

HIGH POTENTIALS

Are You Doing it Wrong?

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FAILED HIRING PRACTICES

What we know beyond the headlines



Senior Managers hired from outside have a failure rate of **66%**.

High Potentials promoted from within have a failure rate of **48%**.

Most failures occur within the first 18 months on the job.

DEFINING LEADERSHIP

WHAT IS LEADERSHIP?

Two Views

HR View

Defined by position – the person at the top *is* a leader.

Evaluated by bosses and other superiors.

Focused on competencies valued by an organization.

VS.

Hogan View

Defined by the ability to build a high-performing team.

Evaluated by the team's performance.

Focused on qualities valued by the team.

LEADERSHIP CHARACTERISTICS

Followers Look for:

- Integrity – keeping it between the lines
- Judgment – pre and post decisions
- Competence – being good at something
- Vision - explain the significance

DEFINING BAD LEADERSHIP

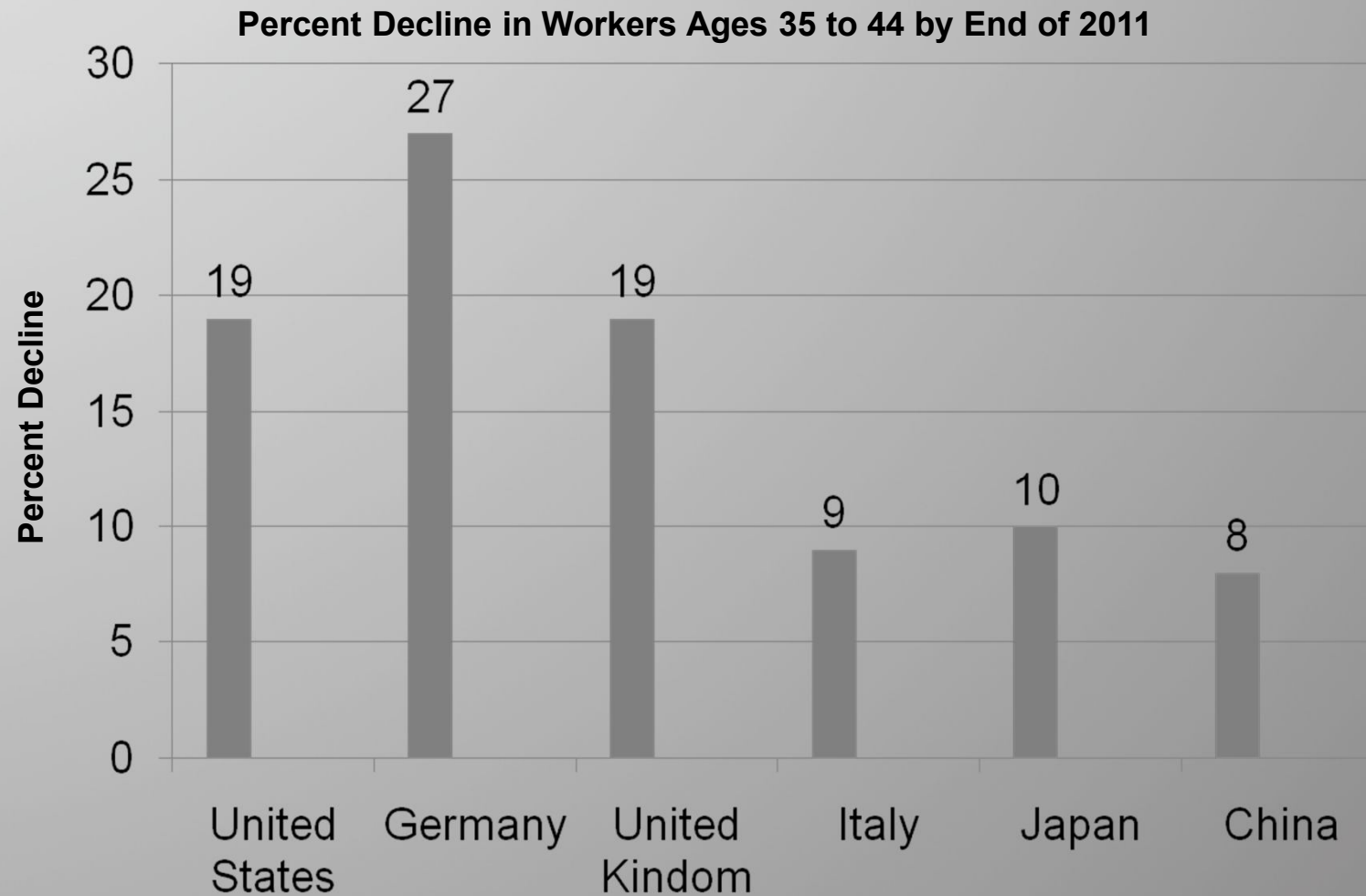
Hogan asked a large sample of working adults about the personalities of their best and worst bosses:



Bad Leadership:
The inability to
build and/or
maintain an
effective team.
Robert Hogan

AGING WORKFORCE

What is happening to the upper talent pool



HIGH POTENTIALS

CURRENT PRACTICES

And why they are wrong:

- Focus on who you know and what you have done
- Lack objectivity and accurate measurement
- Once you are in, you're 'in'
- Lack focus and accountability around development
- Do not account for the changing nature of work

WHAT ORGANIZATIONS SHOULD DO

The 5 Key Points

1. Define Potential Correctly
2. Identify High Potential Employees
3. Use Objective Measures
4. Pay Attention to Engagement
5. Develop the High Potentials

DEFINE POTENTIAL

20% accounts for 80% of the productivity – high potentials are higher performers – they also:

Are rewarding to deal with

Are talented and learn tasks quickly

Take initiative and seem leader-like

IDENTIFY HIGH POTENTIAL EMPLOYEES

Talent pools pay attention to who is nominated or identified

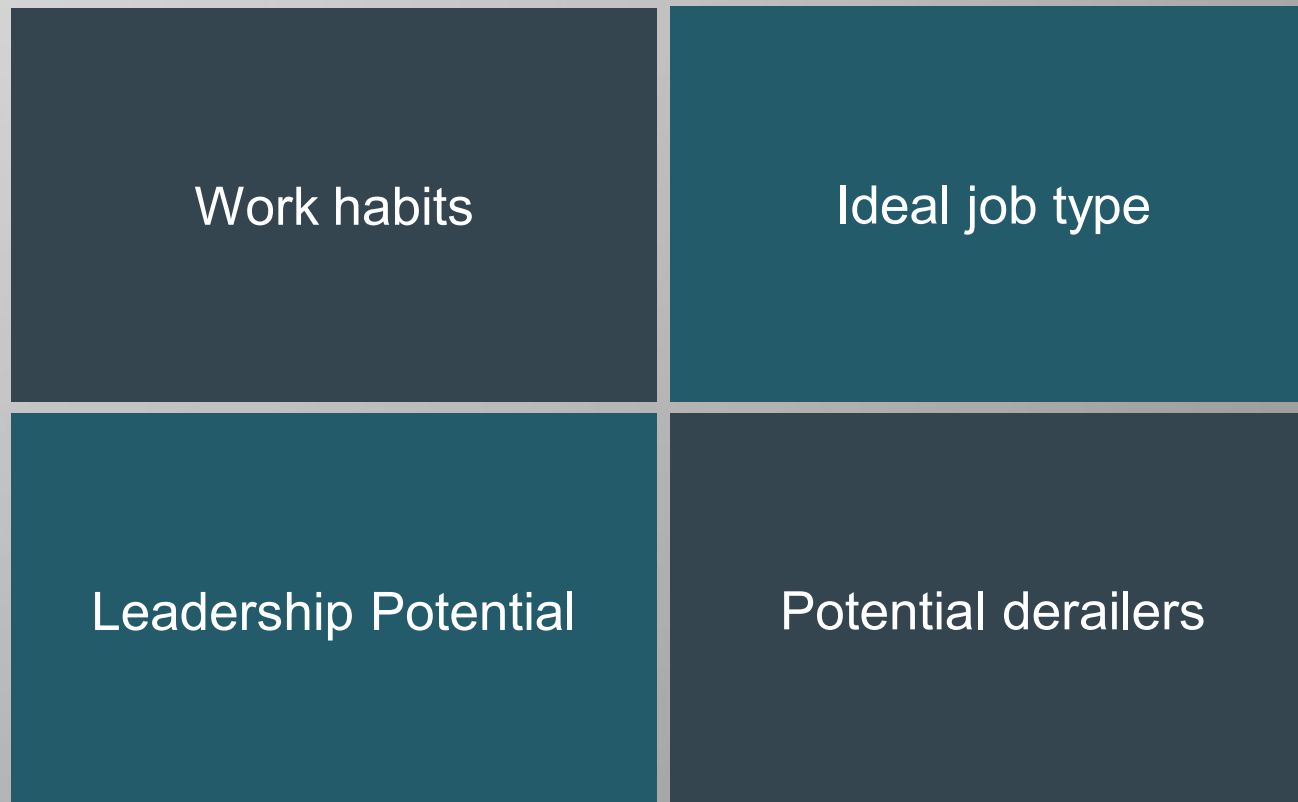
Organizations tend to overestimate current performance

Performance measures tend to be subjective and politically biased

Traditional measures reward behavior that is counter

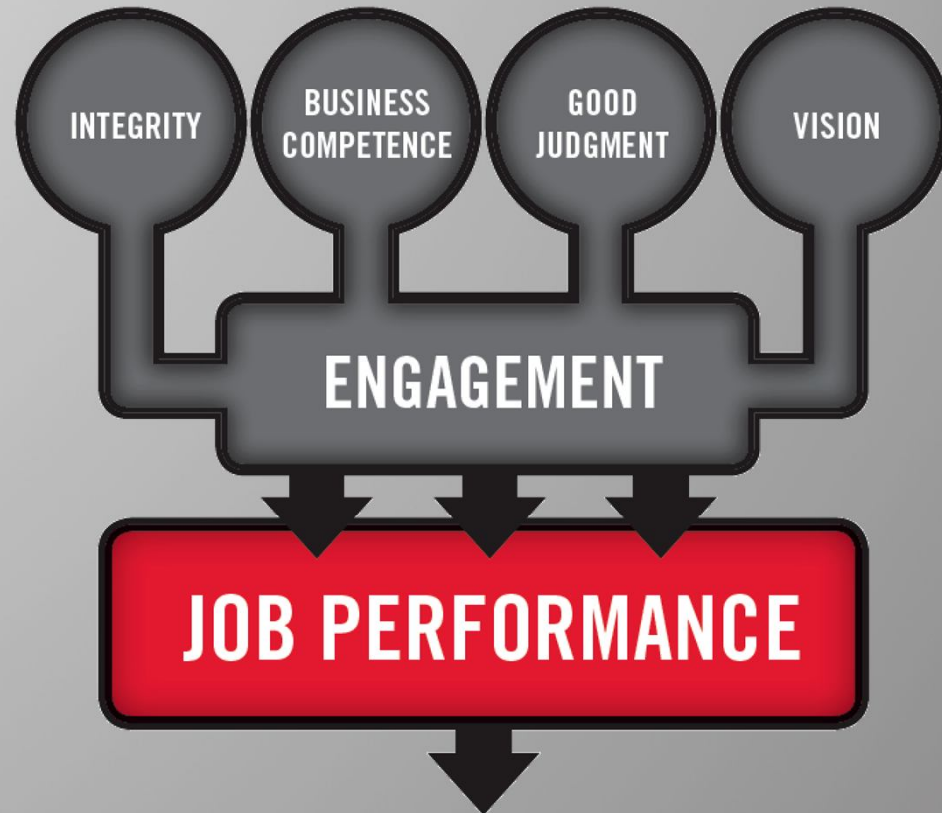
USE OBJECTIVE MEASURES

Multi-dimensional approaches to assessment paints a comprehensive picture of each person.



PAY ATTENTION TO ENGAGEMENT

- High levels of persistence at work
- Positive affect and involvement
- Enthusiasm and pride in the work
- Finding work meaningful



The bottom line: leadership creates engagement, higher employee engagement equals better organizational performance, and lower employee engagement equals worse organizational performance.

DEVELOP HIGH POTENTIALS

Use the Objective Assessment Data

Identify key strengths to leverage

Discuss derailment and stumbling blocks

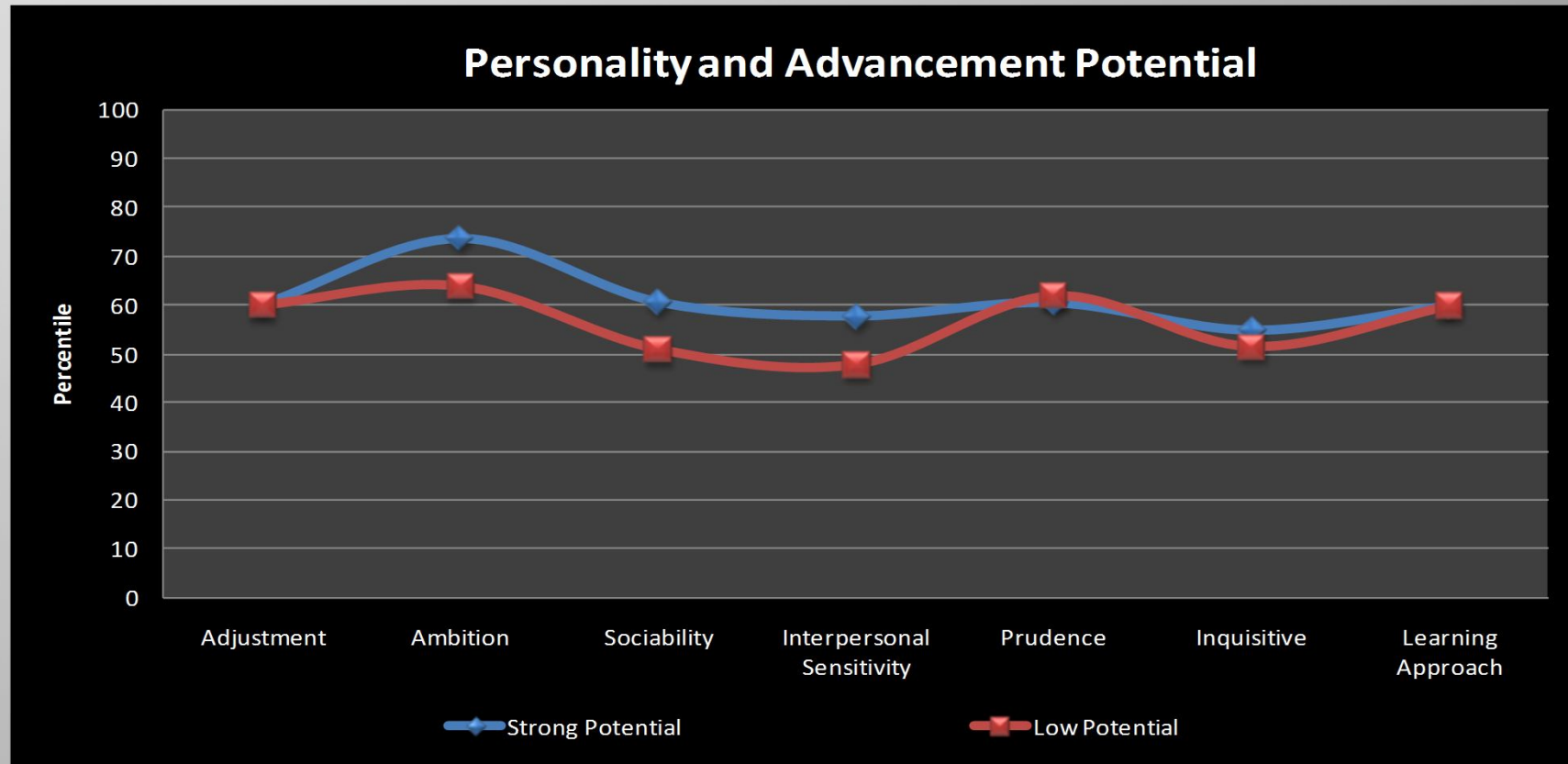
Identify unconscious biases and leadership values

Focus on strategic self-awareness

PERSONALITY

WHO YOU ARE DETERMINES HOW YOU
LEAD

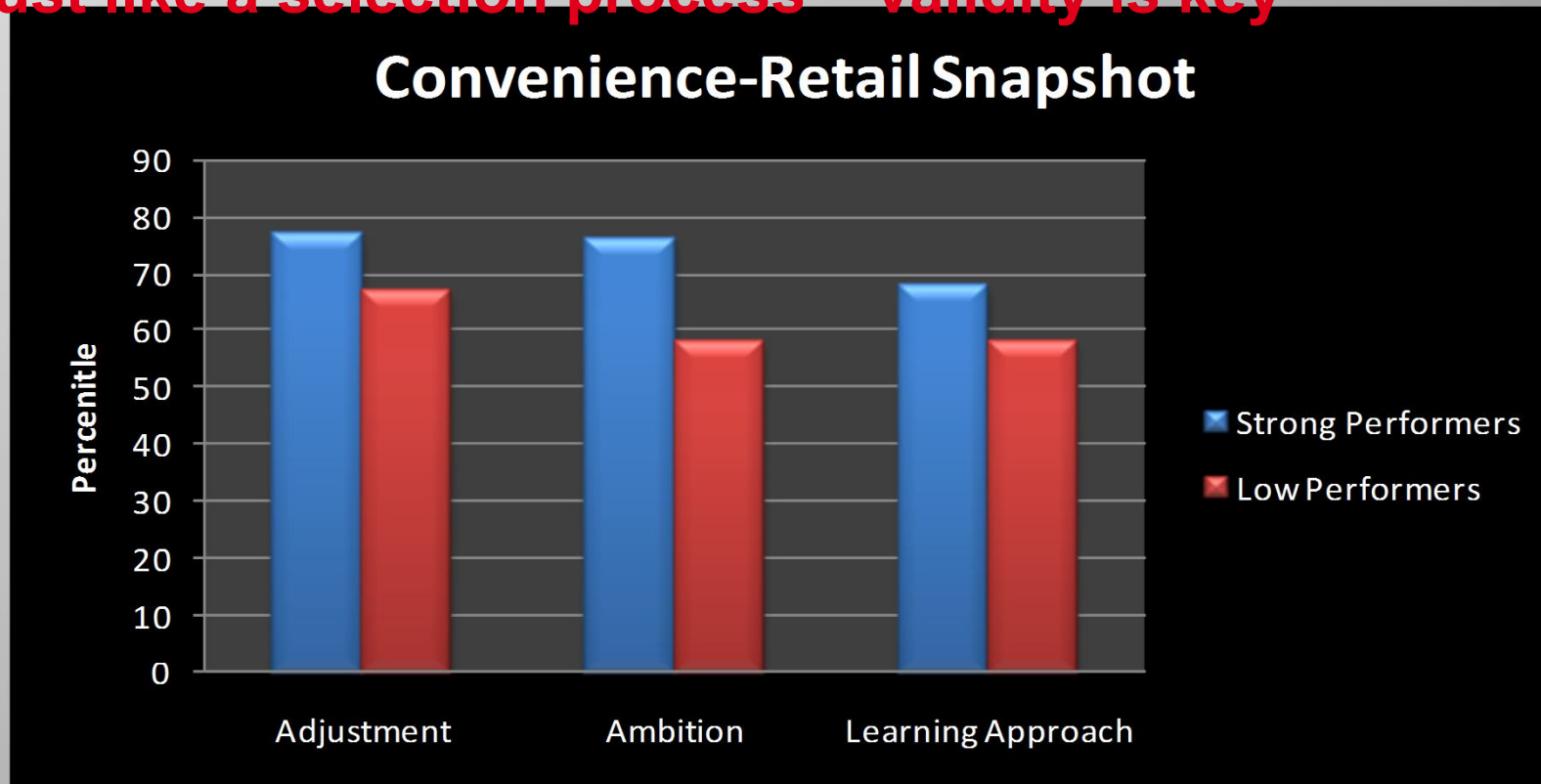
WHAT WE KNOW



WHAT WE KNOW

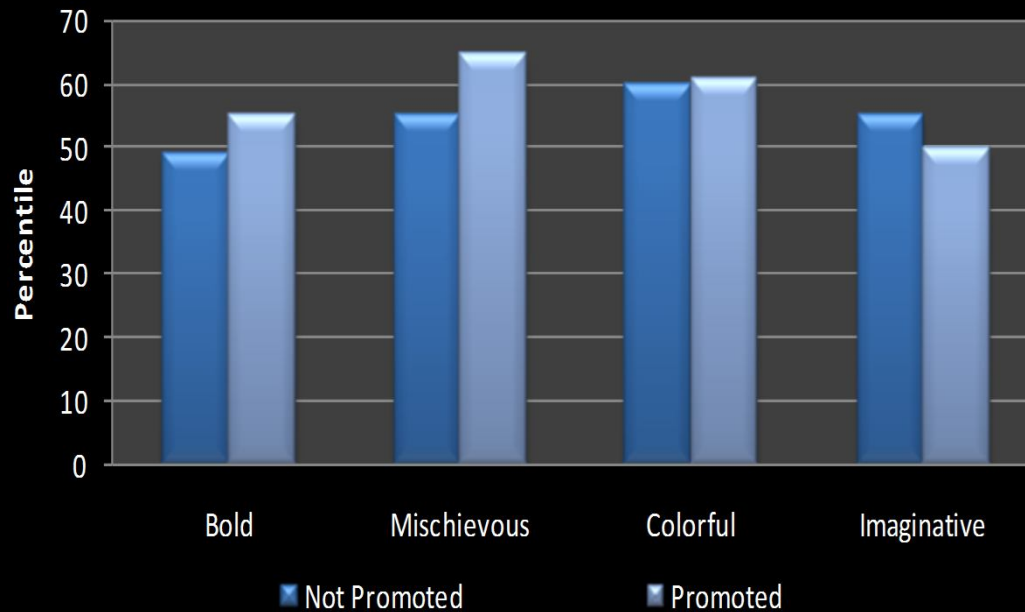
Different characteristics predict success in different jobs.

Just like a selection process – validity is key



WHAT WE KNOW

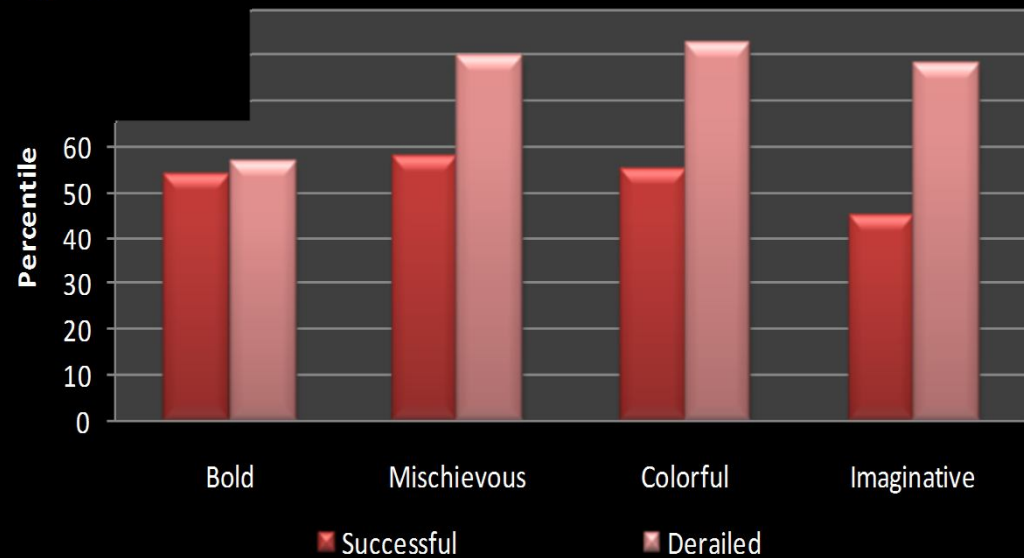
Chosen for VP Promotion



What seems attractive in the boardroom --

-- Often leads to failure on the shop floor

Derail after VP Promotion



FINAL THOUGHTS

There is always more.....

Focus internally – your mistakes are more important than their strategy

Use objective measures to identify talent

Build in accountability

Drive strategic self awareness and monitor engagement