

Identify and Mobilize Your Future Leaders

Webcast presented by SHL,
in partnership with ATD

.SHL.



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.



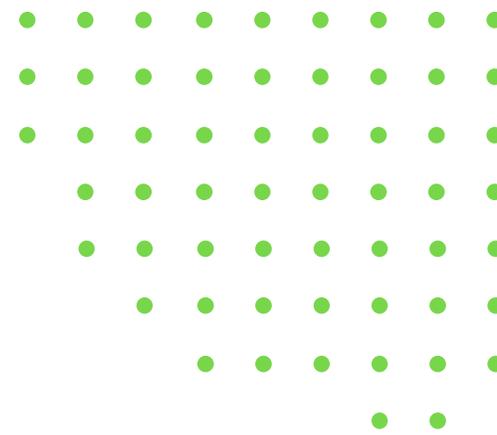
HIPO-for-What

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



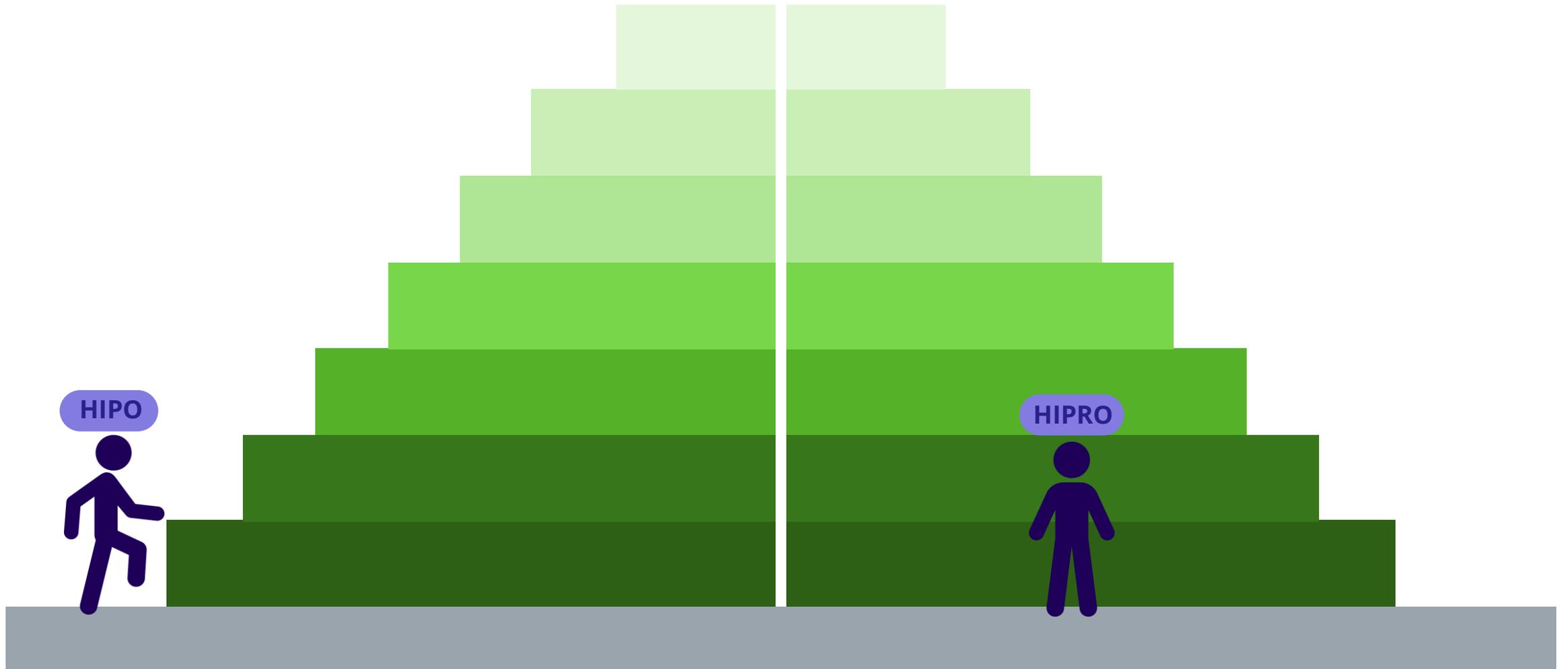
SHL's Talent Management Perspective



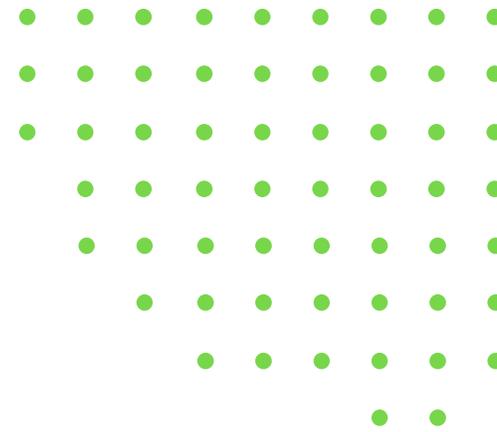
Solve for questions of fit/readiness and prepare for next role, or HIPO-for-what

Identify leadership potential, build leader competence and level-up capacity

Vertical and lateral progression



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



New skills for existing roles

90%

83%

New roles being created

Existing roles disappearing

79%

44%

Organizations restructuring

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

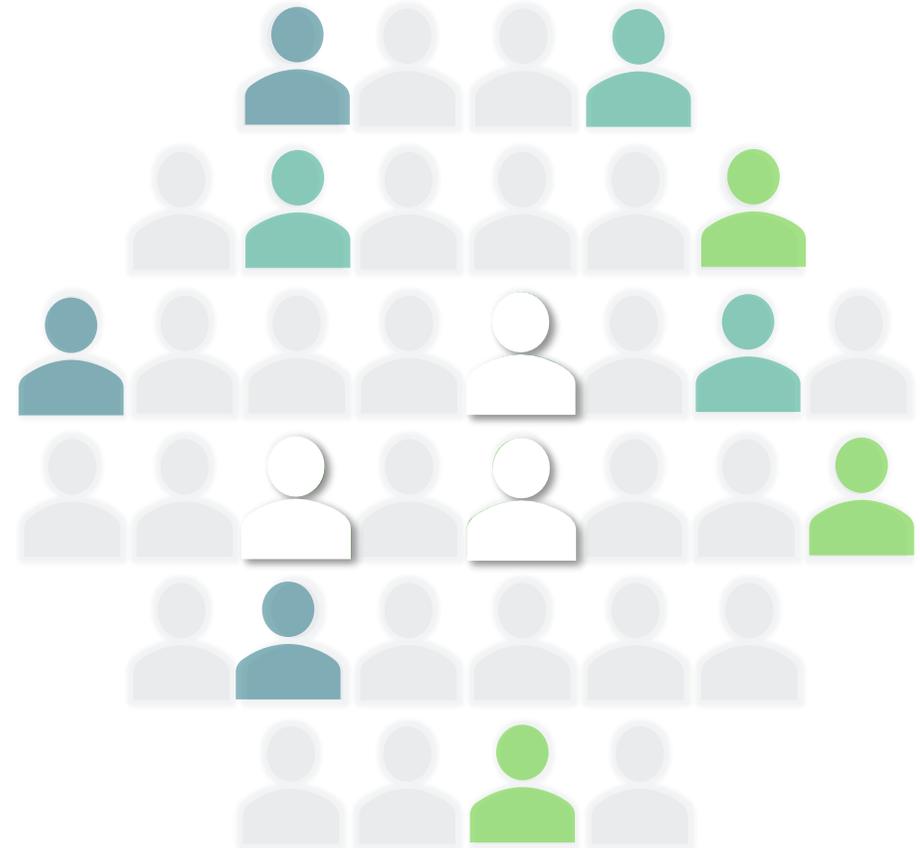
Strength of natural fit to
leadership competencies

Lens 2: Context

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

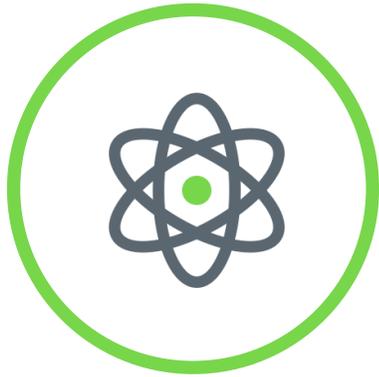
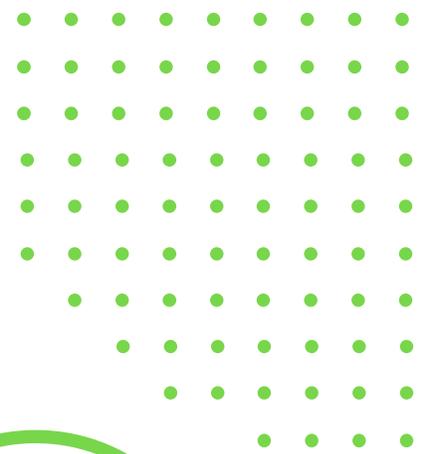
Lens 3: Experience/Performance

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

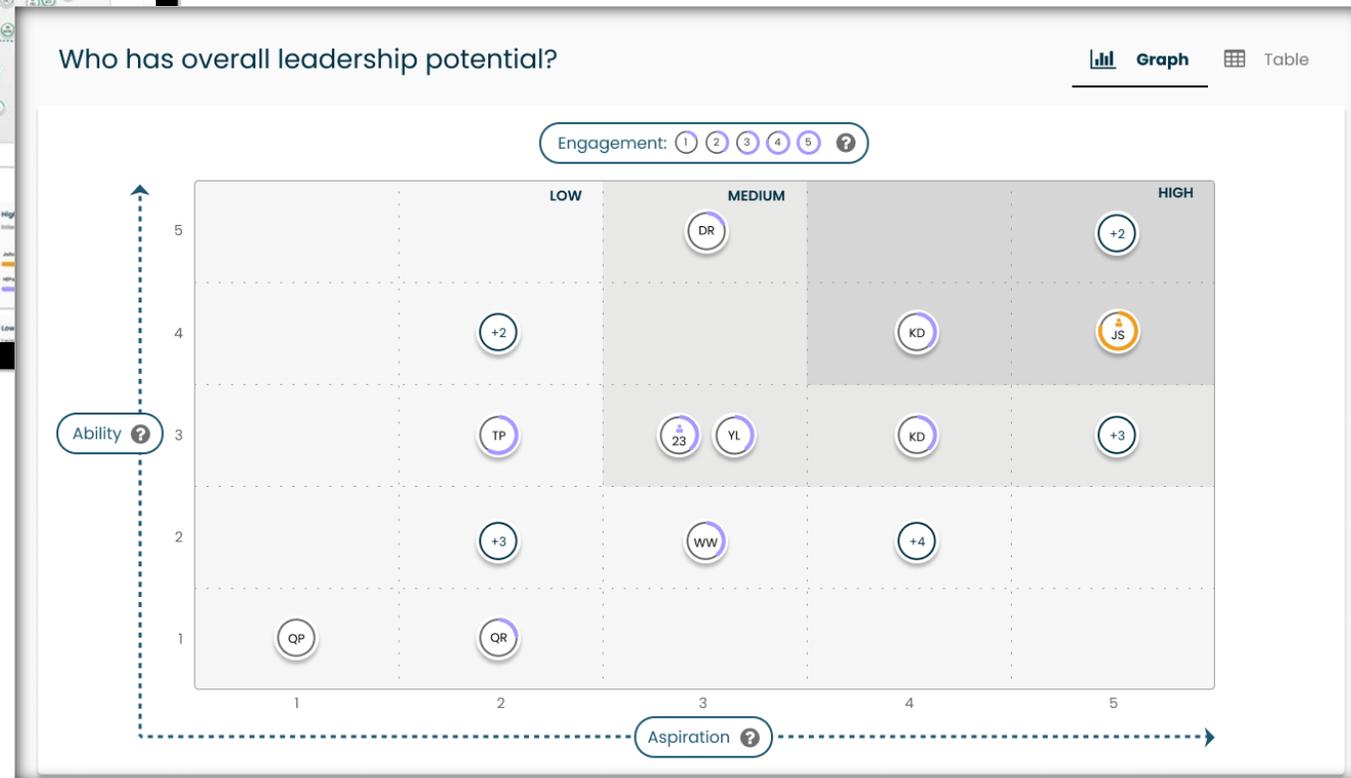
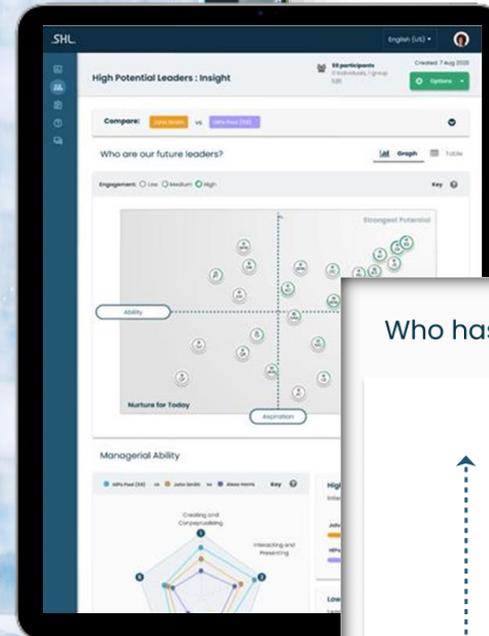


High
Engagement

2x

Higher probability to stay and
meet performance goals

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



Leadership views can, and should differ

Incorporates Multiple Leader Views

Lens 1: HIPO

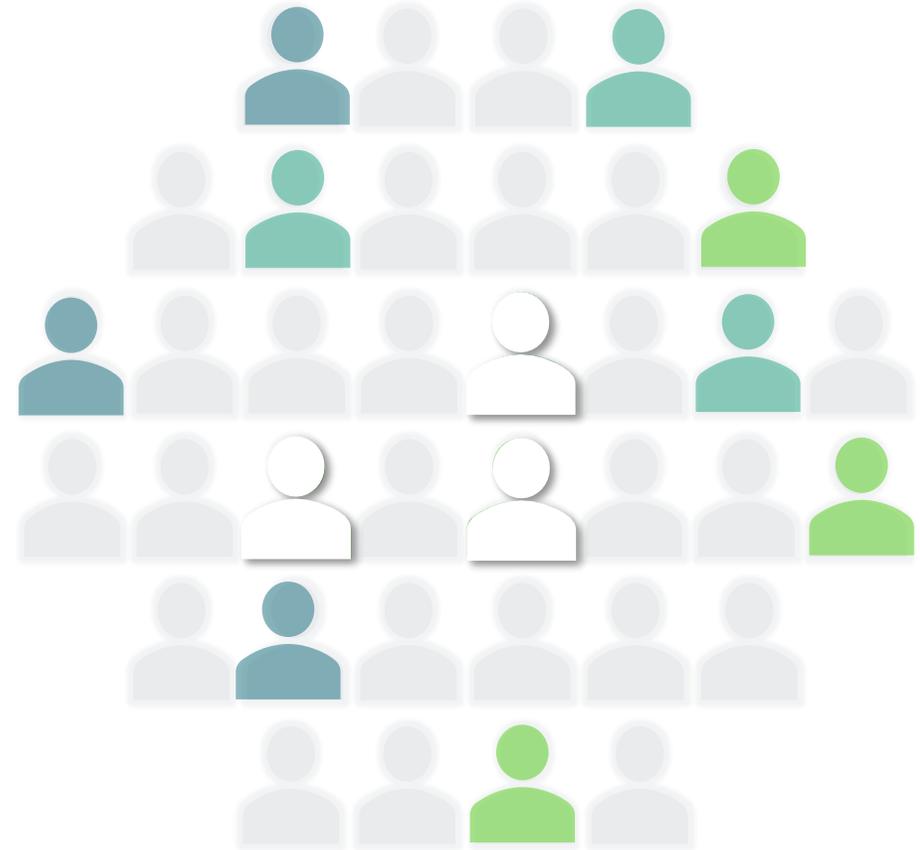
Strength of natural fit to
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Lens 2: Context

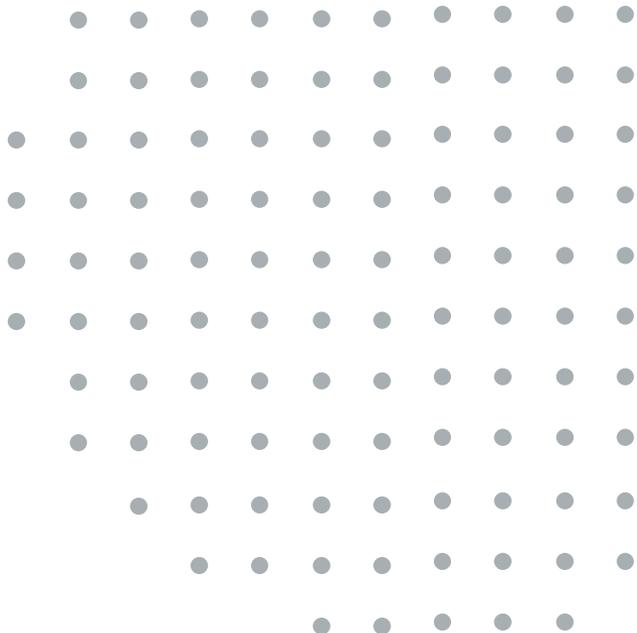
Strength of natural fit to context,
or business challenges in which
one will operate

Lens 3: Experience/Performance

Strength of critical leadership
experiences



Placement aligned to specific Business Context



Drive performance



Lead change



Manage risk & reputation



Deliver results

Up to

3x

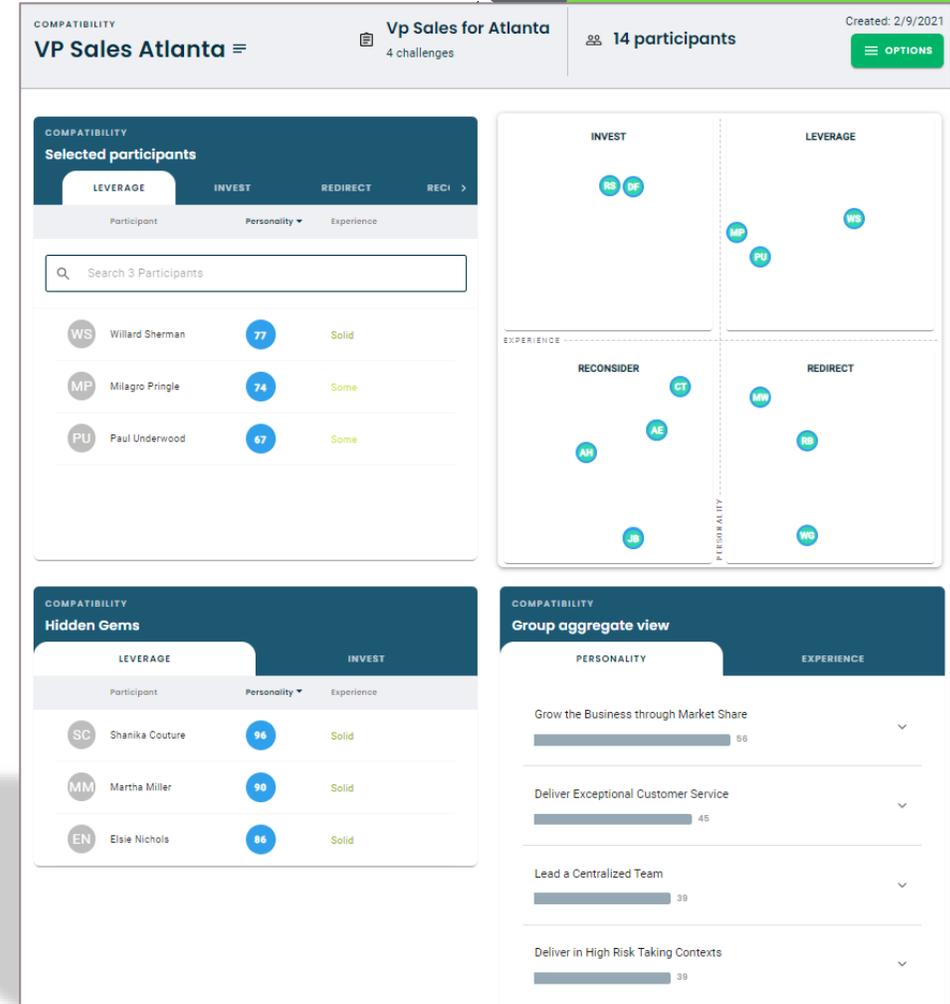
increase in ability to predict leader success



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

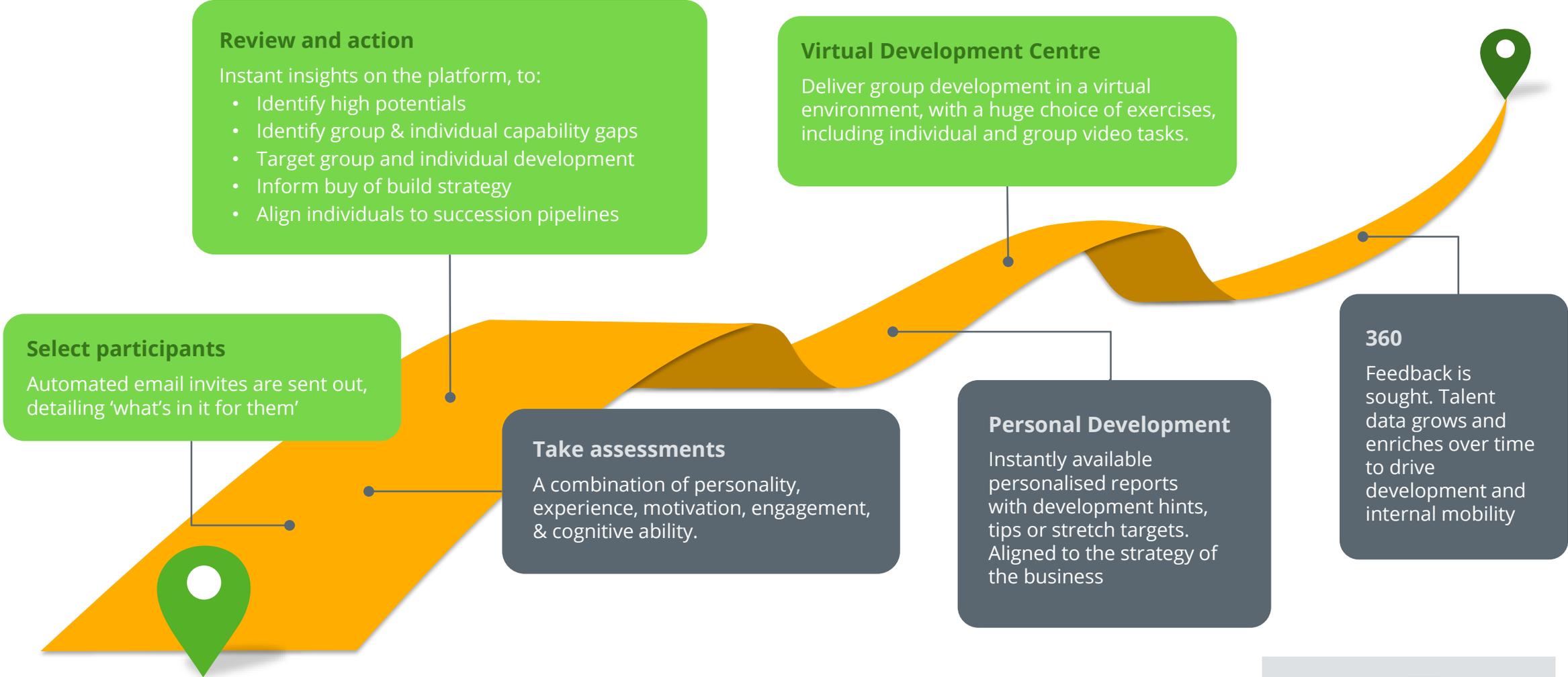
Experience		Leadership		Personal Characteristics	
International Experience		Strategic Orientation		Learning and Motivation	
Sector Experience		Leads Change		Cognitive and Personality	
Scope of Previous Experience		Delivers Results		OVERALL PERSONAL CHARACTERISTICS	
Business Experience		Acts as an Owner			
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	
Guidelines matches requirements of CEO role requires additional development for CEO role requires significant development for CEO role				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."

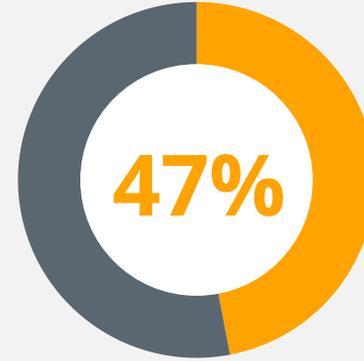


Case Study

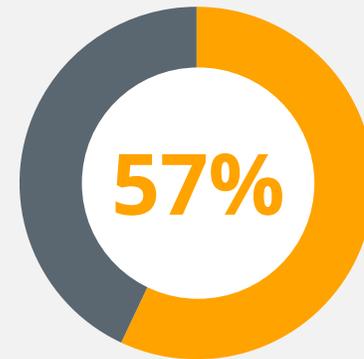
Financial Services Compensation Scheme (FSCS)

“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.”

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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

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



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Leading the way in talent innovation

