

# WHO MOVED THE POTENTIAL IN HIGH POTENTIALS?

The programs are in place but what about the payback – for the organization and the talent



Senior management are not confident in their investment

Only...



are **satisfied** with their **bench strength**<sup>1</sup>



**consider** their pipelines **promising**<sup>2</sup>



think their **hipos** are **ready**<sup>1</sup>

Human Resources are skeptical, too

**1 in 2**

**HR** leaders lacks confidence in their programs<sup>3</sup>



And high potentials aren't so high on staying

**54%**



Do **not** have a **high intent** to stay with the company<sup>3</sup>

**#1** answer to why they stay or leave

**Culture**

including



**Communication**



**Development**



**START**

## Realizing the Full Potential

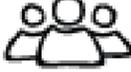
these common gaps could be affecting your results

**The organization's responsibility**



**What talent may experience**

**Commit to an employment brand promise or value proposition**



**An employment experience that varies based on their department or manager**

**Establish and manage a communications policy regarding hipos**



Do not tell hipos<sup>3</sup>

May or may not know they are part of a hipo program

**Define criteria for the hipo program and what the organization expects of people in the program**



Not sure how they were selected nor what is expected of them as a hipo

**Provide innovative development distinct from other development efforts**



Their development is based on what is funded vs what is needed

think their company provides adequate training<sup>4</sup>

**Ensure managers are effective coaches**



Managers too busy or lack coaching tools and skills

**Evaluation of hipos using unique or additional criteria**



Performance in current role is their only evaluation

and, **measure** is a **must**

**2 of 3**



HR professionals are feeling increased pressure to measure talent management results<sup>5</sup>

Traditional measures such as retention and performance evaluations still prevail. However, analytics, including new quantitative and financial measures can bolster HR's impact and influence



**BEFORE YOU MAKEOVER, TWEAK OR BEGIN A NEW TOP TALENT PROGRAM**, be sure to see our full presentation, which includes the latest practices, the most desired development as rated by hipos, and more.... **PLUS** learn about our rapid snapshot assessment

CONTACT US

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<sup>1</sup> The ROI of Talent Development, UNC Kenan-Flagler Business School, 2014 <sup>2</sup> HBS Study, Professor Boris Groysberg, 2013, quoted by Egon Zehnder

<sup>3</sup> Improving the Odds of Success for High Potential Programs, CEB, 2014 <sup>4</sup> 21st Century Talent Spotting, Harvard Business Review, Fernandez-Araoz, 2014

<sup>5</sup> Measuring Talent ROI, The HR Director, UK, 2014