

# BEST PRACTICES FOR IDENTIFYING AND DEVELOPING HIGH POTENTIALS

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# 2009/2010 TRENDS IN EXECUTIVE DEVELOPMENT: A BENCHMARK REPORT

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- ❖ Trends Survey has been conducted every other year for approximately 25 years
- ❖ Participants were senior leaders in leadership and executive development (e.g., Chief Learning Officer, SVP or VP of HR, head of Executive or Leadership Development)
- ❖ Participants represented 76 organizations, mostly large, multinational with headquarters based in U.S.

<http://thinkwatson.com/downloads/2009-Development-Trends-Report.pdf>

# RESEARCH METHODOLOGY

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- ❖ We asked HR Executives to nominate “ Role Model” executives who have an excellent track record for identifying and developing High Potentials
- ❖ We interviewed 37 executives from over 30 organizations
- ❖ Executives ranged from C-Level to VP

**THE RESULTS:  
IDENTIFYING HIGH POTENTIALS**

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# KEYS TO IDENTIFYING HIGH POTENTIALS

- ❖ Track Record
- ❖ Ability to execute
- ❖ Demonstrates initiative and drive
- ❖ Understands the people side of the business
- ❖ Strong desire to learn, grow, and develop
- ❖ Ability to influence across the organization
- ❖ Broad view of the organization
- ❖ Empathy
- ❖ Active Listener

**THE RESULTS:  
DEVELOPING HIGH POTENTIALS**

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# KEYS TO DEVELOPING HIGH POTENTIAL

- ❖ Stretch assignments
- ❖ Rotational Assignments
- ❖ Developmental conversations
- ❖ Increased level of responsibility
- ❖ Exposure to new people and pieces of the business
- ❖ Mentoring
- ❖ Formal training programs such as Executive MBA, Leadership Programs, Business Simulations and Action Learning
- ❖ Executive Coaching, Executive Assessment, 360s and individual development plans