



IDENTIFYING & DEVELOPING FUTURE LEADERS:

PROVEN TECHNIQUES FOR MAXIMIZING ROI



By Darleen DeRosa

It's no secret that organizations with strong leaders consistently outperform the competition. These leaders typically start as employees who demonstrate high potential, and studies have shown they are twice as valuable to an organization. Unfortunately, as OnPoint has discovered through our own research, many professionals lack confidence in their company's ability to identify the right employees and effectively develop them to become future leaders.

Unfortunately, companies often promote employees based on factors that seem important, but aren't always the best predictors of future success for leadership roles.

FOR INSTANCE:

- *"We need more diversity on our predominantly male leadership team. Let's give her a shot."*
- *"He's paid his dues over the past 10 years. He deserves this promotion."*
- *"She's one of our hardest workers; she's always here early and willing to stay late to get the job done."*

**THE TRUTH IS, THE HARDEST WORKERS OR THE MOST LOYAL
EMPLOYEES AREN'T ALWAYS THE BEST LEADERS.**

They may lack the ability or the ambition to lead, or they may not be highly engaged in your organization because they are more interested in another company or another career path.

Unfortunately, many organizations invest significantly in developing and promoting the wrong employees, which is very costly. Aside from the expense of training employees who don't complete the program or leave the company, there are even higher costs associated with replacing a leader who turns out to be the wrong fit.

THE COST OF REPLACING AN EMPLOYEE CAN RANGE FROM 100-300 PERCENT OF THAT PERSON'S SALARY, AND IT CAN EXCEED 400 PERCENT FOR SENIOR EXECUTIVES.

So why do so many companies select the wrong employees?

Often, it's because they lack a formal succession management process that includes a robust and objective assessment process. In other cases, organizations focus on promoting or developing top performers without considering whether they exhibit leadership potential over time.

OnPoint uses a ***robust methodology for identifying high-potential employees*** that has worked for successful companies. ***Once those employees have been identified, we offer targeted development to help retain and keep them engaged.***

In this guide, we'll offer an overview of our approach to identifying and developing future leaders and best practices, based on our research and experience working with top companies.

IDENTIFYING HIGH-POTENTIAL EMPLOYEES

OUR PROVEN APPROACH TO ASSESSMENT

⚙️ STEP 1

PROJECT SHAPING

- Clarify project objectives
- Set a timeline
- Develop a plan that is appropriate for your company

⚙️ STEP 2

DEVELOP THE SUCCESS PROFILES

- Gather information from company stakeholders and employees to offer a comprehensive picture of the skills and behaviors necessary for future success
- Select appropriate assessment tools that best measure the success profile

⚙️ STEP 3

CONDUCT A ROBUST ASSESSMENT WITH A VARIETY OF TOOLS

- Leadership questionnaires to assess key characteristics, preferences and motivations
- Behavioral interviews
- 360-degree feedback surveys to understand others' perceptions
- Simulations, including role-plays, group exercises and situational judgment tests

⚙️ STEP 4

PROVIDE FEEDBACK TO KEY STAKEHOLDERS TO INFORM ORGANIZATIONAL DECISIONS

⚙️ STEP 5

REVIEW THE ASSESSMENT RESULTS WITH PARTICIPANTS TO INFORM DEVELOPMENT PLANNING

RESULT: *A comprehensive, data-driven picture of your company's top performers*

CUSTOMER SUCCESS

STORY: AMERIGAS

Challenge: AmeriGas has about 50 Area Directors — leaders with teams of 10-12 district managers who are primarily responsible for day-to-day operations, customer satisfaction, growth and profitability and are essential to the success of the organization. Employees who were promoted to Area Director sometimes found themselves unprepared for the role, and were not set up for success.

Solution: OnPoint interviewed current Area Directors and key company stakeholders to determine what competencies were necessary for future success. We also created a Realistic Job Profile, an in-depth look at a typical day in the life of an Area Director, which AmeriGas now uses when recruiting and selecting aspiring Area Directors.

Next, based on the realistic job profiles and competencies, OnPoint and AmeriGas developed an Accelerated Leadership Program (ALP) to address the specific traits required to succeed in the role. More than 300 employees expressed interest in the program. Through a series of assessments and input from supervisors and senior leaders, the number of candidates was greatly reduced. AmeriGas then assembled a talent review board to make the final decisions on which employees to invest in and decided on 21 viable candidates. This group participated in accelerated training through a combination of classroom learning and practical application over a one year period.

Result: The ALP has resulted in increased productivity, higher levels of engagement and greater retention among leaders in this key role. AmeriGas continues to conduct the ALP each year to ensure they have a pipeline of talent. Candidates who complete this program have demonstrated greater strength in the role from the start and are better equipped to succeed.

Due to the success of this program, it has been expanded to the corporate groups.

DEVELOPING FUTURE LEADERS

Once your company has selected its high-potential employees, it's essential to provide them with the support they need to grow into future leaders.

OnPoint Consulting uses its curriculum of skill building programs to create customized acceleration programs to address their specific needs and growth areas.

OUR LEADERSHIP DEVELOPMENT TOPICS INCLUDE:

- Building and Sustaining Trust
- Building High-Performing Teams
- Coaching for High Performance
- Collaborating From a Distance (four courses on different topics)
- Creating a Culture of Innovation
- Critical Thinking
- Emotional Intelligence
- Effectively Working Across Organizational Boundaries (four courses on different topics)
- Enhancing Accountability: Expecting and Getting Top Performance
- High-Impact Communication Skills
- Influencing With Impact
- Informed Decision Making
- Inspirational Leadership: How Great Leaders Inspire Action
- Leading from a Distance (eight courses on different topics)
- Leading Matrix Teams
- Leading Others Through Change
- Managing Conflict and Having Difficult Conversations
- Motivating and Delegating for Top Performance

In addition to custom development programs like the program we developed for GSK and AmeriGas, OnPoint also offers a number of individual courses for leaders at all levels. These programs are available in face-to-face, live, online or self-directed learning formats. Our self-directed learning gives your company the flexibility to make training more scalable and affordable and allows employees to participate when it's most convenient.

CUSTOMER SUCCESS STORY: GLAXOSMITHKLINE

Challenge: GlaxoSmithKline already had a global program for developing first-line leaders, but it lacked a formal process for engaging aspiring second-line leaders who could one day grow to fill those positions.

Solution: OnPoint partnered with a team of GSK's HR Business Partners and created a high-potential program to develop aspiring second-line leaders. The program includes behavioral assessment, training in areas such as executing strategy, decision-making, coaching, managing change, and influencing, as well as a capstone action learning project that involves addressing real problems at the company.

Result: The program is now in its fifth year of operation and is extremely popular with employees. GSK has reported increased engagement and retention as well as enhanced work performance, as reported in surveys by participants and their supervisors.

BUILDING A STRONG LEADERSHIP PIPELINE

Human resource professionals face a number of challenges in succession management, from an absence of an objective selection process to a lack of manpower required to conduct robust assessment and development programs.

OnPoint can assist your HR or talent development team at every stage of the succession planning process or provide help with one specific aspect of it. ***Our intent is not to replace your existing human resource systems, but enhance them by bringing an objective, research-based methodology.***

As a result, your company will be able to build a leadership pipeline based on objective data. In addition, you'll be able to offer more targeted training and development for the employees who are most likely to bring your organization the most value. This improves engagement and retention, resulting in lower recruitment costs and greater business performance.

TO LEARN MORE ABOUT HOW WE CAN WORK WITH YOUR ORGANIZATION TO IMPROVE YOUR LEADERSHIP PIPELINE, [CONTACT US TODAY](#) TO REQUEST A CONSULTATION.

