

# Identify and Mobilize Your Future Leaders

Webcast presented by SHL,  
in partnership with ATD



# Hello and Welcome



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We will have a brief opportunity for Q&A at the end of the webinar.

How to submit questions? Use the 'Q&A' or 'Questions' sections.

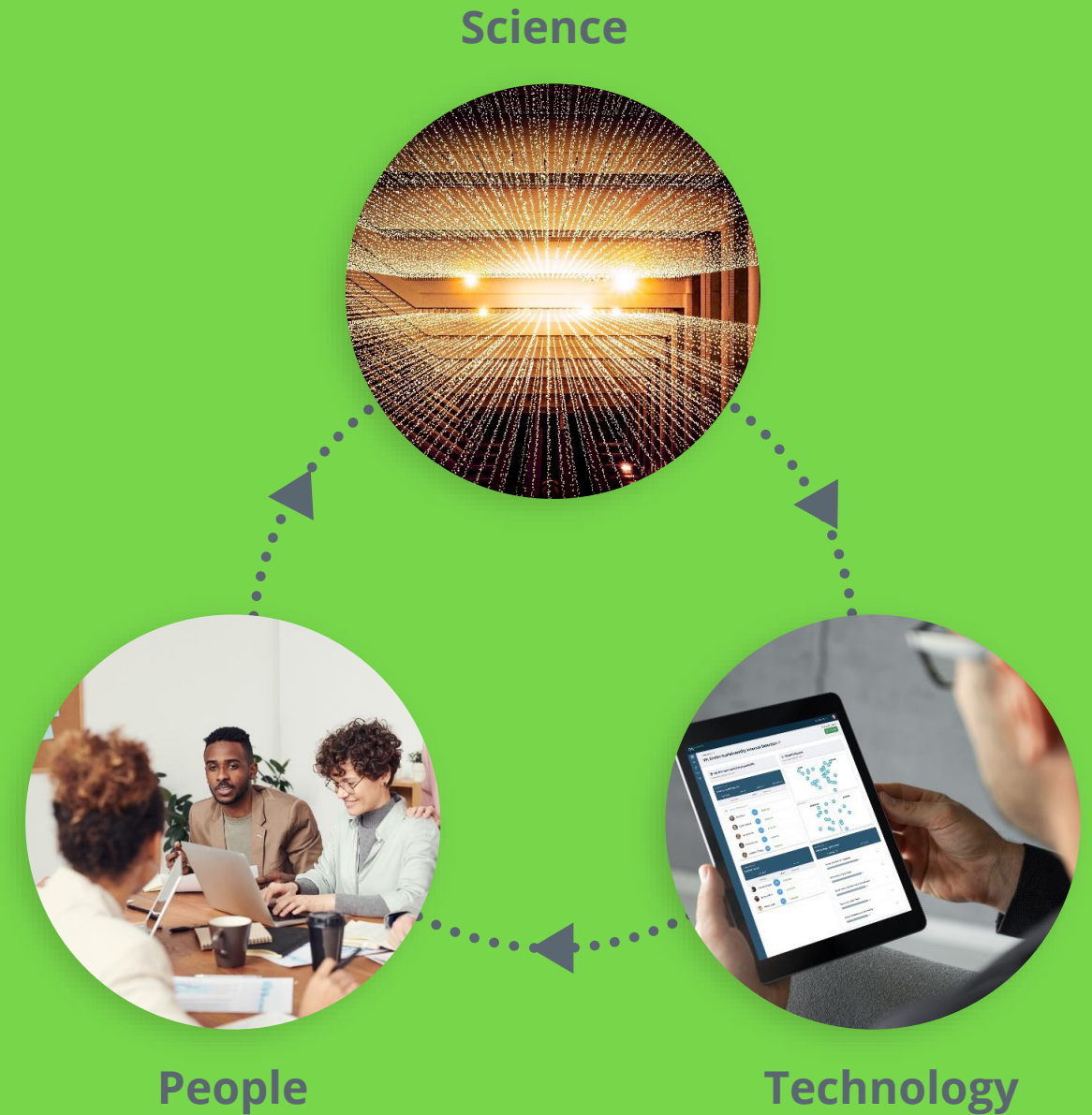
Alternatively, you may contact us after the webinar.

# Objectives for today's Discussion

- Introduction
- Identifying HIPO
- Transitioning to HIPO-for-What
- Best Practices
- Q & A



# We Create the **Resilient,** **Agile** and **Diverse** Workforce You Need to Succeed



# SHL is the **Platform and Science** Behind Your Strategic Talent Decisions

**300+**

I-O Psychologists  
enabling science-  
based people  
decisions.

**35m**

Each year we  
impact people  
decisions for more  
than 35m people.

**100+**

Delivered across  
100 countries in 39  
languages.

**45b**

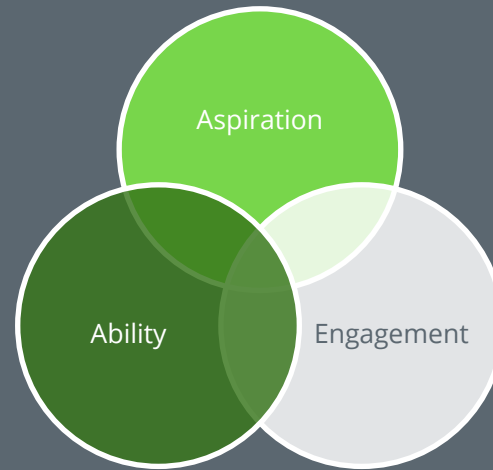
We have more than  
45 billion data  
points on people in  
the world of work.

# Our Focus Today



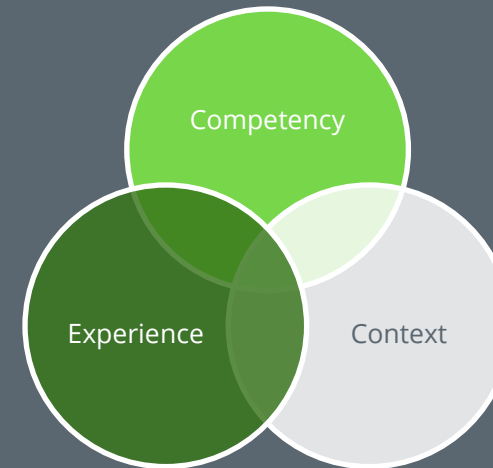
## Individual Contributors

*Help me find meaning and connection in my work to enable contribution, well-being, balance and sustainability across a multi-chaptered career.*



## HIPO

Identify leader potential earlier in tenure to accelerate individual development and start building longer term succession pipelines.



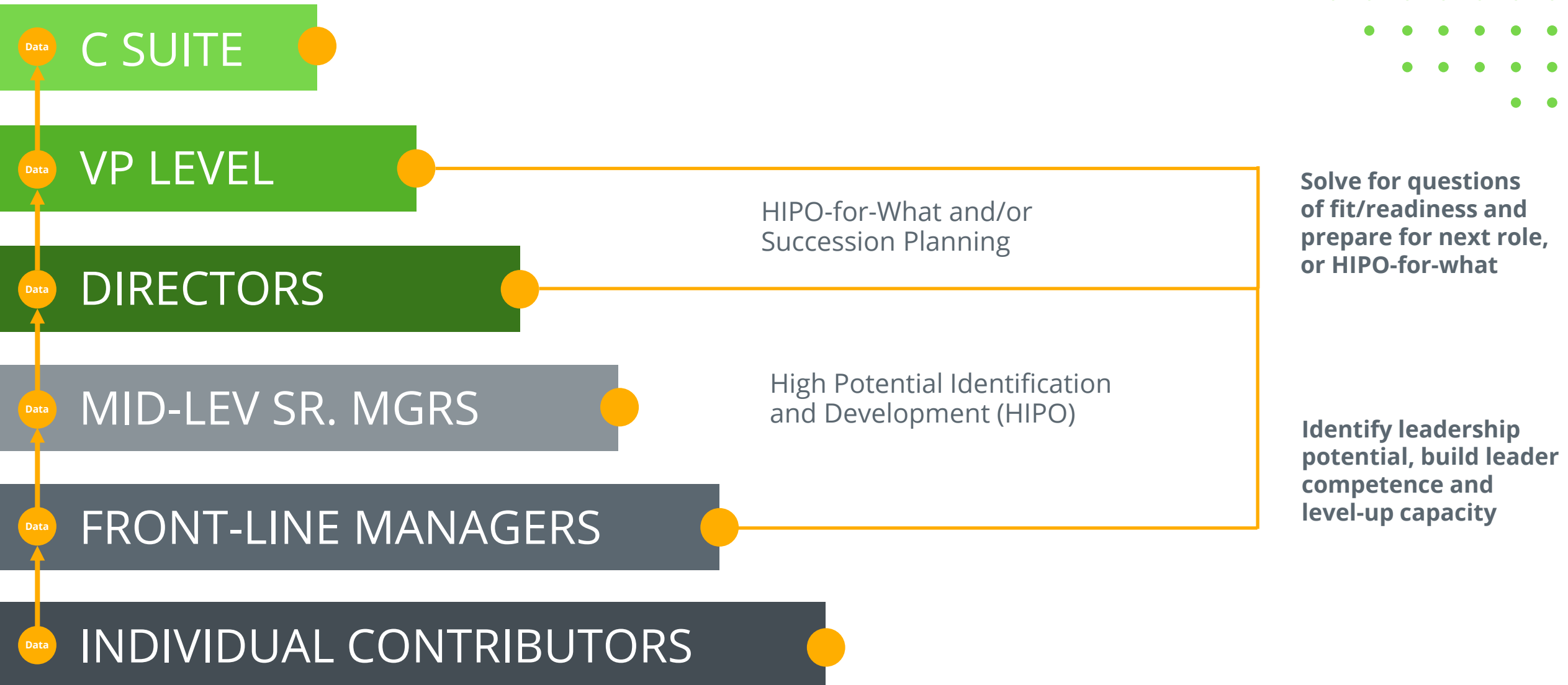
## HIPO-for-What

Identify critical roles and align HIPO talent to roles where they will most likely succeed based on experience and fit to context

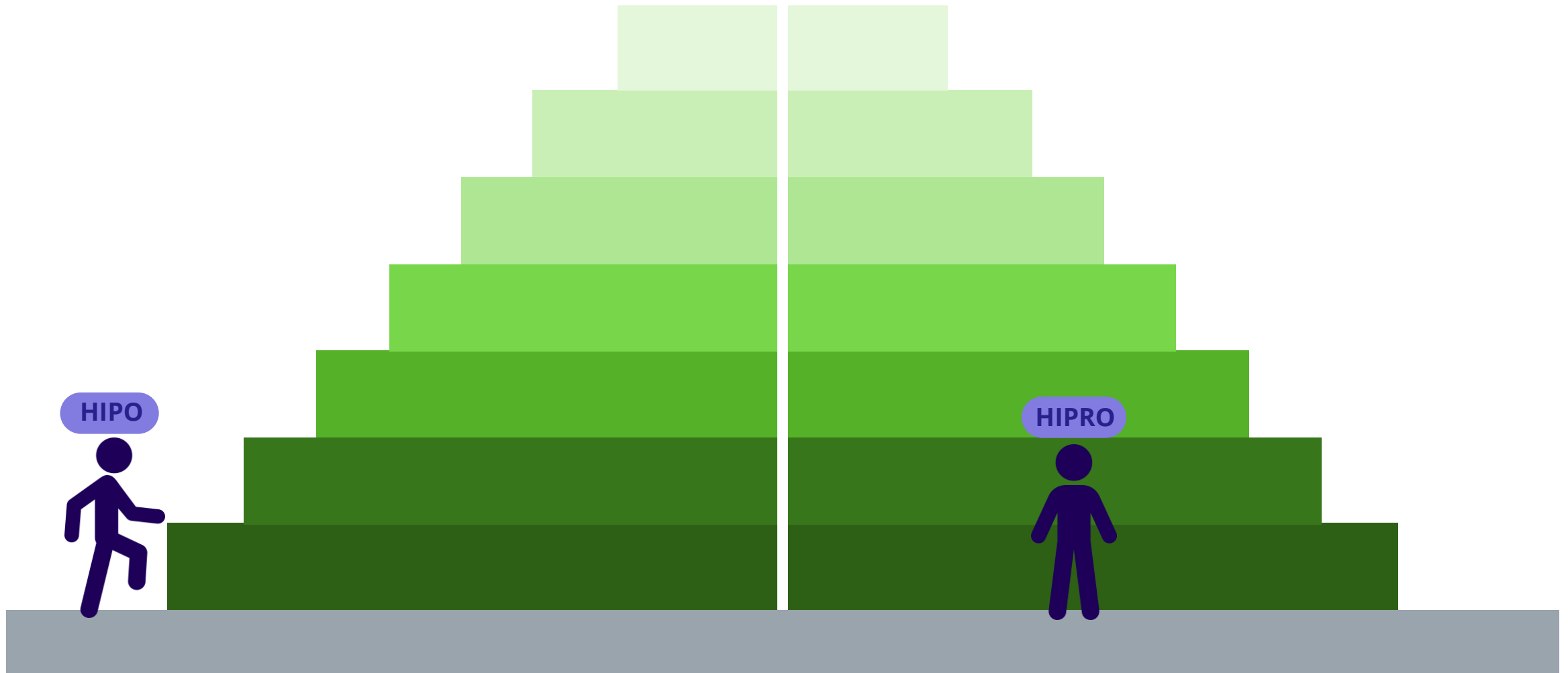
# The World is Changing. And it's Not Slowing Down



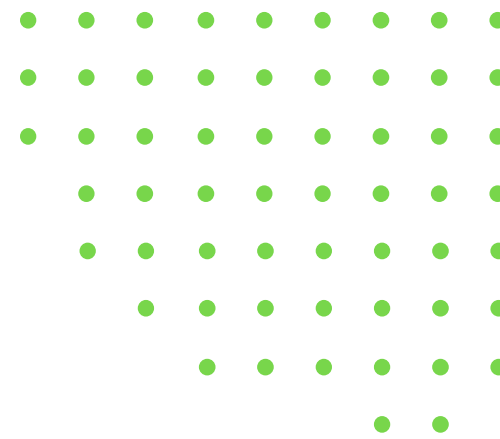
# SHL's Talent Management Perspective



# Vertical and lateral progression



# As the World Transforms, Businesses and Roles Need To As Well



Expected Organizational Changes in Next 2-3 Years  
Percentage of respondents

# Mobilizing Talent has Positive Business Impacts

Internal mobility increases employee engagement. And saves money too.



**94%** of employees would remain at organization if company invested in their career progression



**89%** of Talent Management Leaders say internal talent is faster to productivity than external hires

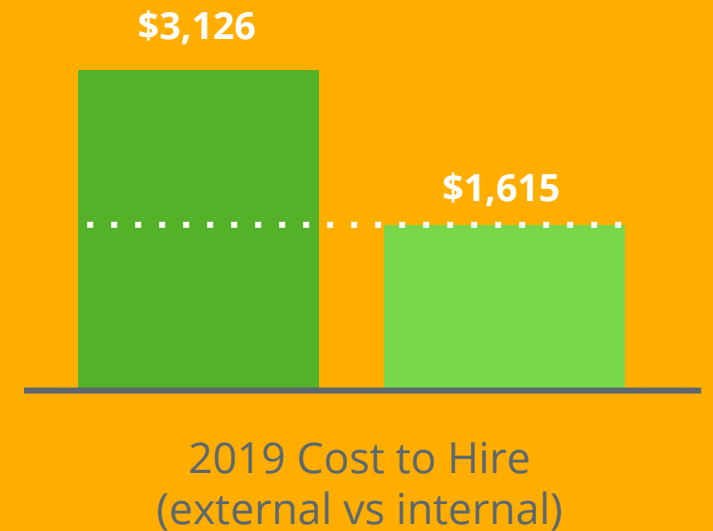


**72%** agree that internal talent is quicker to hire.



*Gartner 2020 HR Priorities Survey.  
Gartner 2020 Employee Experience and Talent Mobility Benchmarking Survey  
2020 Gartner Shifting Skills Survey for HR Executives  
HR.com 2020 The State of Internal Mobility, Career Development and Succession Management*

**≈50%**  
**Cost Savings**  
just from hiring internally



# People answers have **not changed** with the talent landscape



Accuracy is low  
and decisions  
made with bias



Resume and  
experience just  
is not enough



Data exists in  
siloes and is  
often discarded



No aggregate view



Decisions lack speed,  
power and diversity



# ...and People Question on how to **Mobilize Internal Talent** Surface Every Day

**How** can we cast a wider net to identify our **high potentials**?

**How** can we inform **career pathing/succession planning** for our emerging leaders?

**How** can we build a more robust and **diverse** leadership pipeline?

**How** can we drive more targeted **development** for our leaders?

**Who** internally could fill this **critical position** now?

**How** can we identify **talent gaps** and strengths of my bench?



# Leading to the wrong leadership mobility decisions and poor business performance



46%

of leaders fail to meet objectives in their new roles  
(SHL Talent Measurement Report)



43%

of CEOs say poor talent management keeps them from meeting their targets  
(CGMA)



40%

of departing employees say a lack of development made them dissatisfied with their job  
(Gartner)

# Leadership views can, and should differ

Incorporates Multiple Leader Views

## Lens 1: Competency

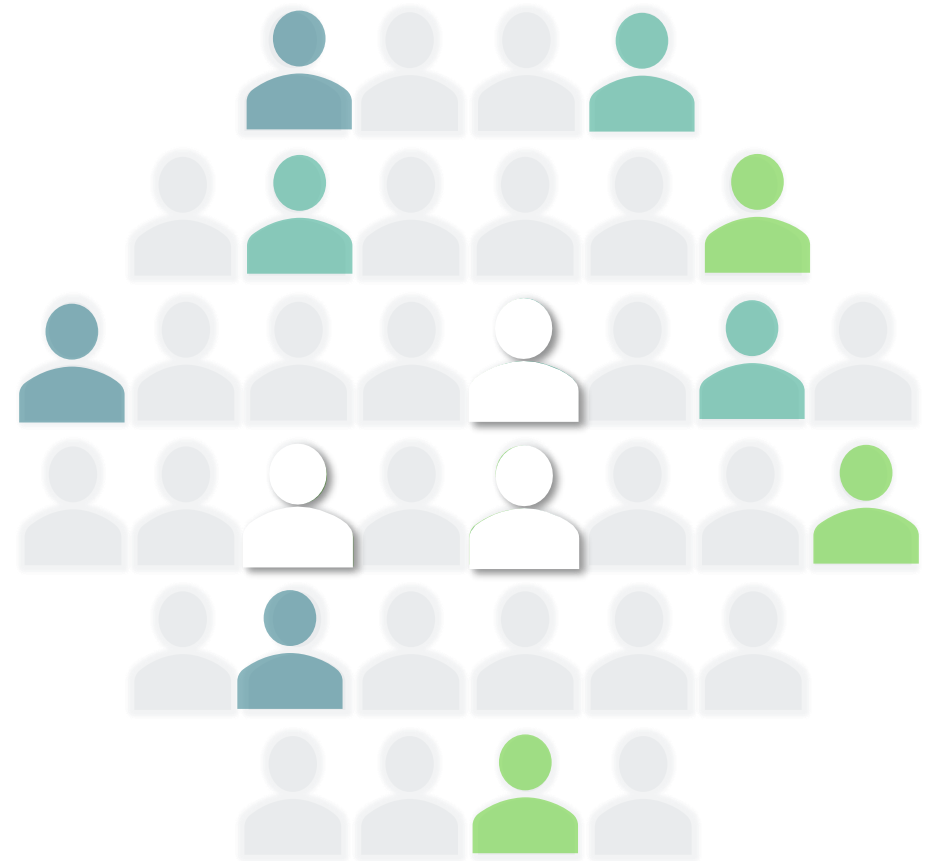
Strength of natural fit to  
leadership competencies

## Lens 2: Context

Strength of natural fit to context,  
or business challenges in which  
one will operate

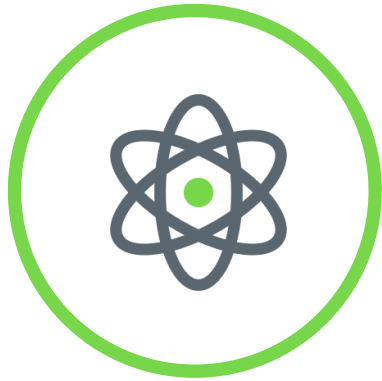
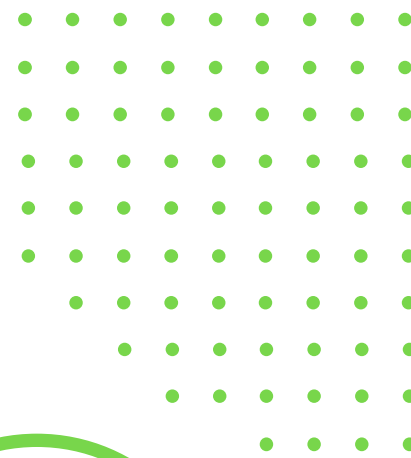
## Lens 3: Experience/Performance

Strength of critical leadership  
experiences



# Range of Objective Assessments

To objectively address your talent questions related to your success profiles



## Personality Questionnaire

Potential to perform against success profiles and within specific business context.



## Cognitive Ability

Cognitive capability including inductive, deductive numerical, verbal reasoning + others such as calculation.



## Motivation Questionnaire

Motivational factors that affect an individual's work performance.



## Business Simulation

Potential to perform against high level leader business expectations.



## 360 Feedback

Performance or work behaviors as viewed by self and others.

# Root Causes of HIPO program Failure

## ROOT CAUSE 1

Misidentifying who the HIPOs are within an organization

### Why?

- High-performance is not an indicator of high-potential.
- Most assessments miss critical drivers of future success.

## ROOT CAUSE 2

Failing to develop HIPOs effectively to reach their full potential

### Why?

- Currently HIPO programs aren't effectively developing the skills businesses need.
- Formal training alone is insufficient to develop HIPOs.

Source: Gartner Leadership Council

# Identification of High Potentials



High  
Aspiration

11x

Higher probability to  
achieve an executive  
position



High  
Ability

12x

Higher likelihood of being  
effective in senior roles

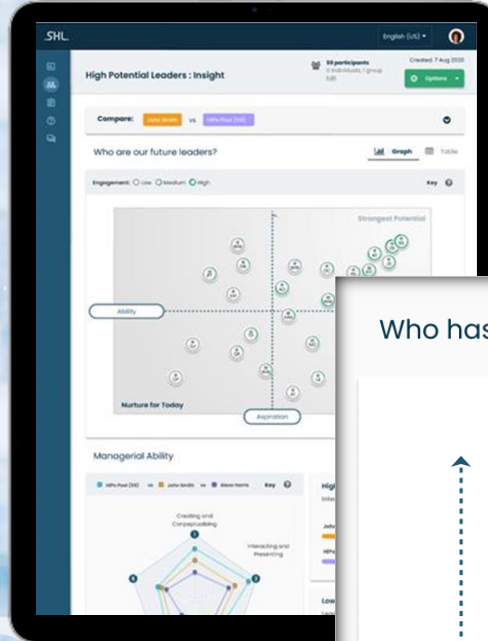


High  
Engagement

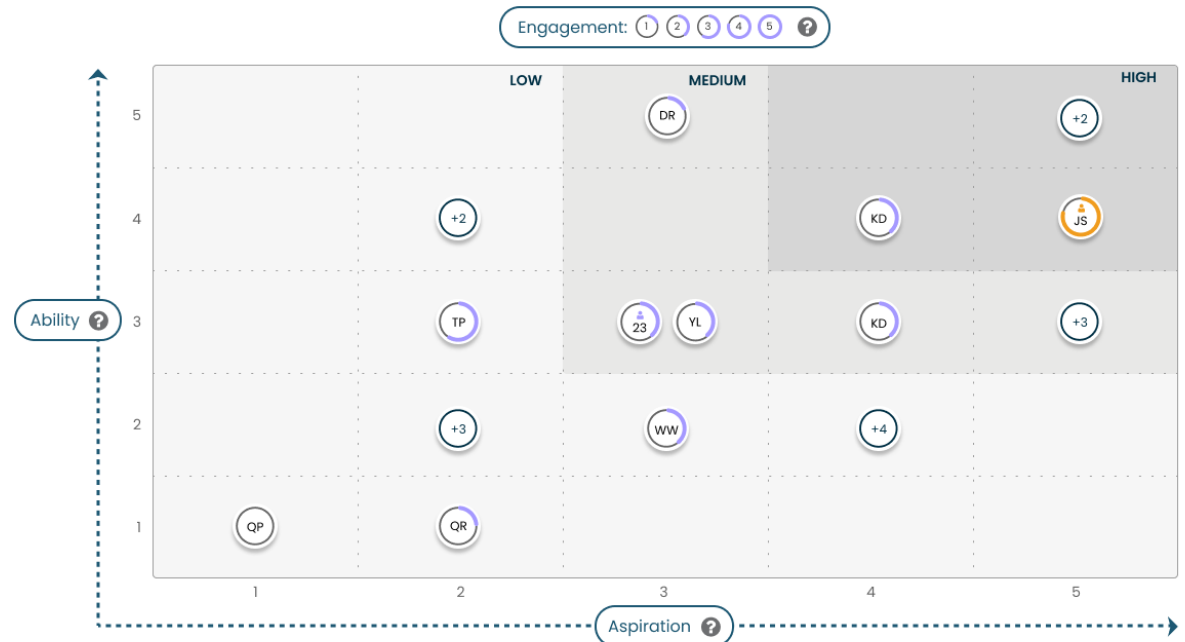
2x

Higher probability to stay and  
meet performance goals

# Review, Manage & Develop your **High Potentials**



Who has overall leadership potential?



# Leadership views can, and should differ

Incorporates Multiple Leader Views

## Lens 1: HIPO

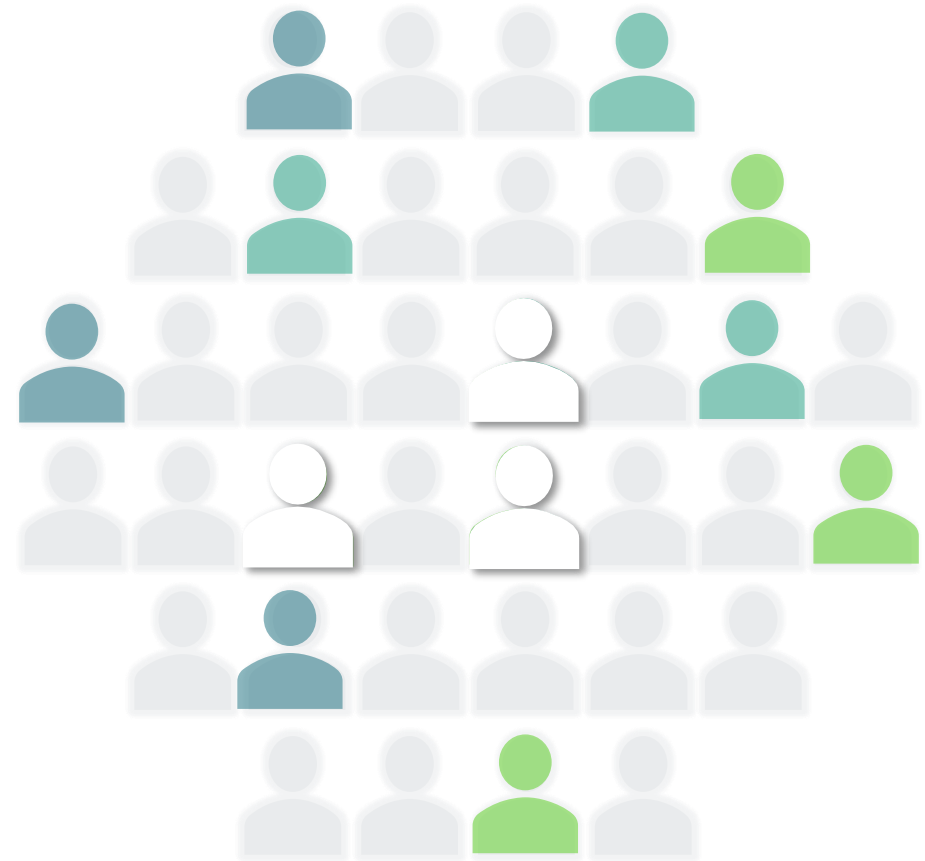
Strength of natural fit to  
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## Lens 2: Context

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or business challenges in which  
one will operate

## Lens 3: Experience/Performance

Strength of critical leadership  
experiences



# Placement aligned to specific Business Context



Drive  
performanc  
e



Lead  
change



Manage risk &  
reputation



Deliver  
results

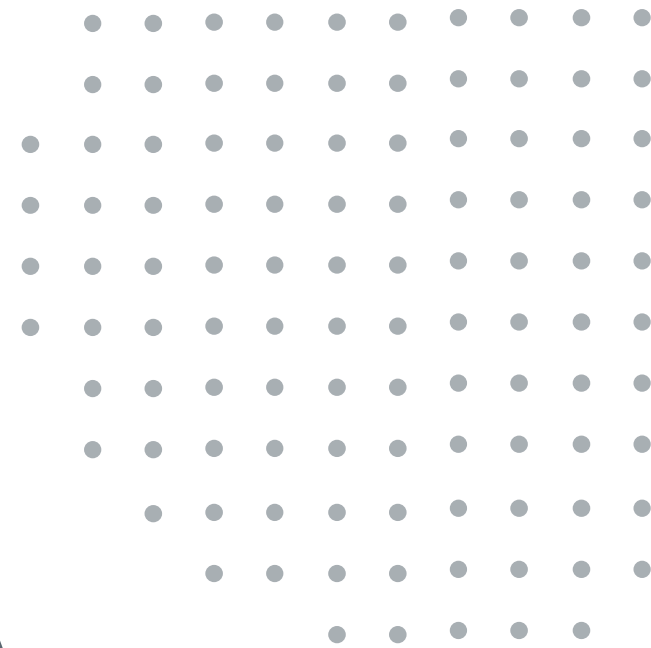
Up to

**3x**

increase in ability to predict  
leader success

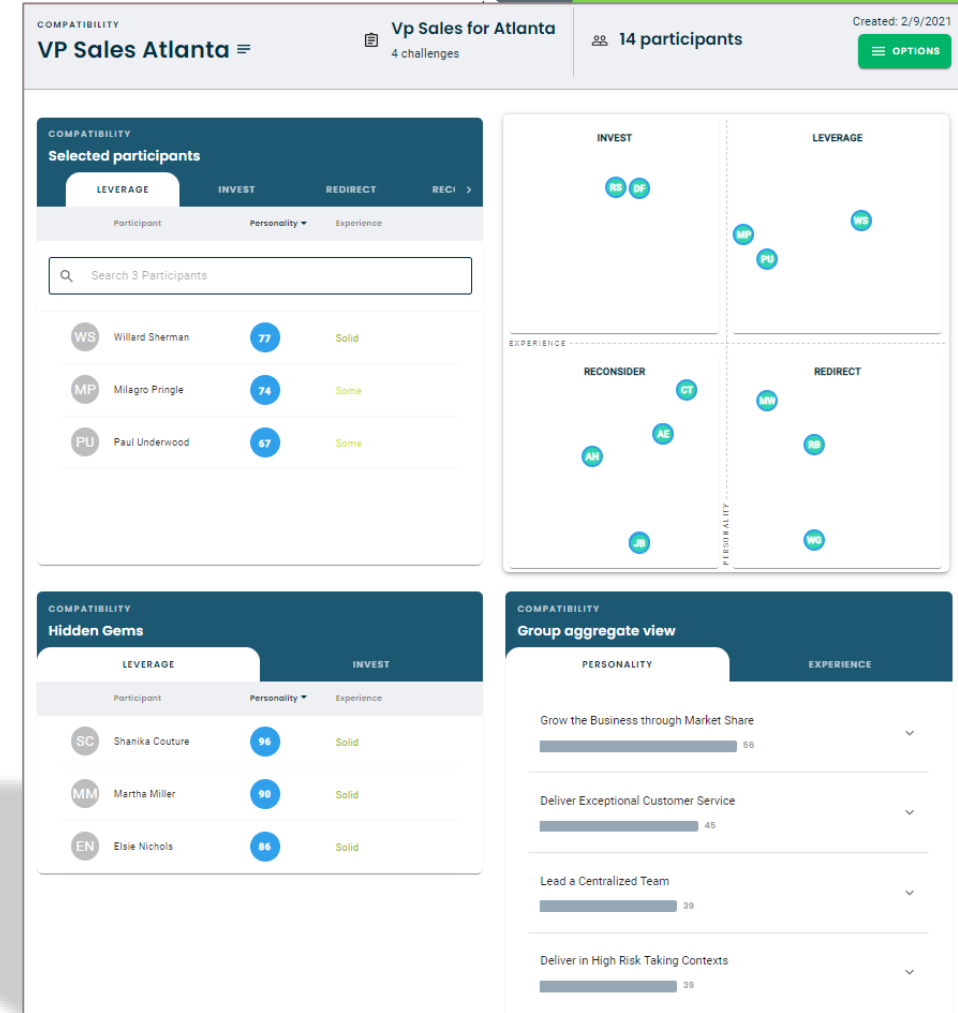


Measuring leaders  
against the dynamic  
and specific factors  
that predict success in  
a particular **context**

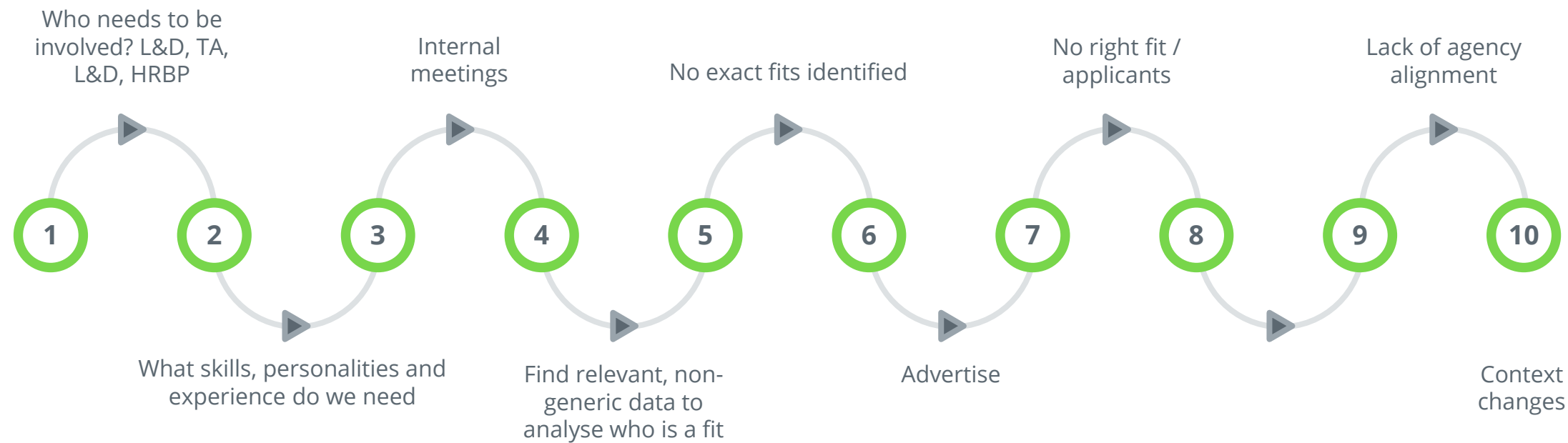


# HIPO-for-what

- Quickly build success profiles to capture unique context in each of the **critical roles**
- Clearly and objectively identify who is **"ready now"** for any given role within seconds
- Data visualization of bench including **bench strengths and gaps**
- Hidden Gems Functionality to view talent across silos and **increase diversity of bench**



# The **right answers** should be available in just a few clicks



# Lack of Consistency in Managing Talent Data

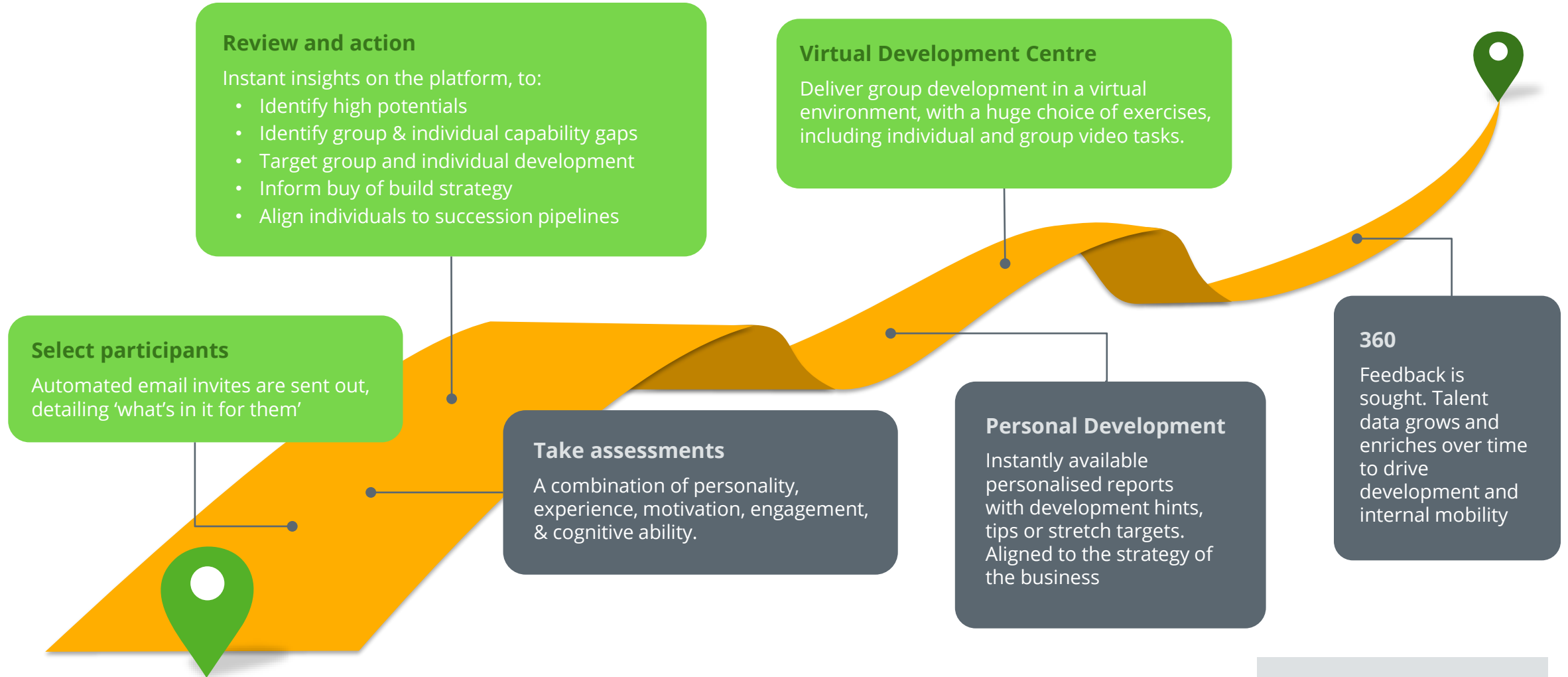
Experience		Leadership		Personal Characteristics	
International Experience		Strategic Orientation		Learning and Motivation	
Sector Experience		Leads Change		Cognitive and Personality	
Scope of Previous Experience		Delivers Results		OVERALL PERSONAL CHARACTERISTICS	
Business Experience		Acts as an Owner			
Stakeholder Management		Drives Client Value		Performance	
		Builds Great Teams		Return Targets	
		Builds Organizational Capability		Cost Management	
		Works as a Partner		Governance and Controls	
OVERALL EXPERIENCE		OVERALL LEADERSHIP		OVERALL PERFORMANCE	
<b>Guidelines</b> <ul style="list-style-type: none"> <li> matches requirements of CEO role</li> <li> requires additional development for CEO role</li> <li> requires significant development for CEO role</li> </ul>					
READINESS					

# Building a Complete Picture

- Consistent, leveled talent **framework** that extends beyond selection into development, performance management and other key talent initiatives
- Identify **missing data points** and how additional data can add value
- Inserts more **objectivity** into process, common measuring stick
- Provides talent leaders and talent a **roadmap** for mobility
- Informs talent acquisition **strategy**



# The path to transformation



# Case Study

## Financial Services Compensation Scheme (FSCS)

*"As we came out of the process finding that only 1 out of the cohort of 25 was a genuine HIPO with the leadership potential to drive our cultural transformation. When we looked at the reports in more detail, we found that the group was very strong on managerial competencies such as planning, execution, and delivery – but had some major gaps around strategic thinking, influencing, and communications – confirming exactly why we don't have an executive-level leadership pipeline."*

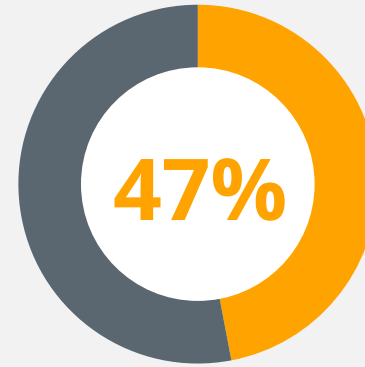


# Case Study

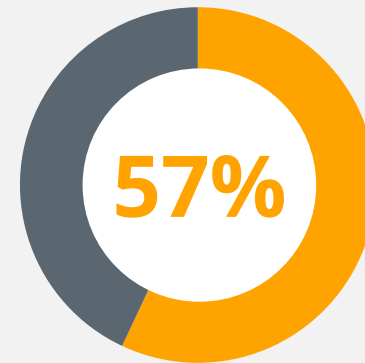
## Financial Services Compensation Scheme (FSCS)

*"Previously, we might have sent people on an external leadership course with no visible return on investment; we can now be so much more targeted about the specific leadership competencies we need to develop in each individual and build this into their day-to-day work. The assessment data has been so valuable to get managers to put personal development and growth at the center of conversations with their people. Previously, one-to-ones were all focused around tasks, now conversations are much richer, and individuals are more in control of their own development."*

.SHL.

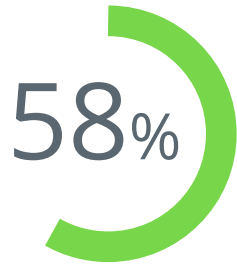


of the individuals identified from the High Potential development process have been promoted to senior leadership positions.

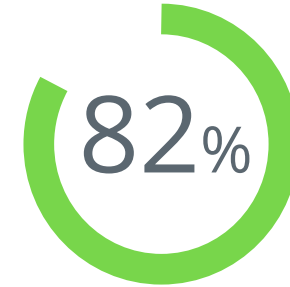


female representation in the Executive Team, exceeding the 50% target.

# The **power of context** delivers the best outcomes



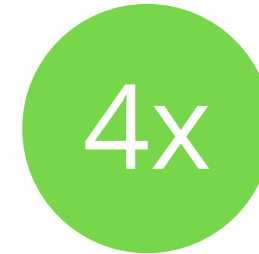
Of high-fit candidates for critical leadership roles are women



High-fit leaders have much higher work engagement than low fit leaders



Hiring costs are potentially halved when you expand your candidate pool to include hidden internal talent



High-fit candidates are much more likely to be top performers than low-fit candidates

# Audience Questions



# Thank you for joining!

To learn more about SHL Talent Solutions, visit:  
[www.shl.com](http://www.shl.com)

Following the webinar, you will receive an email with a copy of this presentation. Or send a note to: [AMSmessaging@shl.com](mailto:AMSmessaging@shl.com)



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