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HIGH
POTENTIAL

NICOLA SHERGOLD

AGENDA

What is High Potential?

Issues and pitfalls

Why personality and reputation matters

The Hogan High Potential Model

Introducing the High Potential report & practicalities

Questions

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HR review

Dominique Jones: How to identify, develop and retain high potential employees

Robert Leeming · Wednesday, December 16, 2015 · 0 Comment · high potential employees, HiPos, potential, staff retention, strategy

Just like Apollo 7, high potential employees, if developed and retained, have the potential to sky-rocket to great heights

High Performers and High-Potential Employees Are Not One in the Same

Image credit: Shutterstock

How to identify and manage high potentials

Adrian Furnham, Ian MacRae, JULY 01, 2014

3

'High potential' is no guarantee of success. Here's how to manage your talent strategies.

We are told there is a 'war for talent' and successful companies must find and hire the best people. There is no question that talented people can improve organisational performance. But the consequence is that many forget that ability and high potential are dependent on the job, the company and the nature of the work.

Some believe high potential automatically engenders high performance. Select and hire the best, and they'll do the rest. The very idea seems to imply that selecting high-performing or high-potential people is guaranteed to improve productivity. Find the bright, the talented, the ambitious and watch them work their way to the top, transforming colleagues and the company around them.

ADD A COMMENT

How to Spot High Potential Candidates for Hire

by Rhucha Kulkarni May 22, 2017

Harvard Business Review

TALENT MANAGEMENT

Companies Are Bad at Identifying High-Potential Employees

by Jack Zenger and Joseph Folkman

FEBRUARY 20, 2017

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Identifying and developing high potential employees

For a HIPO program to be successful, it must start with seeking clarity on the current and future talent needs keeping in mind the business and the talent challenges.

BRIEF

Business can feel harsh impact when 'high potential' employees leave

How Do You Hire The Best Candidates? Are High Potential Candidates Overlooked In Your Recruitment Process?

What or who is a high potential?

"An employee who is assessed as having the ability, organisational commitment, and motivation to rise to and succeed in more senior positions in the organisation"

Centre for Creative Leadership, 2014

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"The ability to build and lead teams that can consistently outperform the competition"

Hogan HIPO Definition

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POTENTIAL IS A PRIORITY

98% of companies see development of future talent as a top priority

50% of HR professionals worry about their company's HiPo program

Over two-thirds of HiPo programs have failed to build a strong pipeline of future leaders

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ISSUES WITH IDENTIFYING HIPOS

HiPo systems are subject to error:
- Politically driven
- Personal favouritism
- Talented subordinates as threats
- Budget limitations

Current and potential performance are different

Impact of demographic and generational changes
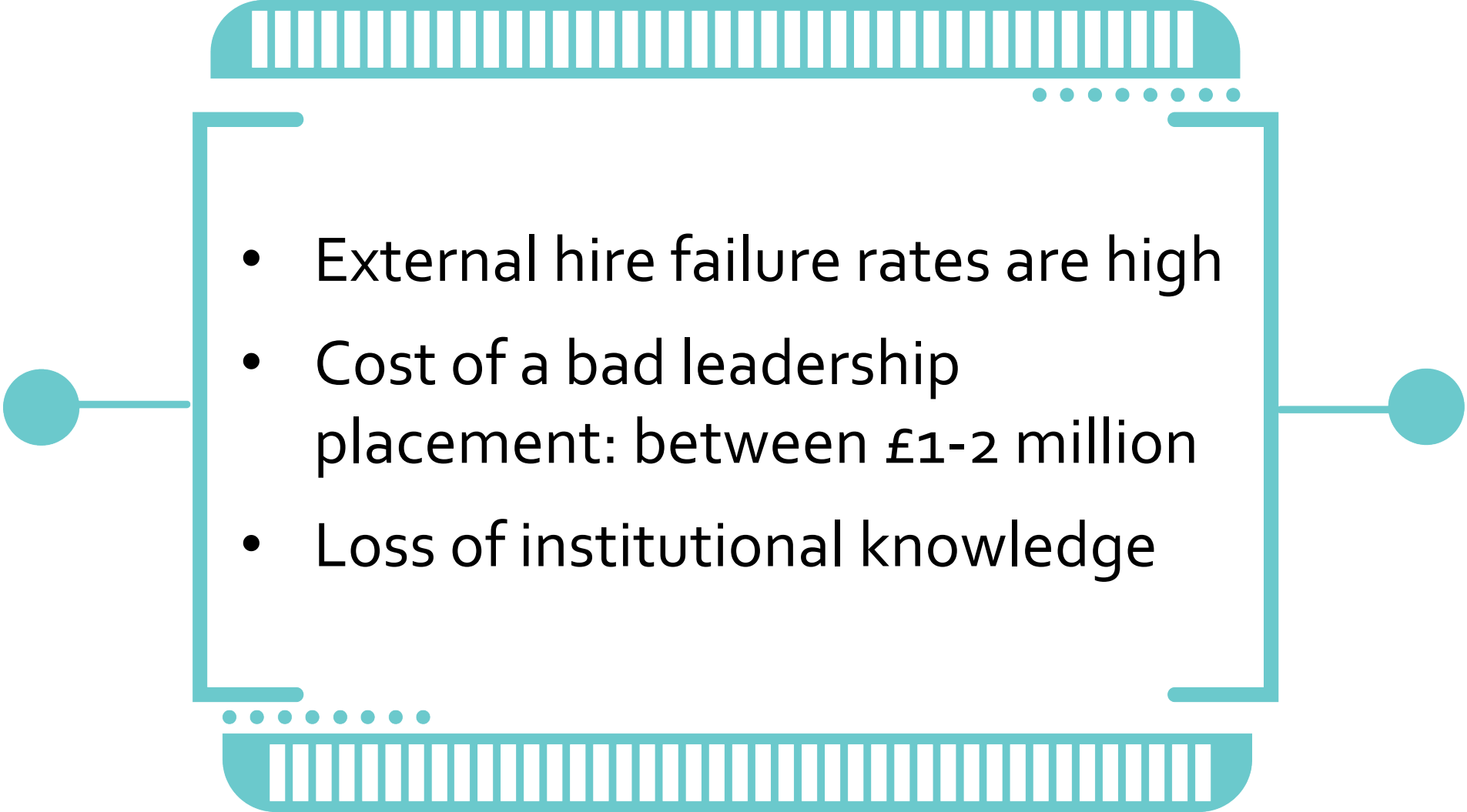
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RISKS OF FAILURE

- External hire failure rates are high
- Cost of a bad leadership placement: between £1-2 million
- Loss of institutional knowledge

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PERFORMANCE IS NOT POTENTIAL

- Over 90% of HiPo programs focus on potential for leadership

- Past performance is not predictive of future success if the role changes in scope, scale, or complexity

- Potential for what?

- Emergence is not effectiveness

EMERGENCE IS NOT EFFECTIVENESS

- Emergent vs. effective managers*

  - 457 managers from multiple organisations studied over 4 years

  - Managing up vs. managing down

  - Only 10% of those groups overlapped

- Persistence and humility are key to great leadership

- Politically-based processes identify emergent managers and overlook effective and humble leaders

*(Luthans, et al., 1988)

A note on the importance of
PERSONALITY

Personality has two components: identity and reputation

Identity matters, but reputation defines the individual's potential

"Potential" is based on others' subjective judgements

Judgment calls regarding potential are rooted in reputation

Knowing one's own reputation is to know one's potential

Building your reputation puts potential in your control

Leaders with strong reputations experience greater career success

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HOGAN HIPO Research

- Literature review

- Available HIPO solutions, gaps in existing models

- General leadership characteristics are universal

  - However, every organization is unique at the leadership level

- Always room for development

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HOGAN HIGH POTENTIAL MODEL

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LEADERSHIP FOUNDATIONS

Managing one's career and being a good organizational citizen

- o **FOLLOWING PROCESS:** obeying rules and respecting convention

- o **THINKING BROADLY:** solving a wide range of business-related problems by adopting a strategic perspective and thinking outside the box

- o **GETTING ALONG:** being cooperative, pleasant, and rewarding to work with
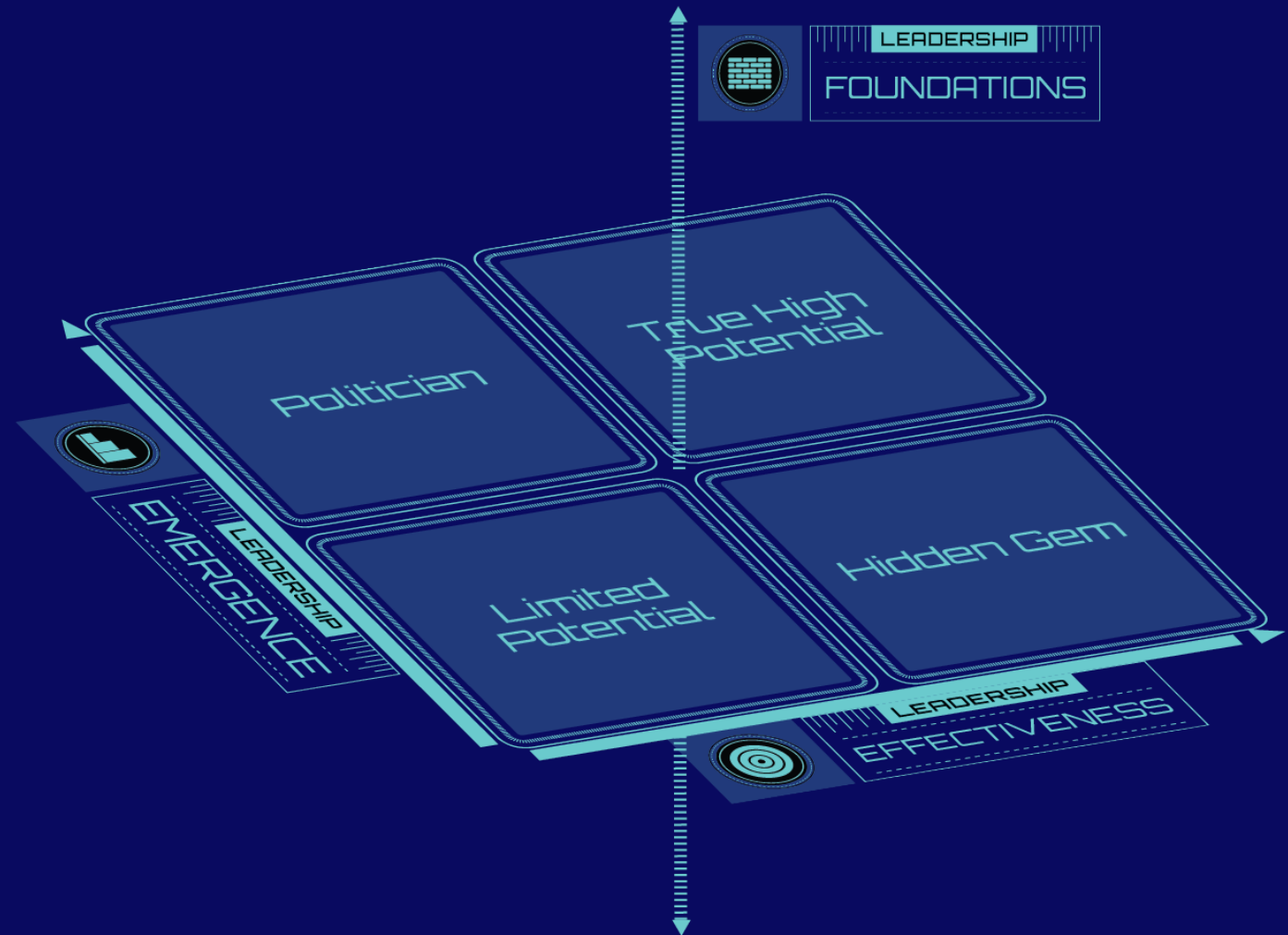
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LEADERSHIP EFFECTIVENESS

Guiding teams toward productive outcomes

o **LEADING THE BUSINESS:** achieving critical outcomes

o **MANAGING RESOURCES:** securing, optimizing, and deploying key assets

o **LEADING PEOPLE:** motivating others to pursue shared goals

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HOGAN HIGH POTENTIAL TALENT REPORT

Solution to develop high-potential talent based on a three-part high-potential model

Individual development report designed to provide practical insight and development for an organisation's selected HiPo talent population

Designed to assess and close the skills gap between what your organisation requires in a leader and what is in your talent pipeline today

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HIGH POTENTIAL TALENT

Core competencies for emerging leadership

Report for: John Doe
ID: UH555936
Date: 11.16.2016
Norm: Global

REPORT SECTION SUMMARY

SECTION 1: LEADERSHIP FOUNDATIONS

Leadership potential is based on certain personal attributes that form the building blocks for career effectiveness. Before people can lead others, they must first demonstrate their ability to contribute to a team and they must establish a personal reputation as dependable and productive.

COMPETENCY AREA	LOWER SCORES	HIGHER SCORES
Following Process: following rules and respecting convention	Flexible and fast-moving; may be impulsive and limit testing.	Conscientious, dedicated, and dependable organizational citizens.
Thinking Broadly: solving a wide range of business-related problems	Grounded, pragmatic, tactical, and less visionary.	Inventive, open minded, strategic, and more visionary.
Getting Along: being cooperative, pleasant, and rewarding to deal with	Willing to challenge others; may seem blunt and direct.	Cooperative and friendly; may seem tactful and diplomatic.

SECTION 2: LEADERSHIP EMERGENCE

Leadership potential depends significantly on the degree to which people are perceived as leaders. People who emerge as leaders are able to create a leader-like impression by standing out, being noticed, and seeming influential.

COMPETENCY AREA	LOWER SCORES	HIGHER SCORES
Standing Out: making others aware of one's contributions	More interested in being productive than in being recognized; may be reluctant to promote themselves.	Charming, confident, charismatic, and comfortable taking credit.
Influencing Others: persuading others to pursue certain desired outcomes	Competent and self-reliant, but unable or unwilling to influence others in a particular direction.	Willing to take charge, make suggestions, and exercise influence.
Building Connections: creating strategic networks and relationships	Confident, independent, self-reliant, and reluctant to depend on others.	Gregarious, outgoing, and concerned about developing networks and strategic relationships.

SECTION 3: LEADERSHIP EFFECTIVENESS

Leadership potential involves being able to build and maintain high performing teams. Effective leaders attract, retain, and develop talented team members, and then secure resources, remove barriers to success, and achieve strategic business goals.

COMPETENCY AREA	LOWER SCORES	HIGHER SCORES
Leading the Business: achieving critical business outcomes	Less assertive when selling ideas to others; may show little interest in taking charge and directing others.	Willing to take charge, set goals, provide direction, and push others toward desired outcomes.
Managing Resources: securing, optimizing, and deploying key assets	Seeks to minimize risk; may struggle with forecasting resource needs and resist committing to plans.	Decisive and comfortable taking smart risks; plans ahead but remains flexible under pressure.
Leading People: motivating others to pursue shared goals	Independent and task-oriented, may avoid trying to galvanize others to pursue shared goals.	Engaging and patient; inspires commitment, and identifies appropriate group goals.

EXECUTIVE SUMMARY

Your Hogan High Potential Profile is summarized below. The 9 competencies essential for success are presented in rank order, where 1 is your highest score and 9 is your lowest score.

To help you better understand your strengths and development opportunities, your scores are also color-coded to show how they compare with scores for a global population of professionals, managers, and executives. Please remember that there are potential strengths and shortcomings associated with scores at every level.

	HIGH
	ABOVE AVERAGE
	BELOW AVERAGE
	LOW

LEADERSHIP FOUNDATIONS

RANK	COMPETENCY
6	FOLLOWING PROCESS
	Following rules and respecting convention
2	THINKING BROADLY
	Solving a wide range of business-related problems
1	GETTING ALONG
	Being cooperative, pleasant, and rewarding to deal with

LEADERSHIP EMERGENCE

RANK	COMPETENCY
7	STANDING OUT
	Making others aware of one's contributions
8	INFLUENCING OTHERS
	Persuading others to pursue desired outcomes
4	BUILDING CONNECTIONS
	Creating strategic networks and relationships

LEADERSHIP EFFECTIVENESS

RANK	COMPETENCY
3	LEADING THE BUSINESS
	Achieving critical business outcomes
5	MANAGING RESOURCES
	Securing, optimizing, and deploying key assets
9	LEADING PEOPLE
	Motivating others to pursue shared goals

MY RECOMMENDED FOCUS AREAS

HIGHEST SCORES				LOWEST SCORES		
SECTION	RANK	COMPETENCY		SECTION	RANK	COMPETENCY
FOUNDATIONS	1	GETTING ALONG		EMERGENCE	7	STANDING OUT
FOUNDATIONS	2	THINKING BROADLY		EMERGENCE	8	INFLUENCING OTHERS
EFFECTIVENESS	3	LEADING THE BUSINESS		EFFECTIVENESS	9	LEADING PEOPLE

SECTION I: LEADERSHIP FOUNDATIONS

6	FOLLOWING PROCESS	Following rules and respecting convention

People with higher scores on this dimension tend to be conscientious, hard working, careful about details, and good organizational citizens. People with lower scores tend to be flexible, adaptable, and comfortable with uncertainty, but they may also test limits and not attend closely to details.

PRUDENCE

The degree to which a person is conscientious, conforming and dependable

72

Lower Scores
- ⊕ Flexible, comfortable with ambiguity
- ⊖ Resists supervision, tests limits

Higher Scores
- ⊕ Dependable, rule-following, organized
- ⊖ Conforming and resisting change

Development Tips

- ⊗ Stop using tried-and-true methods or following rules without asking where they came from why they were formulated. Although you execute well, your preference for clear process parameters may cause you to overlook possible improvements or new approaches. Ask others for input on opportunities for improvement or when changing course may be beneficial.

- ⏻ Ask your direct reports for feedback regarding your level of involvement in their work and how they feel about it. People learn more when they are responsible for their work and mistakes. Give them permission to tell you when you are getting too involved in implementation details. If they bring this up, thank them, and adjust your behavior.

- ⊕ Your work ethic, attention to detail, and responsible performance are a real strength in roles that require careful and precise execution. Your team members will appreciate the structure you create in the work environment as well as your ability to set clear expectations. Capitalize on these skills by seeking operational leadership responsibilities.

DUTIFUL

Concerns the risk that eagerness to please comes across as ingratiation and reluctance to take a stand or act independently

5

Lower Scores
- ⊕ Independent and willing to dissent
- ⊖ Independent and non-conforming

Higher Scores
- ⊕ Supportive, reliable, and dependable
- ⊖ Overly compliant and conforming

Development Tips

- ⊗ Avoid using phrases such as "that will never work...here's what we need to do...the truth is...," which may cause your message to be lost. Try to substitute more diplomatic language such as, "May I suggest...if it were my decision, I might...my point of view is..." which will encourage others to listen to your input. This will be especially important when you are working with people in higher-level positions.

- ⏻ Start monitoring your language and communication style with others. When you have strong opinions on a topic, practice shifting your focus from what you think to what others need to hear during your interactions. Begin each interaction by assuming that others know something that you do not.

- ⊕ Your willingness to challenge authority, stand up for your direct reports, and make independent decision are valuable career assets. But it is important to be able to disagree with superiors and challenge received opinion in ways that are respectful and that don't offend or embarrass them.

DEVELOPMENT PLANNING

An Individual Development Plan (IDP) is important for keeping you and others involved in and accountable for your professional development. Below is an IDP template; the objective is to help you and those championing your professional growth concentrate on the areas that will deliver the greatest developmental impact. After reflecting on your assessment results, we recommend that you commit yourself to two or three actionable development objectives. Below are some guidelines to help focus your efforts:

- Focusing on average or low (orange/red) scores will have the biggest payoff if you execute on your commitments.
- If you have mostly strong (green/yellow) scores, you may want to focus on new ways to leverage your strengths, or how to prevent overuse of your strengths. Remember, higher scores are not necessarily better in all situations.
- If you have mostly average or low (orange/red) scores, we recommend narrowing your focus to one or two key areas.
- Before you outline your objectives, review your development tips for your lowest scores and use them in defining your development commitments and actions.

The most critical task is to ensure that the actions you list are specific and easily observable by others.

SAMPLE DEVELOPMENT COMMITMENT

Name: Jane Sample   **Role:** VP Sales   **Coach/Mentor:** John Sample

COMMITMENT	ACTIONS	TIMELINE	HOW TO MEASURE SUCCESS	SUPPORT/RESOURCES
Development Commitment 1: *Delegate more responsibilities to my team.*	1. Discern the top 3 areas where I should be spending my time 2. Take inventory how I spent my time over the past month 3. Delegate any non-essential work activities to team 4. Hold weekly accountability meetings	1. June 1 2. June 1 3. June 15 4. Ongoing	Measurable progress in each of my 3 focus areas (will solicit feedback from my manager about progress) Team reports they are receiving more and bigger delegations Delegations are completed accurately and on time	My team members My manager

HIPO REPORT BENEFITS

- Builds a solid foundation for leadership success

- Identifies strengths and most pressing development needs

- Development needs tailored to the individual

- Focused on universal elements of leadership

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HIPO REPORT BENEFITS

- Challenge employees to reach their greatest potential

- Sets clear measurable priorities for behavioral change

- Everyone stays humble but feels valued

- Facilitates data-driven career path conversations and actions

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CASE STUDY: High Effective, Low Emergent

- **Standing Out: Low Colourful, Bold, Recognition**

- Developmental Outcomes:
  - Identify achievements and activities to help increase your visibility in the organisation
  - What gets others noticed? Learn from this
  - Build staff engagement by paying attention to individual needs
  - Think about how to promote the success of your team, both within the team and the wider organisation

CASE STUDY: High Effective, Low Emergent

- **Influencing Others: High Excitable, Cautious**

- Developmental Outcomes:
    - Recognise triggers for emotional outbursts, take a break when irritated but ensure you finish what you started
    - Harness positive elements of your passion and intensity
    - Look for opportunities to take calculated risks, identify an area where you would be comfortable taking on more risks
    - Give team permission to point out when you are being overly cautious

CASE STUDY: High Effective, Low Emergent

- **Leading the Business: High Power, Commerce**

- Developmental Outcomes:
  - Ensure you seek input and buy-in from key colleagues when making decisions
  - Reflect on whether you prioritise the business's financial outcomes over building and fostering team talent
  - Understand that others may be motivated by different rewards to you, e.g. having work recognised rather than receiving a bonus

IMPLEMENTATION RESOURCES

- Career Development Workshop —5-20 high potentials at a time
- Facilitator Guide
- Participant Workbook
- Development Plan
- Self Reflection Worksheet

PRACTICALITIES

- Certification required on all 3 Hogans
- HIPO online certification available (free)
  - Contact info@psychological-consultancy.com
- All resources free with certification
- £150.25 + VAT per person
- Quote HiPo Webinar 2017 – receive 15% discount on HiPo reports when ordered by end July 2017
- 45-60 minutes candidate completion time
- Microsite: www.hoganhipo.com

QUESTIONS?