A New Era of Talent Spotting

Era

I

Physical Strength

Focus

II

IQ, Experience Performance

Competencies

III

Potential

IV
Elements of Executive Potential

Curiosity

Determination

Insight

Engagement
Importance of Stretch Assignments

Looking back on your own career so far, what has helped you to unleash your potential? (Please select all that apply)

- 71% Stretch Assignments
- 40% Job Rotation
- 40% Personal Mentor
- 17% Volunteer Work
- 17% Professional Talent Management System

Base: n = 823
Source: IEP on Potential 2013
The Missing Link from Potential to Competence
Example of Potential to Competence Link

Knowing one’s potential element levels allows for:
- customized development focusing on the areas that leverage natural strengths
- a realistic view of future competency profile
- faster development
- impact in the organization sooner

Curiosity
- Emerging
- Evident
- Prominent
- Extraordinary

Insight
- Emerging
- Evident
- Prominent
- Extraordinary

Understands immediate issues

Defines own plan within large strategy

Articulates multi-year priorities and scenarios

Analyzes and defines a multi-year market-based strategy for own area

Changes business-level strategy beyond own area

Creates high impact corporate strategy

Develops multi-business corporate or breakthrough strategy in complex environment

Strategic Orientation
## Ms M

### Title

#### Stated aspiration

Wants to learn and have an impact.

### Summary

Ms M has consistently exceeded expected results and has been given the opportunity to experience a variety of functions and countries. With this experience, she has a strong understanding of the business drivers and can see the full impact of decisions. Ms M enjoys asking questions that allow her and others to think differently about the business.

She is driven to ensure profitability while building as much market share as possible. With fresh ideas grounded in data, she drives the business to achieve better results.

Inclusive and caring each team member states Ms M is the best boss they have ever had. They feel she sees the best in them and can bring it out for results that often surprising them.

She enjoys open debate and collective decision making. While she is a quick thinker she is equally gifted in teaching others. With her intellect it would be easy to be arrogant but her innate curiosity keeps this from being the case. Others feel they learn from her regularly.

She has not yet used her full potential and could be an even stronger business and people leader. Currently it appears she focuses solely on her own area without thinking about the entire enterprise. She doesn’t attempt to influence or pull others beyond her team into collaborate. For this reason she doesn’t personally have a finger on the pulse of the market or the customer. Similarly it has held her back in developing her strategic capability. Coming to an understanding whether this is a personal identity issue or a cultural fit issue will be important for development. She has all the raw capability to be successful not only in her current role but also in the next role and possibly at the very top of the organization.

### Past

- Long term track record
- Essential experience

### Present

- Strategic Orientation
- Market Understanding
- Change Leadership
- Customer Impact
- Results Impact
- Collaboration & Influence
- Team Leadership
- Building Organizational Capabilities
- Commercial Orientation

### Future

- Individual potential

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**Exceeds expectations consistently. Brings appropriate experience but has some essential areas remaining. Ms M has a good foundation on which to take on even larger roles.**

**Target current role**

**Target next role**

**Contents complete only in connection with verbal explanations**

**Decisioning a Promotion**

- **Curiosity**
- **In sight**
- **Engages**

**Determination**

**Significant stretch left. She has not fully used any of her potential. All of her leadership competencies could easily be developed further. For development we need to focus on her view of herself as a leader and the expectations of the role as well as how she fits into the culture.**
Choosing the best successor

Present Competencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Mr. X</th>
<th>Mr. Y</th>
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<tbody>
<tr>
<td>Results Orientation</td>
<td></td>
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<tr>
<td>Strategic Orientation</td>
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<tr>
<td>Collaboration &amp; Influence</td>
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<td>Team Leadership</td>
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<td>Change Leadership</td>
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<tr>
<td>Market Understanding</td>
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<tr>
<td>Inclusiveness</td>
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</tbody>
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Average:
- Mr. X: 3.9
- Mr. Y: 3.7

Future Potential

Curiosity
- Mr. X: Engages
- Mr. Y: Engages

Insight
- Mr. X: Engages
- Mr. Y: Engages

Determination
- Mr. X: Engages
- Mr. Y: Engages
Fostering diversity

Present Competencies

Ms. Z

Results Orientation
Change Leadership
Strategic Orientation
Collaboration & Influencing
Inclusiveness
Building Org. Capability

Average

Future Potential

Curiosity
Insight
Determination
Engages
So Why Do We Waste So Much Talent?

• Ignorance
• Apathy
• Perverse Incentives