# Develop an Impactful High-Potential Program Executive Briefing

### Summary

High-potential (hi-po) employees deliver key results to organizations and hi-po programs help to retain these valuable employees. However, these benefits are often not realized as many organizations fail to formalize and customize hi-po programs for their organizational needs. Organizations often struggle to define potential. In fact, many organizations confuse high performance with high potential.

### Our Recommendation

* Develop a formalized program that realizes the full benefits of high-potential employees.
* Ensure the program delivers its purpose by defining high-potential as it relates to the organization, identifying assessment methods that successfully assess for that definition, creating a development framework that helps hi-po employees achieve their potential, and regularly evaluating and iterating the program to align with the needs of the organization.
* Keep diversity, equity, and inclusion at the forefront of the hi-po program to intentionally develop a diverse pipeline of future leaders for the organization.

### Client Challenge

* The lack of a clear definition leads to difficulties in effectively assessing for hi-pos and risks amplifying inequities.
* Organizations fail to leverage different training methods, leading to the ineffective development of hi-po employees.
* Furthermore, organizations miss the opportunity to use hi-po programs to support the growth of diverse talent.

### Critical Insight

* The success of a hi-po program is based on the sum, not one individual part – they all work together to create the program. Purposefully design a hi-po program that consistently identifies and develops the right people, helping achieve their aspirations and organizational goals from start to finish.



### Get to Action

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| 1. Define High-Potential | 1. Outline the need for the hi-po program and any program constraints.
2. Define high-potential and participant outcomes.
3. Determine program transparency level.
4. Set program goals and metrics.

**Deliverables:*** *High-Potential Program Workbook*
* *Standard Focus Group Guide*
* *People Manager Conversation Template: Unsuccessful High-Potential Candidates*
* *HR Metrics Library*
* *Case Studies: Develop an Impactful High-Potential Program*
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| 2. Select Assessment Methods | 1. Determine the scope of selection assessments.
2. Outline how many employees will be selected and the cadence for their selection.
3. Determine the scope of development assessments.
4. Review and select assessments for selection and development.

**Deliverables:*** *Self-Nomination Template*
* *High-Potential Assessment Catalog*
* *9-Box Job Aid*
* *9-Box Talent Grid Assessment*
* *Alternate 9-Box Talent Grid Assessment*
* *Individual Talent Profile Template*
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| 3. Outline High-Potential Development | 1. Plan to interpret development assessment results.
2. Select a program format, time approach, and the duration of hi-po development.
3. Review learning methods and define stakeholder responsibilities for development.
4. Determine next steps for hi-pos once the program concludes.

**Deliverables:*** *Learning Methods Catalog*
* *Individual Development Plan Template*
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| 4. Plan to support and implement the program | 1. Align the hi-po program with other HR programs.
2. Decide on a roll-out method.
3. Summarize the hi-po program for stakeholders.
4. Communicate the program internally.
5. Develop and provide training on program implementation.
6. Conduct a post-mortem of the program and create a plan to evaluate and iterate the program on an ongoing basis.

**Deliverables:*** *High-Potential Program Presentation Template*
* *HR Action and Communication Plan*
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