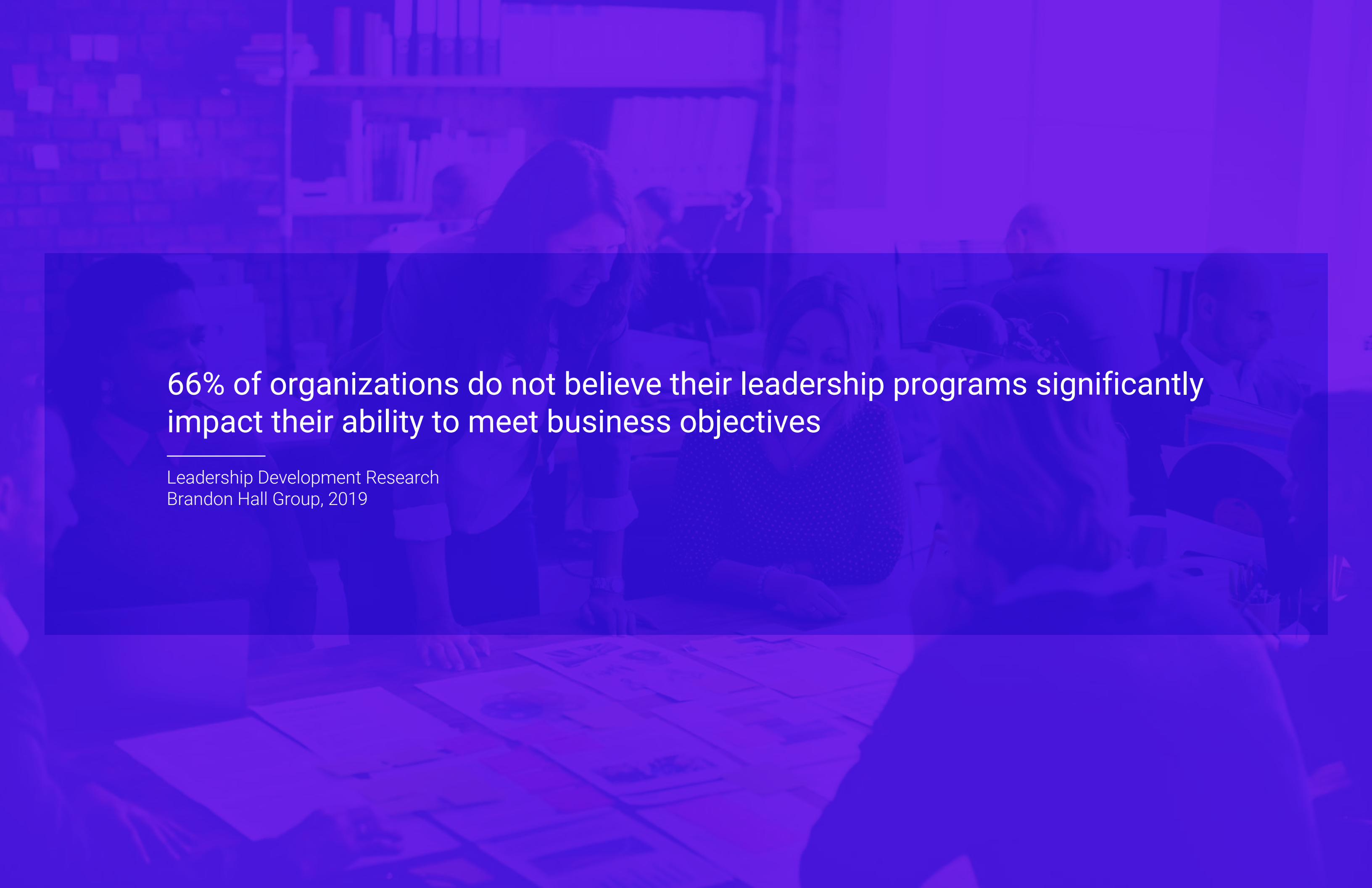Infopro
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LIFE CYCLE OF
HIGH-POTENTIAL EMPLOYEES

DRIVE LEADERSHIP DEVELOPMENT THROUGH
A CULTURE OF CONTINUOUS LEARNING

CONTENTS

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66% of organizations do not believe their leadership programs significantly impact their ability to meet business objectives

Leadership Development Research
Brandon Hall Group, 2019

1. Evolution of Leadership Development

Over the time, leadership development has evolved as much as the thought of a modern leader. The effectiveness of a leadership strategy is highly based on what context and means it is being carried out. Unlike previous times, it is not necessary to accumulate all the learners at one place to conduct sessions to impart knowledge. While we cannot negate the importance of face-to-face training, technology has brought a paradigm change in the learning scenarios at all levels. ILT, VLT, On-the-job, Social Media etc. are some of the various learning experiences that not only are technology-enabled, but also focus on keeping the learners' engaged.

In response to these changing landscapes, leadership evolution remains focused on the individual. While undergoing the leadership change, individuals choose to form their own teams, mentors, to drive collaborative results. Everyone has a specific role in this cycle which directly or indirectly affects the development of high potentials. While teams are helpful in executing ideas and decisions that the individuals have taken; leaders do not engage directly, they facilitate. The purpose of involving a leader is to help prepare high-potential employees undertake responsibilities independently, help them grow and make best use of their discrete strengths.
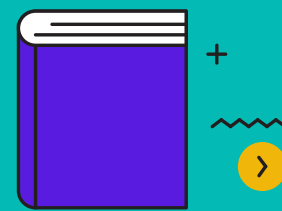
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2. The Science of High-potential Individuals

According to the human capital jargon, talent managers see many high-potential talent (HIPOs) to take up the role of leaders. Such talent is not only a powerhouse of technical and business skills, but also possesses various soft skills that fast-track communication, agility, collaboration and ability to handle project qualms.

Having such prized individuals in the team motivates other team members to level up their performance. Still there are plenty of organizations that fail to identify and develop high-potential talent to amplify their business. A well-executed HIPO program allows organizations to better know their people and uncover untapped potential workforce existing within the organization.

If you do not have a program to develop and promote your HIPO employees into leadership roles, then now is the time to consider your succession plan and how that will impact the future of your business.

This eBook will cover how identifying the right talent can help increase business and talk about the aspects of the life cycle of a high-potential employee in the form of –

‣ Personality assessment for business requirement

‣ Aspiration to take on successive leadership role

‣ Exposure to alternative perspectives and processes

Want to learn more?
Download the free eBook on High-potential Leadership Development

The key objective of a High-potential Leadership Program has extended beyond expanding skills and includes:

‣ Inciting thought-provoking, front-line learning solutions

‣ Providing human transformation through continuous learning

‣ Steering individuals through challenging times for shorter turnaround time (TAT)

‣ Bringing in senior leaders for guidance and mentoring

‣ Increasing employee engagement for better business results

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Only 33% of US employees were engaged – involved in, enthusiastic about and committed to their work and workplace.

State of the Workplace
Gallup Report, 2016

3. Understanding the Life cycle of High-performing Individuals

In spite of all the discussion around contest of attracting and retaining top talent, a lot of organizations already have the right supply of talent that require. Perhaps, the primary problem for businesses is to identify/engage such high-performing employees.

Here are a few tips on how organizations can recognize their hidden superstars and groom them to the best of their potential –

▸ Define an explicit criterion to promote individuals based on their behaviour, achievements and KPIs equation

▸ Use quantifiable and reliable methods to measure performance and remain unambiguous about the feedback

▸ Those who fail to achieve goals despite honest efforts, steer them through support; Potential can be groomed and boosted

▸ Don't just stick to their organizational performance; Personal traits play a crucial role in establishing someone as a leader

Failure to spot such individuals comes at an expense of putting effort in developing a bunch of non-creative, not-so-skilled and overconfident misfits who will decide to stay with the organization, despite having the right skills for amplifying the business. In the digital era where everything is data-driven and performance-based valuation is possible, it is feasible to place robust metrics and use the right tools to identify the exact potential.

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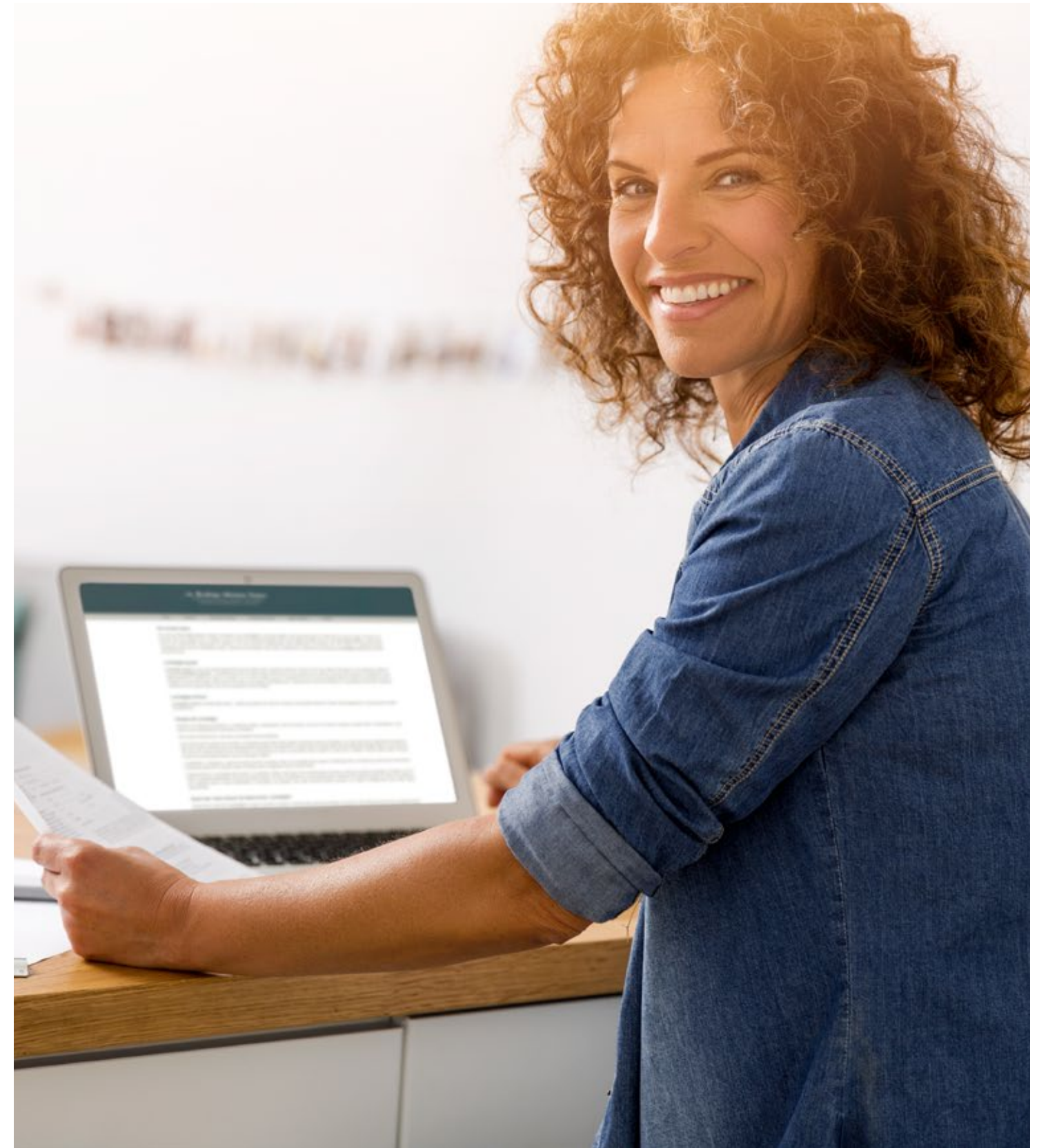
3.1. Identifying High-potential Employees

Considerable efforts have been put by a number of organizations, at all levels, to identify high-potential employees. One thing to clarify here is that high-performing individuals can't be put under the category of high potential. While high-performing are the ones that are great at what they're doing; People who have the ability, skills and dedication to take up leadership roles are considered as high potential.

The purpose of discovering a high-potential employee is co-related to what the business actually wants. The prime reason of such a hunt is to uncover the ability of aspirational individuals to be a worthwhile leader that will drive performance gains and might move to the top within the organization.

Following are the three facets basis which leadership potential can be identified –

Leadership Foundation

Measures the extent to which people can manage their career goals and possess good organizational culture. Individuals with these traits begin showing their ability to lead at a very nascent stage in their career.

Leadership Emergence

Measures the extent to which people outperform their KPIs, build well thought out future business relationships and persuade decisions taken. Such people, to a great extent, exhibit competencies that make others perceive them as leaders.

Leadership Effectiveness

Measures the extent to which people are able to create and nurture high-performing teams. These employees are supremely motivating and drive teams towards achieving organizational success.

3.2. Developing High-potential Employees

Identifying high-potential employees is only the first step of the succession planning process. During the later stages of the planning process, companies need to ensure that the individual is committed to the organization and engaged with the job in hand. Better commitment and engagement are two of the leading traits of such talents, which means prolonged stay with the organization and enhanced productivity.

In such cases, formal and informal commitment makes a noteworthy difference in terms of being motivated at workplace. High potentials seem to have looser ties with the organization when the organizational commitment does not receive formal identification.

Want to learn more?
Download the free eBook on
Future Leadership Development
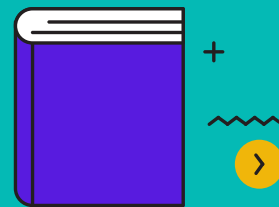
Below listed are three effective ways to prepare high-potential employees −

Creating a Development Plan

A Professional Development Plan (PDP) can help outline the prime focus areas and breaks down the targets during such process. PDP helps list out the strengths of the participants and highlights the areas that need maximum consideration.

Make Resources Readily Available

For any training program, availability of resources is considered amongst the basic requirements. With such efficient technology advancement, learners can leverage available resources for a better learning experience.

Provide Mentoring Opportunities

Exposing high potentials to experienced mentoring creates a sense of continuous learning throughout the program. Also, it becomes effortless for mentors to identify exact skills of the candidate who are participating in the development process.

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3.3. Retaining High-potential Employees

In today's time, company's loyalty is very rare, and businesses really need to keep employees engrossed to reduce attrition. Millennials work with the sheer objective to keep moving to roles that are not only challenging, but also offer tons of learning. Organizations are in dire need to promote their workplace culture and make it a great place for talent to stay relevant. Retaining top talent is a tough nut to crack, but there are several things that one should take care of to increase employee engagement.

Let's run through the tips that will help you to retain the top talent –

‣ **Level up Employee Engagement:** Gallup study says that only 33% of employees are engaged in their current job roles. Organizations focus on various aspects like onboarding experience, open and frequent communication, and also introduce collaborative software that avoids selective information engagement.

‣ **Bi-directional Feedback Channels:** Businesses need to ensure that they create transparent forums cum channels for honest and explicit feedback. One-to-one communication encourages participation that makes the employees feel valuable and heard.

‣ **Scope for Continuous Learning:** Updating the workforce about the latest trainings, certifications and learning options is one of the best practices to keep employees engaged. An organization that offers professional development opportunities projects the importance of education and learning.

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77% of respondents told that bring formally identified as a high potential is important.

4. Creating the Right Strategy for High-potential Talent

Framing just a business strategy is not enough; One should have the right leadership for it's effective execution. High-potential leaders spend a substantial amount of time in formal leadership training than any other leadership group. Considering the time and money invested, how can organizations make sure that they are reaping the right benefits of would-be high performers?

In most cases, such individuals get the preferred learning, but sometimes not enough. Identifying the training needs from high potentials itself can help in shaping an organization's strategy that will result in prudent outcomes. Time-to-time developmental assignments and increased coaching methodologies can help organizations in training high-performing employees for targeted learning.
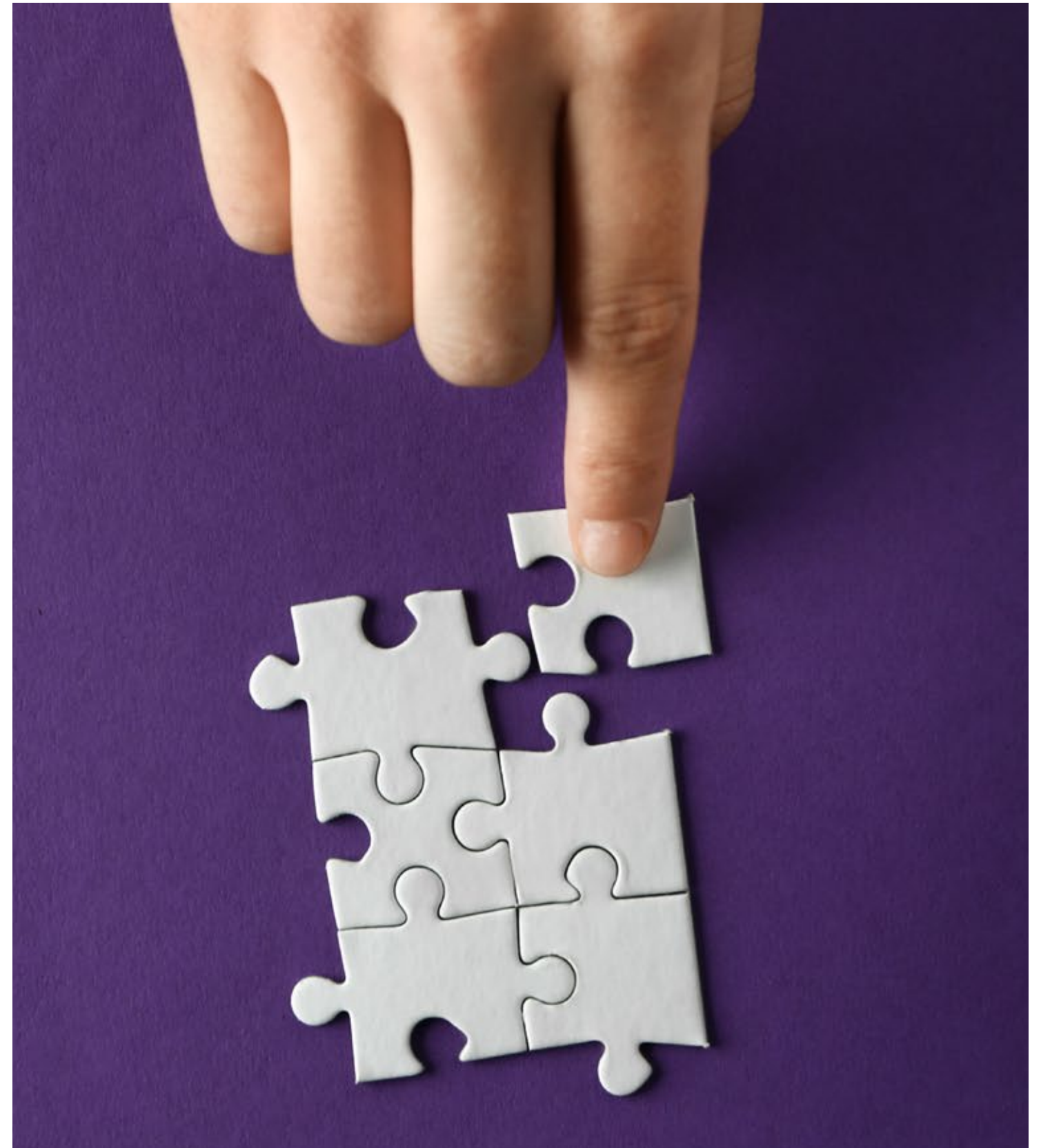
4.1. Implementing a High-performance Leadership program

Align

Discover Leadership Requirements

Implement a leadership strategy that clearly defines requirements for a leadership role. Create an interminable strategy that aligns with business goals for actionable insights on demographic modifications and changing extrinsic influencers.

Assess

Define Leadership Competencies

Conduct a gap analysis for skills and experience that are required for the desired role. Ensure identification of voids in leadership, performance and experience has been taken care of. A proof-ready assessment strategy should be in place that can help in facilitation after gap analysis.

Develop

Construct Leadership Distinction

Leaders must take out time to practice and polish new skills and behaviours. To get a better understanding of the functional experience, deploy leaders into parallel, even downward, on-the-job assignments.

Optimize

Entitle Leadership Performance Rewards

For high-performing individuals, continuous coaching and mentoring is important to optimize their performance. Enhance leadership competencies by indulging them in thoughtful learning experiences.

Sustain

Enable a Culture

Devise a measurement strategy to leverage leading indicators and business metrics to continuously improve leadership development. This encompasses combining leadership development data to install an accountable leadership culture to proficiency.

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5. Conclusion

Clearly many companies have identified recognizing high potential as a critical measure that can impact their future success. High-potential leadership development is a long-term plan and requires commitment from all the stakeholders. This investment results in creating measurable impact on the business ensuring optimized organizational development.

In today's business dynamics, building just a high-potential development program is not enough. The key to a successful program is to understand what exactly high potentials need to grow and thrive in their aspiring roles. While this reduces the overall duration of training; it also helps such individuals to cut through the clutter and deliver in the moment of need.

Infopro Learning partners with best-in-class companies across the globe to create a full-service strategy, developed and implemented by seasoned leaders. Our global faculty is equipped with a range of custom interventions that caters to the learning and organizational development needs in the following areas:

Evolutionary Leadership Development	Executive Coaching	Innovative Thinking
Diversity and Inclusion	Team Development	

Learn how you can cultivate a competitive talent bench and future-proof organization at
https://www.infoprolearning.com/leadership-development

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About Infopro Learning

Infopro Learning's mission is to make organizational learning a competitive advantage for its customers by delivering modern learning experiences that improve employee performance. A full-service L&D outsourcing company, Infopro Learning has been solving the biggest learning, training and workforce performance challenges for more than 25 years. The company offers leadership strategy, customized programs and managed services.

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