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Strategy made personal

Recognizing and activating your true HiPos

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Topics to be covered today

1. **The case for change:** Research about what's working and what's not
2. **An updated model for identifying high performing leadership potential**
3. **The links between assessing for potential and accelerated development**
4. **Stories with impact**
5. **Reactions, insights and questions**

The case for change:

Research about what’s working and what’s not

HiPo programs are currently missing the mark...

65%

of companies **have** HiPo programs, yet

68%

of those consider them **ineffective***

82%

of the people promoted to manager have the wrong **talents****

* DDI study 2018
** Randall Beck – Gallup Managing Partner 2018

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… because they lack clarity and alignment.

"5 Truths and a Lie" – 2019 Research Report

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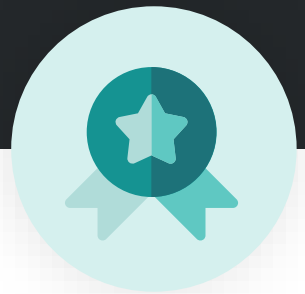
Common assessment criteria reported by practitioners

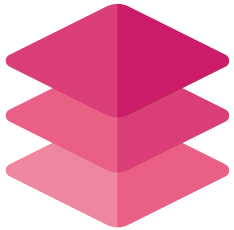
Performance

Mobility



Motivation

Driving principles of our model …

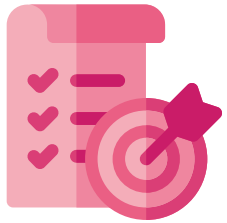


Keep It

Simple

Keep It

Focused



Keep It

Relevant

Make It

Effective

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Most current programs do not have defined clear and consistent measurements for determining potential.

An updated model for identifying high performing leadership potential

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Let's start with a shared definition of Potential

Demonstrates the capability to meet
the **business AND people leadership expectations…**

in a **target role** of **increased complexity or challenge…**

with the capacity for **introspection** and **motivation** to succeed at higher levels.

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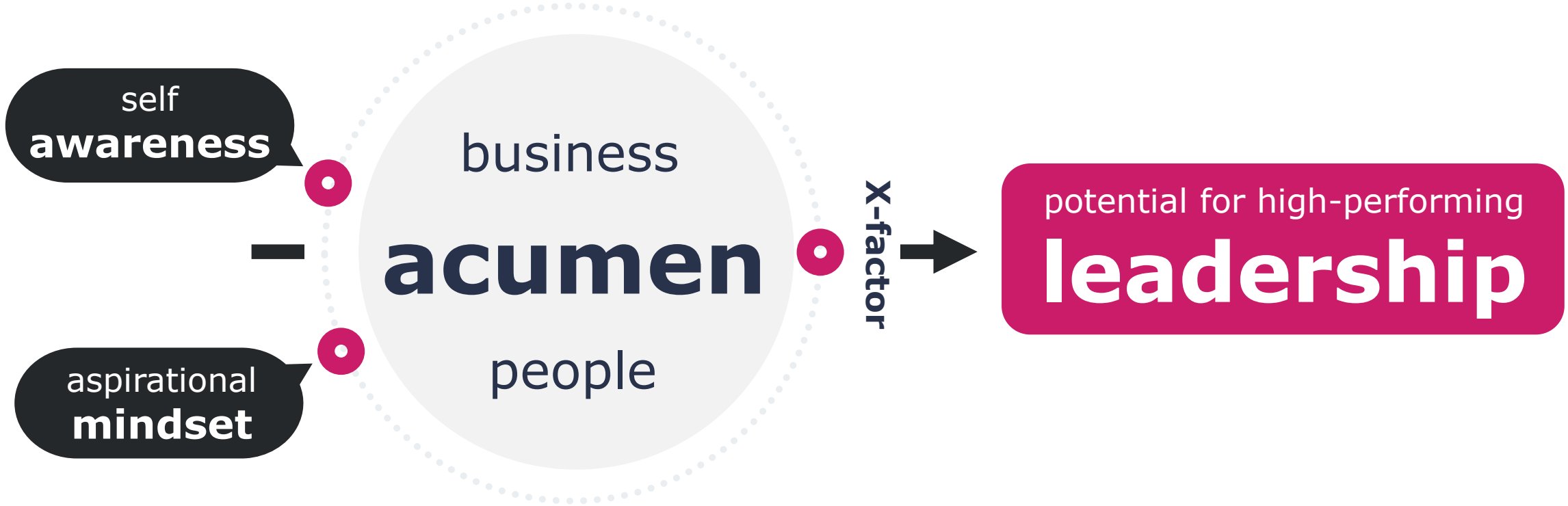
Identifying potential for leadership success



At the core is acumen

Business Acumen:

A keenness and quickness in understanding and directly addressing a business situation (risks and opportunities) in a manner that is likely to yield a good business outcome.

The ability to make good judgments and quick decisions, typically in a particular domain

People Acumen:

An enthusiasm for selecting the right people, motivating them to achieve, and getting them to work as a team.

Clear and consistent factors of acumen

business
acumen
people

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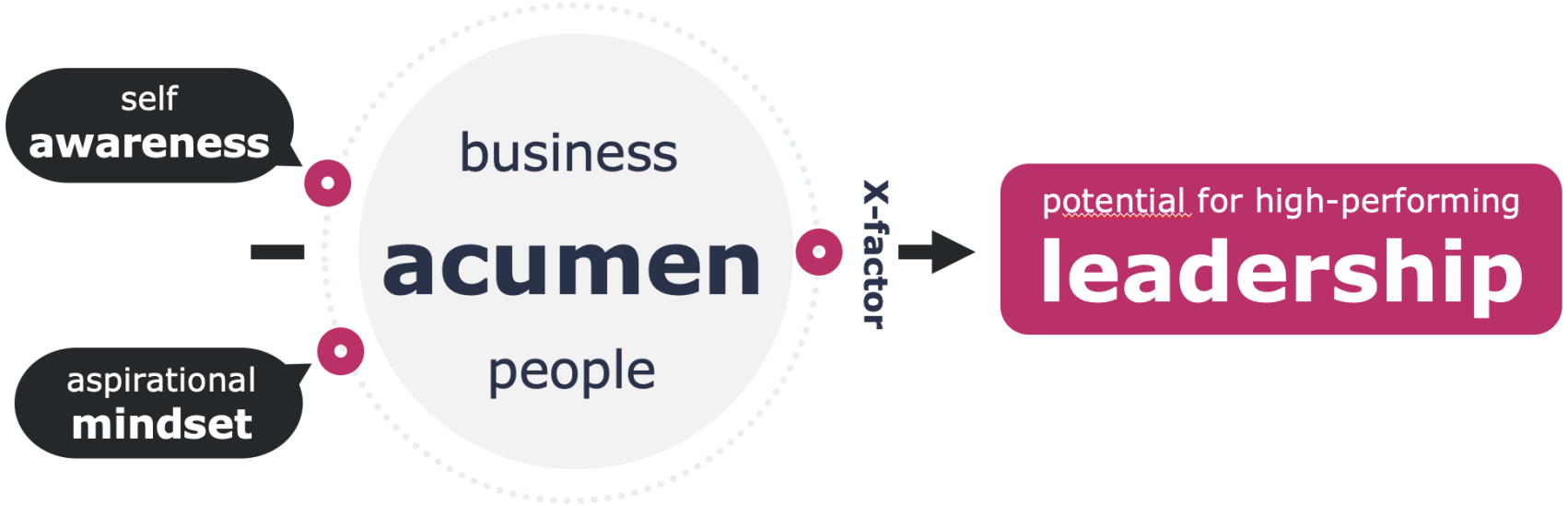
Introspection and Motivation

The capacity for recognition of one’s own strengths and limitations **resulting in behavior change.**

The strong **desire to achieve success** through pursuit of **continuous learning**, taking **initiative** (risks), and becoming a highly effective leader.

The “X-factor”

An organization-specific factor required for leadership success in the target level/role, typically driven by the strategic direction or culture of the organization

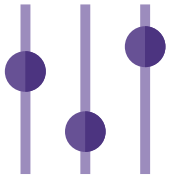


Identifying potential for leadership success

The links between assessing for potential and accelerated development

POV: The best assessments are experiential, predictive and developmental

How people behave now is the best predictor of how they will behave in the future, but on-the-job observation is cumbersome and subjective



So, use technology-enhanced simulations that mirror the job and provide a development experience that allows you to assess behavior while growing your talent

Assessment insights drive talent decisions for the organization, and identify targeted actions for participants to increase their leadership impact

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The big four challenges…

"How do we create the 'Oh St' moment?"**

"How do we help people consciously give up their unconscious mindsets?"

"How do we help people every day?

"How do we create the social and structural supports that help our people?"

Contextualization & Co-creation

Success is correlated with the level of ownership and direct participation of Senior Leadership.

The most successful programs are integrated with the business strategy, results and culture.

Lessons Learned

- Authorship is Ownership
- Development is highly relational
- Impact and behavior change are amplified when senior executives participate

- Potential is about doing more in YOUR organization
- Potential as a leader requires both the “what” and the “how” contextualized to your organization (x-factor)
- Embedding real business challenges multiplies impact

Stories with impact

The most successful programs help people see how they show up as leaders.

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Provide an experience that develops your leaders while assessing for insights they need to grow, and the organization needs for talent planning.

Mid Level Leaders require a bit more insights and ability to demonstrate proficiency of their potential

Pressure test through live-virtual interaction with an assessor

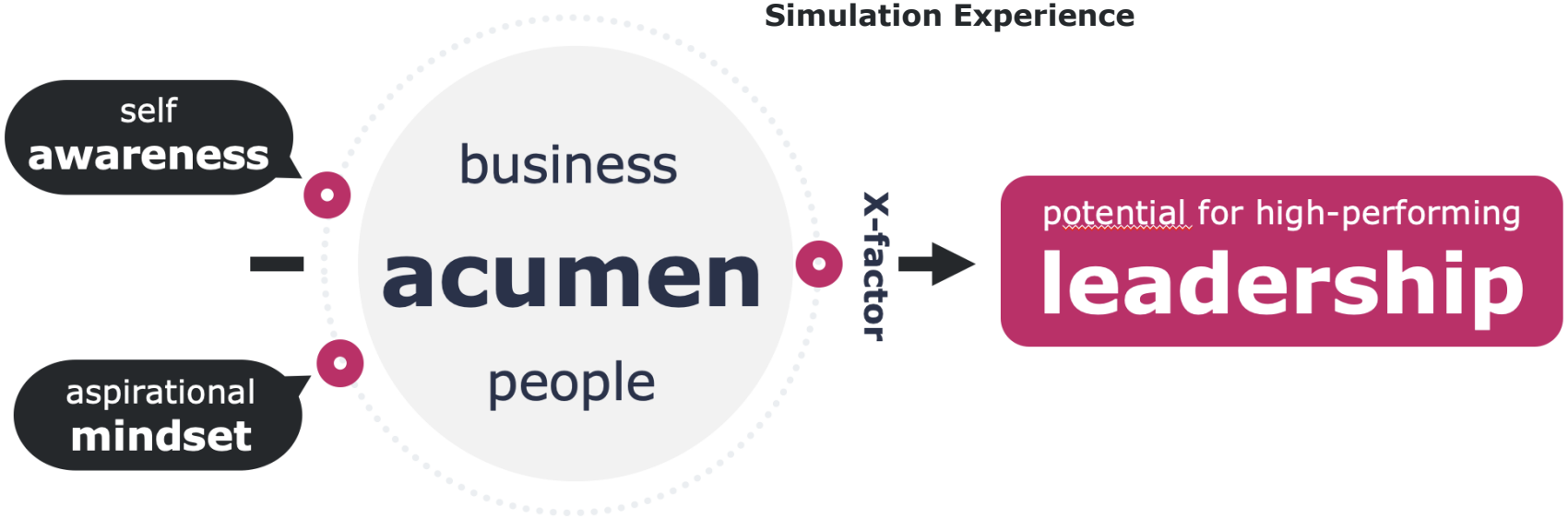
What do we use to assess potential?

Portrait
Personality/Style

Panorama
Information Processing

360 Survey
Moments Based

Virtual Individual Assessment
Simulation Experience



Example: Actualizing potential and proficiency

Phase 1: Assessment Experience

Phase 2: Enablement and Coaching

Phase 3: Demonstrate Increased Capabilities

Kick-Off

Assessment (VIA)

Assess participants on pillars

Feedback and crafting individual development plan

Self-paced learning

Coaching **Learning Group**

Personalized self-paced learning, connected to strategic coaching sessions, shadowing, and guided learning group discussions

Go-Do Actions

Business Case with panel review

Next Steps Discussion

Aggregate level data informs Organization talent decisions and planning

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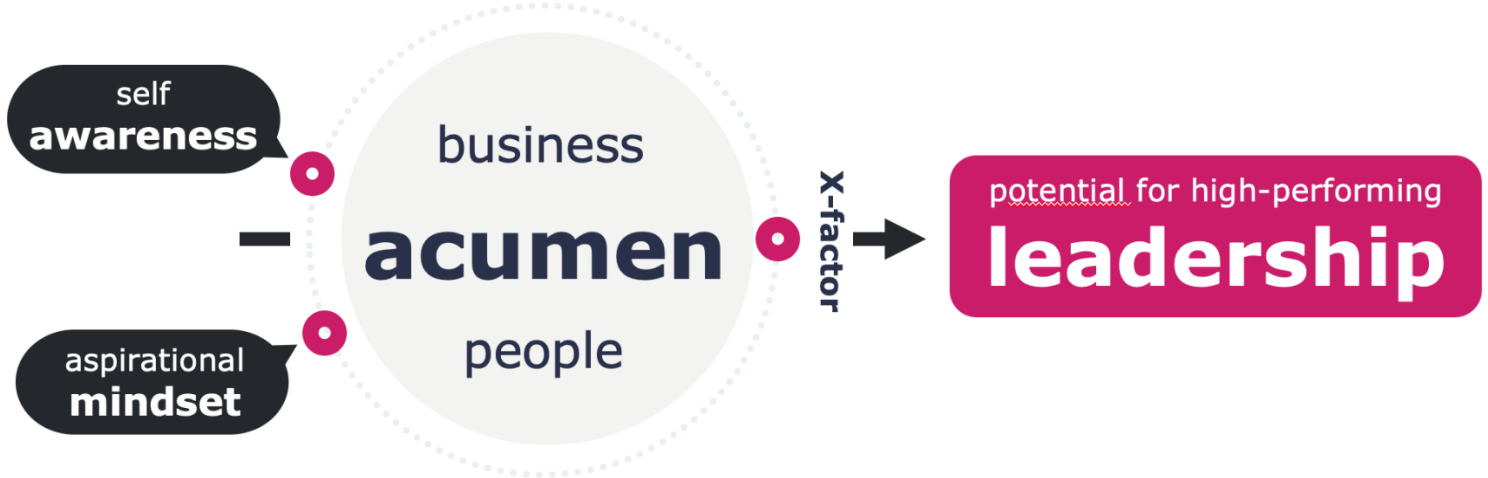
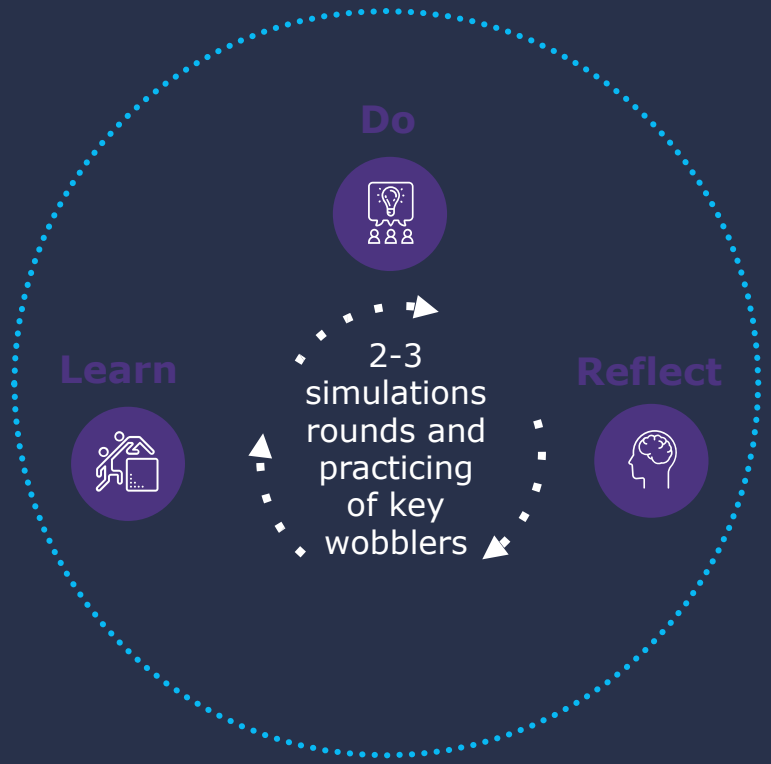
The Leader Lab: Observing Your Execs in Their Future C-Suite Role

Customized to the challenges your leaders face in order to create a relevant, realistic and **impactful development experience** that shifts participant's focus from their own function's needs to that of the whole business.

Senior executives/C-Suite from your organization are paired with a BTS assessor.



The Leader Lab Experience



Assessors

Executive Potential and Succession Journey *Example*

Assess Great

Experience & Execute Great

Coaching Session 1:
Assessment debrief, transformational shift

Coaching Sessions 2-5:
Individual transformation focus, incl. pre-work and regular review of progress towards leadership

Coaching Session 6:
Three-way conversation with manager

Kick-off & Verbal 360

Psychometric Tests
(personality, decision-making, etc.)

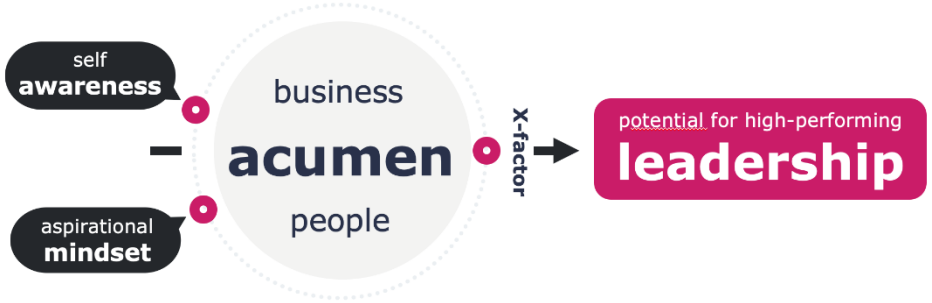
Data & Insights

Module1 Leading the Enterprise:
Business Simulation; observing your execs in their future C-Suite role embedded

Data & Insights

Module 2: Leading as a Multiplier
How to discover and amplify the intelligence of others

Module 3: MESSY Leadership
Becoming a Change-Ready Leader



- Assessments
- Coaching Support
- Development Experience

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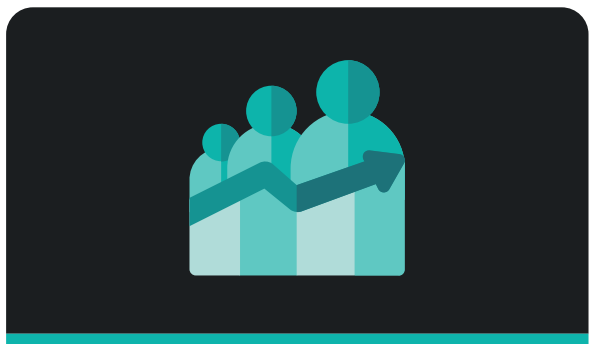
The tone of the modules is one of fun, continuous improvement and a space to build deep friendships with each other.

Take-aways

Clarity & Validity in ”What” gets Assessed

Contextualized to Your Organization

Senior Leader Ownership and Involvement



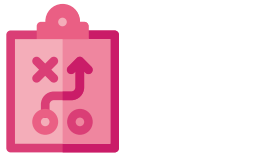
Assessment as a Springboard for HiPo Development

How might we create a more impactful leadership experience to activate future leaders?

What would have to be true?

1. Business results **and** learning focused
2. Focused on **actual or real** work challenges
3. Focused on **‘how to learn’** from their real-life on the job actions
4. Incorporates a comprehensive **“Outside-in”** perspective
5. Develops executive leadership skills & **teamwork** skills within the context of both **organisational** and **individual** needs and requirements
6. Creates **visibility of talent pipeline** as well as their strengths and development areas

Action learning moves from linear step-by-step to an agile process where project teams iterate from the customer back



Define the Strategic Intent

Decide on the business outcomes you want to solve for, linked to the company's strategy

Explore & Define

Develop deep insights about the people for whom we are innovating, and (re)framing the problems that they are trying to solve

Ideate

Brainstorm and create new ideas by first challenging and breaking old patterns and orthodoxies

Refine

Rapid Prototype, Co-creation, and stimulation of diversity of input and feedback into an idea

Experiment & Execute

Test your ideas in the marketplace fast and cheap, generate institutional learning, and pivot accordingly

Client Journey Example

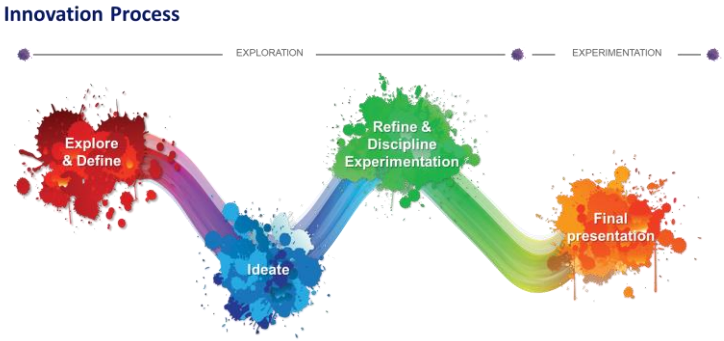
70 high potential Director - Sr Director participants engaged in a 9-month IaaS + Leadership journey to grow as leaders while innovating possible solutions to advance client in two targeted areas.

Participants have completed:

- **Assessment**: 360 and Hogan assessments
- **Workshops/Coaching Pods:** 3 events, 5 workshops, and 4 "coachsulting" pods
- **1:1 Coaching:** 3 coaching sessions resulting in clear actionable development plan
- **Project Work:** Real world challenge efforts with their team and committee member

Real World Challenge Stats:

- 14 teams working on two business challenges
- Each team has defined their unique problem statement
- Iterative application of innovation tools for divergent thinking
- Starting to test their ideas and incorporate feedback
- Continue to work with their committee member



RWC Business Challenge Domains:

RWC: Digital Future
How Might We…Identify new opportunities to expand digital revenue that will generate >$100M YOY within 3-year time horizon?

RWC: Market in China
How Might We…Double profitability In China by the end of 2025?

The client believed that instilling customer back thinking and innovation leadership capabilities would be one key component to develop in their future leaders.

Adding in a layer of ongoing assessment and insights...

Full executive immersion experience

** Indicates executive involvement*
*** In-Person is possible.*

Go-Try Actions: Participants are assigned action items to go try with their functional teams or a leader/mentor in order apply their learning.

Wellbeing: Participants are assigned wellbeing practices to integrate into their daily routine to promote wellness throughout the journey. Deeper dive during in-person capstone event.

Executive Fireside Chats*: Participants and an exec virtually connect (1 hour) for a presentation and Q&A at regular intervals throughout the journey to gain an understanding of the broader business.

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What we’re seeing have the most impact with Hipo journeys

Shift to including **observable learning experiences** in addition to Shark Tank assignment in order to allow executives to better understand HiPo’s strengths.

Learn a repeatable process for framing questions that result in **better business insights and decisions**.

Disrupt old ways of thinking through an immersive experience where participants build empathy for other functions while grappling with real-world customer problems, business trade-offs, and dynamic market competition while **leading the future of your business**.

Learn how to **lead others and shift mindsets within their teams** to support the execution of your strategy.

Integrated wellness throughout to the journey to not just tech the concepts, but **engrain the daily and weekly habits** leading to optimal leader wellness.

Layer in **space between insights** to help them anchor in their growth needs, and **measure gains over time**.

Reactions, insights and questions

200M
Revenue

850+
Professionals

450+
Clients served in
34 global offices

50+USA
Fortune 100 clients

30+
Global fortune
100 clients

Founded in
1986
Stockholm, Sweden

bts

Our vision

The global leader in turning strategy into action

Strategy made **personal**

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