Temptations of a High Potential

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April, 2015
HR Tomorrow Conference
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90% Leaders not ready to for more senior roles.

70% Leadership pipeline efforts are ineffective.

From: 2012 Corporate Executive Board Company Study
“We go through the identification exercise and determine that people are three years away from being ready for their next role. We go back in two years and they are still three years away.”

- CHRO, Fortune 500 Technology Company
High Potential Panel
The Research: Best in Last 5 Years
ONE HUNDRED THIRTEEN MILLION
MARKETS OF ONE
HOW THE NEW ECONOMIC ORDER CAN REMAKE THE AMERICAN ECONOMY
CHRIS NORTON AND ROSS HONEYWILL
# Temptations of a High Potential Worksheet

<table>
<thead>
<tr>
<th>Key Challenge and Temptation</th>
<th>Do’s and Don’ts</th>
<th>Build Opportunity:</th>
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<tbody>
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Wearing the Label
Learn to Shine
While Building Relationships
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**Build Opportunity:**

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Missed Timing
Assembling the portfolio
Non Stick - Exposure Assignment

- Exposure Roles
- Connect Dots
- Contribute
Tooth Pick – Competency Assignment

- Build or prove competence.
- Strategy
- Team Leadership
- Customer Savvy
- Innovation
Golden – Wisdom Assignment

- Judgment, wisdom, humility
- Living with decisions
- Seasoning with the unexpected
Overcooked - Stuck

- Manager hoarding
- Little growth, made contribution
- Look for expansion or lifeline
Capture the meaning from each assignment
# Temptations of a High Potential Worksheet

## Temptation & Do’s

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## - Wearing the Label

- Missed Assignment

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  Do Not Distribute in Any Form Without Permission
Yes to Everything
Enrichments to Bend the Curve

Time ->

YOU Now

BIG JOB

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Enrichments to Bend the Curve

Time ->

YOU Now

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Enrichment Beyond the Assignment

• Corporate Task Force
• Internal Mentor
• External Coach
• Executive Ed Program
• Action Learning Project
• Assessment Center
• 360 Feedback
• Job Shadowing
• Peer Network Circle
• Community Service
Talent Accelerators:

- Broader Perspective of Organization
- Strategic Thinking
- Influence and Change Leadership Skills
- Self-Insight and Self-Management
- Executive Sponsorship
Reaching Overload!

✓ Corporate Task Force
✓ Internal Mentor
✓ External Coach
✓ Executive Ed Program
✓ Action Learning Project
✓ Assessment Center
✓ 360 Feedback
✓ Job Shadowing
✓ Peer Network Circle
✓ Community Service
Bridge Lessons

• Executive Resiliency
• Executive Productivity
• Executive Savvy
Strengthen Resiliency Habits & Cultivate Executive Savvy
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## Build Opportunity:

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- **Yes to All**
  7. Degree orchestrating the whole development deal beyond any tactic?
  8. Teaching resiliency, networking and executive productivity?
Skipping IT
Dangers Ahead:
Bending the curve and blind spots
Off to a Good Start!

• “He possesses skills we lack in the company.”

• “She shows much promise and is on everyone’s back up chart. She can fill many roles in the organization!”

• “Inspirational leader – especially in a crisis!”

• “A well rounded business leader who knows how to get the best from all the functional roles on his team.”

• “Deep subject matter expert in his functional area.”
Potential off the tracks
Didn’t address gaps:
“What didn’t matter before, matters now.”

Blocked self-insight:
“I am successful because of some things and despite of some things.”

Didn’t grow in transition:
“What worked before doesn’t work now.”
Impact of Asking for and Responding to Feedback?
Leadership Effectiveness Rises with Openness to Feedback

Asks for and Responds to Feedback

Results from 16,444 leaders. From: How to Be Exceptional: Drive Leadership Success By Magnifying Your Strengths by John Zenger, Joseph Folkman, Jr., Robert H. Sherwin and Barbara Steel (Jul 17, 2012)

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41%
Derailed leaders asked and responded to feedback

32%
Unable to adapt to new situations.

Results from 16,444 leaders. From: How to Be Exceptional: Drive Leadership Success By Magnifying Your Strengths by John Zenger, Joseph Folkman, Jr., Robert H. Sherwin and Barbara Steel (Jul 17, 2012)
As People Age, They Ask For and Respond to Feedback Less Often

Asks for and Responds to Feedback

Results from 16,444 leaders. From: How to Be Exceptional: Drive Leadership Success By Magnifying Your Strengths by John Zenger, Joseph Folkman, Jr., Robert H. Sherwin and Barbara Steel (Jul 17, 2012)
Coachable

Fixed or growth mindset
Practice ‘coach-ability’ with a growth mindset
## Temptations of a High Potential Worksheet

### Temptation & Do’s

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<td>10. How skilled and committed to provide ‘tough love’ with trust?</td>
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Jump without Looking Ahead
Taking or Making the Call to Bend the Growth Curve
• Feeling challenged?
• Feeling motivated?
• Feeling supported?
• Feeling connected?
Objectively Manage Jumping Your Opportunity Curve
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<td>11. How many ‘sticky’ retention practices do we apply to high potentials?</td>
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<td>12. Do we have regular check-ins with trusted advisors?</td>
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relax!
Thank You

Continue the Coffee Chat:
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runwilde98@yahoo.com