to identify and develop HPOs.
Provide consistent communication
not is it even always expected or desirable. “Continued participation in this talent pool is never a guarantee. Career goals with how you are seen in the company.”

My goal is to help you continue (or increase) alignment of your key messages to employees. Not identified as HIPOs

Manage Expectations For High-Potentials and Others
<table>
<thead>
<tr>
<th>Critical Activities of HIPPO Development Plan Consideration</th>
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<tbody>
<tr>
<td>Maintain the development plan as a living document that continuously reflects changes in the HIPPO's situation and skills.</td>
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<td>Set clear success measures.</td>
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<td>Establish achievable outcomes.</td>
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<td>Provide clear steps on how you will assist the HIPPO in achieving their development goals.</td>
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<td>Offer available resources to support development activities.</td>
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<td>Suggest both formal and informal learning opportunities that align with the HIPPO's interests and goals.</td>
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<td>Ensure that the plan will build skills and abilities that will help the HIPPO achieve both short- and long-term career goals.</td>
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<td>Include potential stretch goals for HIPPO.</td>
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<td>Align each development activity with a specific component of the development plan.</td>
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<td>Focus on development activities where the HIPPO can leverage strengths and develop weaknesses.</td>
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<td>Include a plan of action to achieve each goal.</td>
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<td>Focus goals on no more than two development areas.</td>
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<td>Indicate realistic development goals and career expectations.</td>
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<td>Align development plans with the individual's career aspirations.</td>
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<tr>
<td>Engage HIPPO in creating their development plan.</td>
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The plan should be written by the Manager. Create achievable and actionable Development Plans.
<table>
<thead>
<tr>
<th>Supervisory Skills</th>
<th>Strategic Thinking</th>
<th>Leadership and Support</th>
<th>Innovative Problem Solving/Quick Thinking</th>
<th>Development of Self and Others</th>
<th>Synergy</th>
<th>Collaboration with Different Personalities</th>
<th>Change Management</th>
<th>Accountability/results Delivery</th>
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<tbody>
<tr>
<td>Handle multiple layers of management</td>
<td>Analyze projected resources</td>
<td>Work with a top-performing leader</td>
<td>Build technical skills</td>
<td>Build partnerships (internal and external)</td>
<td>Find those differences that are unique</td>
<td>Increase team diversity</td>
<td>Tackle a business unit through a redeployment</td>
<td>Handle a large budget</td>
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<tr>
<td>Influence across divisions</td>
<td>Develop department strategy</td>
<td>Work in a high-performing team</td>
<td>Take over a situation with inherent problems</td>
<td>Work with a geographically dispersed team</td>
<td>Develop indigent and lean</td>
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<td></td>
<td>Coordinate/reports delivery</td>
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<tr>
<td>Hire top employees</td>
<td>Develop department strategy</td>
<td>Manage a challenging business climate</td>
<td>Overcome a situation with inherent problems</td>
<td>Work with a geographically dispersed team</td>
<td>Develop indigent and lean</td>
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Ongoing Feedback and Interviews: Identify Individuals' Concerns and Preferences

- Give and receive feedback, preferences, and job interests.
- Identify opportunities, concerns, individual.
- Hold frequent honest, open conversations.

Rewards and Recognizing

- What concerns does the Hipo have about the company and/or feel he/she needs to be more effective?
- What resources or development opportunities does the Hipo need?
- What challenges is the Hipo currently facing?
- Which Hipo is interested?
- Are there any specific external development opportunities in the workplace?
- Are there any specific projects on which the Hipo would like to work?
- What are the Hipo's individual interests?
- In which areas is the Hipo currently contributing?
- How happy is the Hipo in his/her current role and at the company in general?