Bringing learning to life

Predictable Performance

Open Collaboration

Scalable Learning

Proactive Ownership

Think Potential Workshop

Don't walk by!

Introduce yourself….

Your name

What's your role?

How many people are there in your team? How many direct reports?

Talent Management

Aim:

To be the primary destination for talent by 2020

What is the purpose of Talent Management?

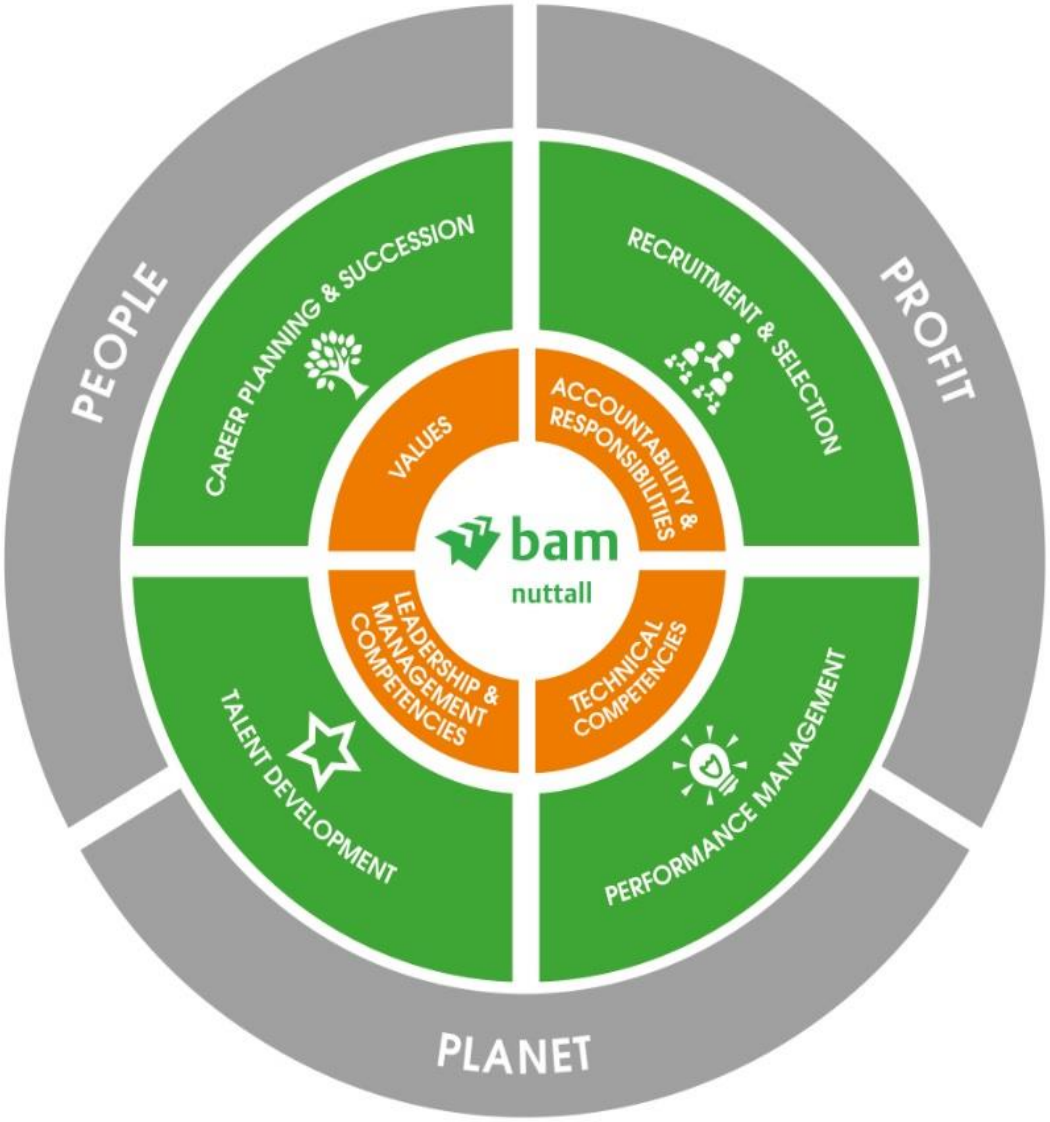
To engage, retain and mobilise talent through:

- **Succession Planning**
- **Identifying Talent and High Potentials**
- **Role Profiles, PDRs & Career Progression**
- **Leadership Development & Mentoring**

Competency Framework

For our people

- Know what contribution you make
- Know how you're doing and feel safe
- Know where you're going
- Know you're supported to succeed
- Know we care – if you feel good or bad
- Know we care – if you stay or if you go



Why Think Potential?

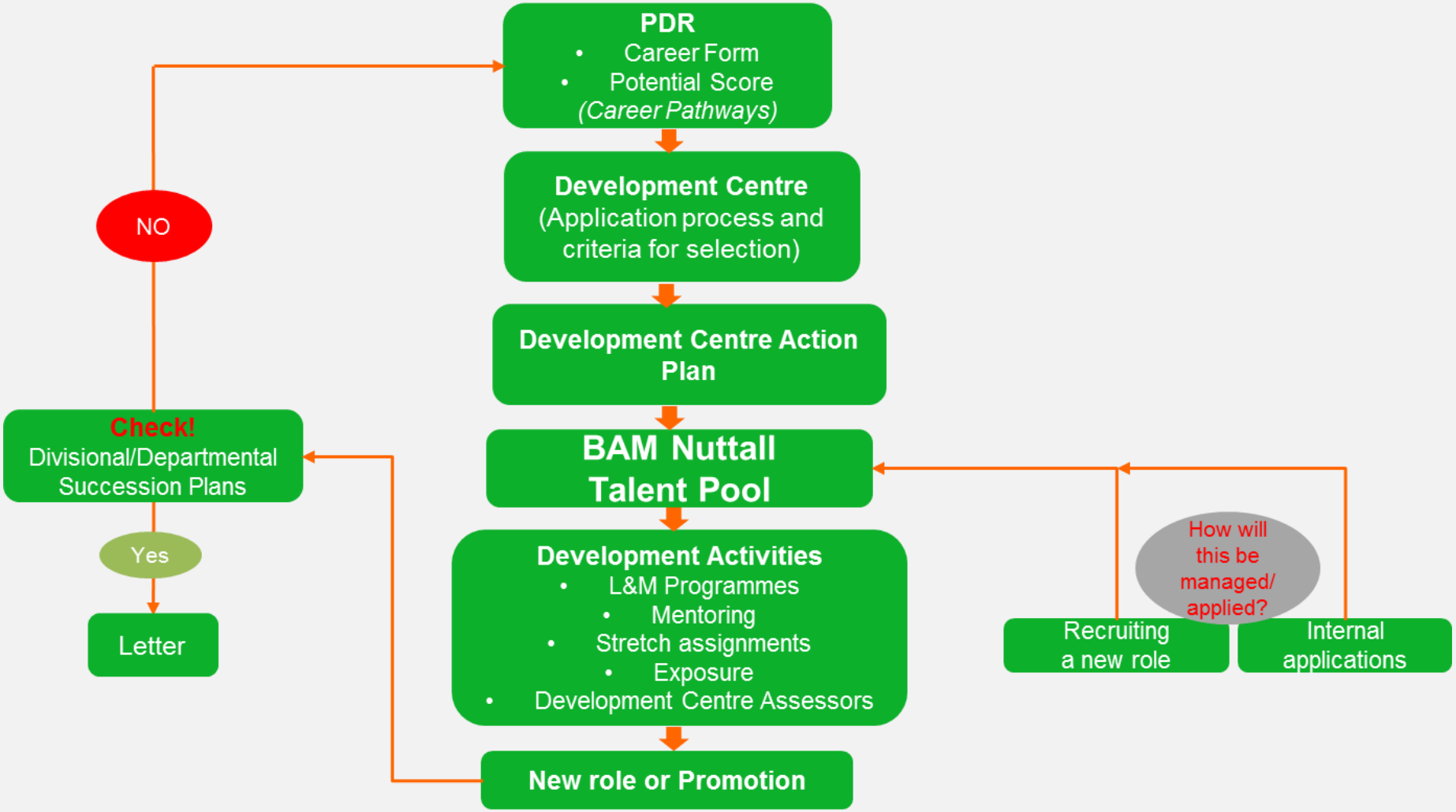
- People want more clarity on their future career options and plans ahead.
- Personal development is the biggest driver as to whether an employee will still be here in 5 years' time
- By having a clear picture of our future talents potential, performance and aspirations we will be able to better fulfil Business need and personal goals,
  - therefore retaining our people
- Supports our people processes and joins them together

What is Think Potential

These workshop will give line managers the practical tools to:

1. **Support making Talent Management accessible to all line managers**
2. **Help managers be more consistent in their view of potential (yes/no)**
3. **Allow people to use their strengths every day at work**
4. **Manage development needs instead of feeling you have to fix them**
5. **Focus on the really important elements of succession planning.**

Working towards…



Today - 3 Priority Questions…

- What would you do if Joe left/won the lottery?
  - Are you vulnerable to an expertise gap?
- How could you move on without causing me headaches?
  - Do you have a natural successor?
- How are you managing the flow into and out of your team?
  - Attraction
  - Retention
  - Progression

First Break All the Rules

The research

Based on two research projects:

1. Surveyed over a million employees across different sectors, industries and countries, to find out

"What do the most talented employees need from their workplace?"

→ they need to use their strengths every day
→ they need great managers

2. Interviewed 80,000 Great Managers (based on hard measures like sales, profit, customer satisfaction, employee opinion and turnover, and 360° feedback) to find out

"How do great managers manage their employees?"

First Break All the Rules

Key Findings

Great Managers:

- Deliver high performance results through their people
- Don't try to 'fix' people
- Get people to use their strengths every day
- Treat different people differently
- Know they are 'on stage'

Performance vs. Potential

What is the difference between performance and potential?

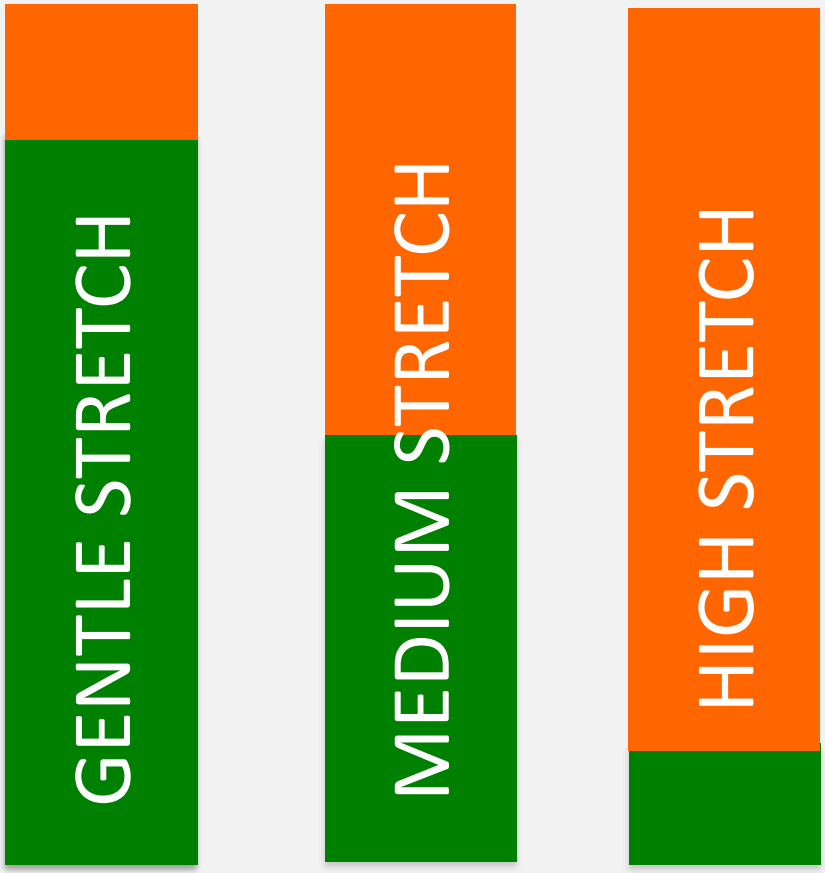
High Performance

Able to deliver excellent results in the current job – can be through long experience.

High Potential

Has the *CAPACITY* and the *WILL* to take on a greater challenge and more responsibility.

Potential – stretch & familiarity



Proportion of time spent on challenging new work

Proportion of time spent in areas where I can deliver a great result

Getting the balance with performance right

Potential Model

Quick to Learn - Are they bright enough to take up the challenge?

- Not how academically capable are they, but if you give them a bigger challenge, could they be able to take it on?
- Do they pick up the bigger picture quickly?
- Do they make good judgments about what needs to be done without it being explained to them?

Great with people – How do they engage with others?

- Do they read people well and predict their reactions?
- Do they build up a great network, knowing people all over the company?
- Do they lead, negotiate and influence others?
- By working with people, learning from them and getting their support you are more likely to meet the challenge.

Relishes Challenges – How resilient are they?

- When they are challenged, do they rise to meet it?
- What do they do when faced with adversity?

Ambitious for new opportunities – Do they want the challenge?

- Often asked if potential changes over time – sometimes, you can speak to someone over short periods of time and things change in their lives, sometimes they want the challenge more than at other times.

Potential Ratings Sheet

Focus on one element at a time; rate everyone on this…

Potential & Performance Ratings

bam nuttall

PART 1: ASPECTS OF POTENTIAL
Rate the whole team on each aspect of potential.
Then move on to the next aspect.
1 = Little or no evidence
2 = Some evidence
3 = Strong evidence

John Example

QUICK TO LEARN 1
- Rapidly picks up new ideas and difficult concepts
- Understands the bigger picture, balancing the short and long term
- Shows good judgment when making decisions, in unfamiliar situations
- Translates new ideas into workable solutions
- Recognises their own strengths, weaknesses and limitations

GREAT WITH PEOPLE 2
- Reads people and situations quickly and adapts behaviour quickly
- Builds strong relationships with a wide range of people
- Credible and trusted at all levels in the Group and across departments
- Able to identify people's motivators and engage them effectively to get the best out of them

RELISHES CHALLENGES 1
- Demonstrates resilience to obstacles and setbacks
- Calm and focused in achieving goals
- Maintains enthusiasm and bounces back quickly when challenged
- Brings difficult people on board with their thinking, creates support for their ideas

AMBITIOUS FOR NEW OPPORTUNITIES 2
- Drives their own development without waiting for others to do it for them
- Seeks to take on greater responsibility and to extend the scope of their work
- Goes beyond normal expectations showing commitment to the Group's goals
- Willing to be flexible and aspires to gain wider experience or a broader role to develop and progress

OVERALL DEFINITION: The capacity and will to develop and take on bigger challenges

PART 2: OVERALL POTENTIAL RATING 6
7 or below = Matched Potential
8-10 = Medium Potential
11-12 = High Potential

MATCHED

PART 3: PERFORMANCE RATING Ex
0 = Not meeting acceptable standards, given their time in role
Sat = Meeting satisfactory standards, given their time in role
Gd = Good performer, adds extra value
Ex = Excellent performer, always delivers work to a high standard

MOBILE ✓
Prepared to relocate beyond normal reasonable commuting distance from current base location.

The Development Grid

Performance →	1. Matched	2. Medium	3. High Potential →
3. Exc	Champions	Good Potential, Urgent Development	High Potential, Urgent Development
2. Good	Key Contributors	Good Potential For Development	High Potential for Development
1. Satisf	On-Track Talent	Emerging Potential	Emerging High Potential

Managing underperformance

Potential

Performing	Matched	Medium	High
Excellent			
Good			
Satisfactory			

Underperforming		
Misplaced *Unsuited to job; redirect or exit*	Needs Direction *Performance management*	Experiencing Difficulties *problem-Solving*

The Four Corners

Performance →			
3. Exc	Champions		High Potential, Urgent Development
2. Good			
1. Satisf	On-Track Talent		Emerging High Potential
	1. Matched	2. Medium	3. High Potential →

When in a person's career might they be in that box?
How would you spot & develop them?

The Four Corners

Champion

Experienced/Expert

End/Pinnacle of career

Stability, Acknowledge, mentor/coach others, keep them up to date, continue to develop for performance, check in on will

High Potential

Early on/Promotobility

High flight risk, projects, secondments, leadership opportunity, What can you do to keep them developing, mentor, coach & support them as well as others. Be honest

On Track

New to role, Lost, Wrong role,

Appreciate their contribution – they are delivering results, they are not underperforming.

Is there ambition? do you need to do some development with them? Test capacity and will with gentle strecth

Emerging High Potential

Early on – new in role

Discuss future, challenge more, Set objectives, monitor and feedback to move up

Plotting on the grid

Performance →	1. Matched	2. Medium	3. High Potential →
3. Exc	Champions	Good Potential, Urgent Development	High Potential, Urgent Development
2. Good	Key Contributors	Good Potential For Development	High Potential for Development
1. Satisf	On-Track Talent	Emerging Potential	Emerging High Potential

Succession Planning Form

Succession and Talent Planning

Role Criticality – definition

Using High / Medium / Low rating scale, rate how important the role is to the business on the basis of:

- How difficult the role would be to fill?
- How scarce the skills are in the market?
- What is the impact the loss of the role holder on the wider business?

Flight Risk – definition

Using High / Medium / Low rating scale, rate how likely the role holder is to leave the position on the basis of:

- You have been made aware – formally or informally of plans they have to move
- There are succession plans / business changes that are going to proactively ensure a move or they are high potential
- They have been in the role for more than 3 years

Potential / Performance Rating

- High Performance - Able to deliver excellent results in the current job – can be through long experience.
- High Potential - Has the capacity and the will to take on a greater challenge and more responsibility.

Potential is identified by the individual demonstrating a strong desire to develop themselves and to engage others as well as being able to shape the bigger picture within the organisation.

Role		Role Holder				Successors				Any Further Action Required
Role	Role Criticality (H/M/L)	Name	Potential	Performance	Flight Risk (H/M/L)	Immediate	Long Term	Mobility Issues Y/N	Development Needs of Successors	

Think Potential

tm/tp/stpBAM/Mar 2018

Thank you for your input and involvement