



Question of Potential Identification and Development

Winter - January 2020 Newsletter

We wish you a happy New Year and want to continue our account of TalentTelligent's new tools and resources. This newsletter focuses on the challenging topic of identifying and developing future talent.

As you start the year, we are sure you are thinking about your 2020/2021 talent management priorities and how to best address these. One of the topics undoubtedly is about future talent, in particular the challenge of **Potential identification and development**. Are you finding yourself asking the following questions?

- ◆ How do we **define** Potential?
- ◆ How do we identify high potential employees at **all levels**?
- ◆ What processes do we have in place for **validating** high potential employees?
- ◆ What process do we have in place for **developing** high potential employees?

KSAP KNOWLEDGE, SKILLS, AND ATTRIBUTES OF POTENTIALS™

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ASPIRES TO GREATNESS

Shows competitiveness in everything, going for "personal best" in most activities or initiatives. In day-to-day work, demonstrates and expresses aspirations for making significant contributions. Aspires to get to the top as fast as possible to do great things. In school life, was highly competitive in academics, sports, music, school activities, hobbies, career aspirations, early jobs, organized groups (Scouts, 4H, etc.), colleges applied to, or challenging summer jobs.

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In conversations with clients we are finding that many are seeing the identification, validation and development of high potential talent a crucial business priority as we continue to live and work in a **VUCA** (Volatile, Uncertain, Complex and Ambiguous) world.

Most surveys of and interviews with executive's report disappointment with their Talent Management and Succession Planning processes

TalentTelligent Research

As you think about your business objectives and priorities, where will you find the next generation of leaders for your organization? Do you know who the potential leaders are? Are you looking in the right places? Are you looking at all levels in your organization?

If not, do you know how to attract, select and develop people who have the potential that is required to meet your business objectives? With the appropriate effort and knowledge, identifying potential leaders can be a straightforward process that is critical to organizational success.

WHAT DEFINES POTENTIAL?

Identifying Potential is not about simply reviewing a performance appraisal and making a decision based upon what the individual knows or does not know about getting the job done. Because someone excels in a functionally specialized role does not guarantee that he or she is a high potential employee and has the qualities to effectively lead an organization from an enterprise-wide perspective. Being a high potential employee requires significantly more than functional/technical skills, it requires an ability to:

- ◆ Adapt to changing and ambiguous situations

- ◆ Build and motivate people/teams
- ◆ Implement a strategic plan
- ◆ Lead others in difficult and challenging assignments
- ◆ Take risks

High potentials are 75% more likely to succeed in senior roles than other employees

ATD

Whether promoting from within or recruiting externally, the first step in identifying your high potentials is to clearly understand what to look for. Basically, **being able to survive in a VUCU world**.

MARKERS, DRIVERS AND PRACTICES OF A HIGH POTENTIAL

KSAP KNOWLEDGE, SKILLS, AND ATTRIBUTES OF POTENTIALS™

GM
Growth Mindset
20

Practice 20 Growth Mindset

Research validates the advantage of having a growth mindset compared to a fixed mindset. Having a growth mindset means being positive, optimistic, and confident that things will get better and turn out well. A growth mindset expects success; sees a return on investment in person, team, and enterprise growth and development. People with growth mindsets believe enterprises can succeed and get better. They believe that hard work results in positive outcomes. They believe even failure can pave the road to success. It means being relaxed, open, curious, and playful. To some extent people naturally divide into growth and fixed minded perspectives, but the research indicates that people can make a choice and change. They can build a growth mindset.

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Continuing the theme from our [Winter Newsletter](#), **Bob Eichinger** and **Roger Pearman** of **TalentTelligent** have, using over **100 years of science, evidence and experience**, identified the **Markers, Drivers** and **Practices** that measure and develop potential.

KSAP (Knowledge, Skills and Attributes of Potential) details the **12 Markers/Drivers** (e.g. learns new jobs and tasks quickly, seeks variety and diversity of experience, etc.) of a person who can grow significantly and reach the top of an organization, because they have something different — things that most people don't have.

In addition to the 12 Markers/Drivers, **KSAP** also identifies the **25 Practices** (behaviors such as, Takes Risks and Initiative, Fostering Creativity and Innovation) that provide the building blocks to identify, assess and develop potential across all levels in an organization.

These **Markers, Drivers and Practices** are **applicable at all levels in your business** which provides you with the ability to **look deep into your organization for talent**.

CULTIVATING HIGH POTENTIAL TALENT

Once you have identified potential leaders, you then need to cultivate and enhance their talents. This process is largely a matter of comparing a person's current capabilities with the identified set of desirable leadership characteristics, then targeting development activities to fill in the gaps. Again, Bob and Roger have provided resources to support this. There are **assessments**, a **development guide (KSAP DIY)** and **interviewing resources** available, see below.

ROI ON HIGH POTENTIAL IDENTIFICATION AND DEVELOPMENT

There is no question that finding and keeping leaders requires a significant investment of time, effort, and money. But that investment may well pay off significantly when your company needs to find a top executive who is both well acquainted with your organization and capable of steering it through its immediate and future challenges. By identifying the

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Observable Behaviors:

- a. Always optimistic, confident, and positive
- b. Motivated by the tough and seemingly impossible to do
- c. Energized by the new, different, and unique
- d. Pushes self with confidence into never-been-done-before situations
- e. Positive attitude and can-do manner is infectious and motivates those around him/her, even bosses
- f. Utilizes barriers to solving problems and feedback as a challenge to find a better solution or course of action

Domain D: Having a Positive Mindset

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leadership characteristics required to meet business objectives and either promoting from within or hiring external talent, you can proactively cultivate the resources most critical to your success: your future leaders.

KSAP TOOLS AND RESOURCES

- ◆ **KSAP Career Path Survey** – An estimate of the likely amount of potential, typically completed by 2–3 raters (i.e., boss, boss’s boss)
- ◆ **KSAP 360** – Provides well rounded developmental feedback
- ◆ **DIY** – Resource that provides guidance on how to develop Potential
- ◆ **Hello!** – Resource that guides the attraction, screening and selection of Potential

For samples of the KSAP Career Path Survey and KSAP 360 please contact us

WHEN TO USE

- ◆ Apply a research-based approach to view potential across all levels in an organization
- ◆ Incorporate the language of high potential into your succession management initiative
- ◆ Assess candidates in your current pool of high potentials to validate placement in key programs
- ◆ Communicate the view that potential can be developed across the organization, and actively work to develop the practices at every level
- ◆ As part of your Diversity and Inclusion Initiative

According to DDI’s Global Leadership Forecast, organizations’ ability to identify and prepare high potentials remains weak overall. Only 18% of HR professionals surveyed rated their organization as strong in its available bench strength to meet future business needs.

ON THE FLIP SIDE

High potentials do bring along with them controversy, to learn more about the “[Trouble with High Potentials](#)”, join Roger and Bob for a complimentary talent conversation this coming **Friday, January 10th**.

<https://events.teamtelligent.com/event/talent-conversations-over-coffee-the-trouble-with-high-potentials-complimentary/?v=7516fd43adaa>

HOW TO GET MORE INFORMATION

Over the next several months we will spotlight different aspects of the **TalentTelligent** talent management suite. However, in the interim, please contact us to learn more if:

- ◆ You are simply **curious**
- ◆ You are thinking about your **2020/2021 priorities**
- ◆ It is **time to refresh** your current talent management strategy/program

GETTING THE WORD OUT

As this is a new venture for **BettSolutions LLC** and for **TalentTelligent LLC**, we greatly appreciate your referrals and helping us get the word out.

TO DISCUSS FURTHER OR ADDITIONAL INFORMATION PLEASE CONTACT US AT:

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