

SIGMA's High-Potential Talent Development Guide

SIGMA's High-Potential Talent Development Guide outlines a straightforward process for developing individuals within the organization who have been identified as top talent.

This guide will walk you through SIGMA's 5-step talent development process to create a benchmark, assess potential, shortlist participants, develop talent, and measure progress. The guide provides templates for each stage.

high-potential talent development process



Talent development is one of the most important strategic efforts your organization will undertake. Studies have shown that talent development increases employee engagement, job satisfaction, and performance. It also plays an important role in attracting and retaining staff. High-potential talent development is about identifying top talent and helping those individuals reach their full potential. This is important for developing future leaders, but it is also important for keeping top talent engaged, preventing turnover, and getting the most out of your team today.

SIGMA's high-potential talent development process outlines 5 steps you can follow to develop talent on your team. In this guide you will find templates and instructions for each step, as well as quick tips and tools for getting started and communicating the plan to your team.

Create Benchmark

The first step in your talent development process will be to create a benchmark. A benchmark is a curated list of leadership competencies that are particularly indicative of high potentials within your organization. While all leadership competencies are important, some will be more relevant and/or critical than others. This may be influenced by industry dynamics, corporate culture, or other factors.

TOOLS/TEMPLATES: High-Potential Benchmark

Assess Potential

Now that you have a benchmark for what talent looks like in your organization, you are ready to assess potential. Begin by considering all the employees who show potential, and who may be candidates for your talent development program. In this step we will give you assessment tools and templates to get a holistic measure of each person's talent, before you decide whether to take that employee forward in the development process.

TOOLS/TEMPLATES: LSP-R, Talent Review Survey

Shortlist Participants

After you have completed the assessment stage, it's time to shortlist participants for your development program. To create your shortlist, compare each employee's assessment results to the High-Potential Benchmark. Look for employees who show potential in the areas you've indicated as important in your benchmark. Next, consider each employee's Talent Review Survey. How do their leaders rate their potential? Use the Talent Potential Overview template to map out each employee's assessment-rated vs. leader-rated potential. This will help you select which individuals you'd like to shortlist as participants in your talent development program.

TOOLS/TEMPLATES: Talent Potential Overview

Develop Talent

Now that you know who will be participating in your program, you are ready to start developing talent. This is the most time consuming and the most important step of the process, because it's where talent development actually happens. First, use the Talent Profile template to create an outline of everyone's strengths and development opportunities. Then, we will introduce the coaching process and provide you with a Development Actions Form. Use this form to structure your talent development process, outlining goals and corresponding activities you will use to help participants get the experience they need.

TOOLS/TEMPLATES: SIGMARadius, Talent Profile, Development Actions Form

Measure Progress

Last (but certainly not least) tracking measurable progress and regularly sharing the results is an important step in the high-potential development process, and it has a variety of benefits. Sharing results with key stakeholders demonstrates the value of your development program and keeps its importance top of mind. It also creates an accountability system that will help boost participants' motivation and maintain the program's momentum. To help you in this final stage of the process we've created a Talent Progress Scorecard. Use this scorecard to list indicators of success, then set a calendar reminder to review, compare, and communicate progress on those indicators every six months. Even if you only track one metric, get in the habit of recording it, attaching a dollar value if possible, and conveying that to your stakeholders.

TOOLS/TEMPLATES: Talent Progress Scorecard

SIGMA's talent development process



Stage 1: Create Benchmark

Create a benchmark of leadership competencies required for high-potentials in your organization

High-Potential Benchmark

4



Stage 2: Assess Potential

Assess the leadership potential of employees

LSP-R

8

Talent Review Survey



Stage 3: Shortlist Participants

Shortlist employees who will be taken forward through the talent development program

Talent Potential Overview

15



Stage 4: Develop Talent

Build individual development plans for each high-potential and coach them through the process

SIGMARadius

Talent Profile

20

Development Actions Form



Stage 5: Measure Progress

Measure progress and update the scorecard to track various indicators of success

Talent Progress Scorecard

31



stage 1
create benchmark



high-potential benchmark

Objective

Create a benchmark that lists which skills, abilities, or characteristics are required for someone to be considered a high-potential in your organization. Outlining these competencies can help make the process of delineating between current performance and future potential more clear.

Process

- use a comprehensive competency framework to identify which competencies are important for high-potentials to demonstrate
 - see next slide for [SIGMA's Leadership Competency Framework](#)
- gather feedback from several leaders in your organization to ensure the benchmark considers multiple perspectives



SIGMA's Leadership Competency Framework



COGNITIVE LEADERSHIP SKILLS

- Analytical Orientation
- Business Acumen
- Creativity
- Decisiveness
- Objectivity
- Prioritizing
- Risk Taking
- Technical Orientation
- Thoroughness



INTERPERSONAL LEADERSHIP SKILLS

- Active Listening
- Client/Customer Focus
- Communication
- Conflict Management
- First Impression
- Formal Presentation
- Interpersonal Relations
- Negotiation
- Operating Upwards
- Persuasiveness
- Sensitivity
- Social Astuteness



PERSONAL LEADERSHIP QUALITIES

- Achievement and Motivation
- Ambition
- Dependability
- Desire to Learn
- Emotional Control
- Flexibility
- Independence
- Integrity
- Open-Mindedness
- Productivity
- Self-Discipline
- Self-Esteem
- Valuing Diversity
- Work/Life Balance



SENIOR LEADERSHIP SKILLS

- Assuming Responsibility
- Attracting Staff
- Delegation
- Developing/Coaching Others
- Emphasizing Excellence
- Facilitating Teamwork
- Inspirational Role Model
- Involving Direct Reports
- Monitoring and Controlling
- Motivating Others
- Organizational Spokesperson
- Organizing the Work of Others
- Short-Term Planning
- Strategic Planning
- Vision



High-Potential



ACHIEVEMENT AND MOTIVATION

Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks



CONFLICT MANAGEMENT

The ability to mediate and resolve conflicts and disagreements in a manner best for all parties involved



INTERPERSONAL RELATIONS

Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships



ACTIVE LISTENING

Taking the time to listen to others' questions, concerns, and viewpoints, identifying the relevant information, and conveying it to the other person



DESIRE TO LEARN

Embracing new challenges and the opportunity to learn, as well as demonstrating the motivation to grow and develop by responding positively to constructive feedback



OBJECTIVITY

The ability to maintain a realistic perspective and keep personal biases to a minimum



ANALYTICAL ORIENTATION

Demonstrating a preference for problems requiring precise, logical reasoning, and showing an ability to dissect and understand complex, multifaceted problems



DEVELOPING/COACHING OTHERS

Supporting the development and career goals of direct reports through work assignments, ongoing developmental discussions, and feedback



OPERATING UPWARDS

The ability to comfortably interact with senior management using their language, understanding their perspective, and responding at their level



BUSINESS ACUMEN

Demonstrating good judgment and business sense as well as the ability to understand business operations, market trends, the competition, and the bottom-line



EMOTIONAL CONTROL

Maintaining personal composure during times of stress or pressure, when things are uncertain, or when faced with conflict or disagreement



ORGANIZATIONAL SPOKESPERSON

Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's direct reports



CLIENT/CUSTOMER FOCUS

Demonstrating a service-oriented approach, remaining open to feedback, and maintaining positive, trusting, productive relationships in order to meet the needs and expectations of internal and external customers



FACILITATING TEAMWORK

The ability to promote teamwork, cooperation, and identification with the work group



PRIORITIZING

The ability to quickly identify critical tasks and manage time accordingly to complete these tasks without getting distracted by less important matters



COMMUNICATION

Keeping direct reports and leaders informed about decisions, events, and developments that affect them



INTEGRITY

Demonstrating a high quality of character including being honest, ethical, trustworthy, and sincere, and effectively representing and respecting company values



STRATEGIC PLANNING

The ability to establish a long-range direction for the organization or unit, set broad goals that align with the direction, and identify the means to reach those goals



stage 2

assess potential



a

assess potential

Objective

Before you can decide who you want to participate in your high-potential development program, you will need to assess the talent in your organization. The following two-step process can help add objectivity to the process of identifying your high-potentials.

Process

- **step 1:** leaders complete the **Talent Review Survey** to assess the potential of their employees (this will be your *leader-rated potential*)
- **step 2:** employees complete the **Leadership Skills Profile – Revised (LSP-R)** (this will be your *assessment-rated potential*)

step 1: leader-rated potential



- leaders complete the Talent Review Survey to rate employees on:
 - performance
 - initiative
 - receptivity to feedback
 - strategic alignment
 - organizational relationships
 - flight risk

- standardized ratings can be used to support comparisons across teams

- the star column can be used later in stage 3 to mark employees who have been selected for the development program

- the “flight risk” column can be used to indicate whether an employee is expected to leave the company or their role in the near future

talent review survey (sample)



Reviewer's Name

Gerard Green

1 Not true of this person

2 Slightly true of this person

3 Somewhat true of this person

4 Moderately true of this person

5 Extremely true of this person

Individual's Name	Performance Shows strong performance in current role	Initiative Takes advantage of opportunities to lead & develop	Feedback Takes feedback well and shows growth over time	Strategic Alignment Supports the company's mission and vision	Relationships Respected by supervisors, peers, and direct reports	TOTAL	★	Flight Risk Y/N
Patrick Purple	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	20	★	Y
Patty Peach	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	16	★	N
Greg Green	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	21	★	N
Charlene Chartreuse	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	24	★	N
Otis Orange	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	14	★	Y
Lily Lavender	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	9		N
Peter Pink	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	11	★	N
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5			
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5			
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5			
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5			
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5			

step 2: assessment-rated potential



- in addition to leaders' recommendations, it is important to use an objective measure of talent to inform high-potential selection
- we recommend using the [LSP-R](#), because it aligns with SIGMA's leadership competency framework and corresponds to all our other tools and templates
- the LSP-R also meets all the criteria of a strong assessment
 - ✓ uses an evidence-based model of personality
 - ✓ measures traits that are relevant to the job
 - ✓ was created by experts with experience in psychometrics
 - ✓ has been validated on a sample similar to your candidate pool
 - ✓ has evidence for strong predictive validity and reliability
- upon completion, participants receive a **Focus Report**
- the Focus Report can help you identify high-potentials by comparing strengths and development opportunities to your high-potential benchmark

LSP-R Focus Report



	1	Business Acumen	page 9
	2	Decisiveness	page 10
	3	Strategic Planning	page 12
	4	Analytical Orientation	page 13
	5	Productivity	page 14
	6	Vision	page 15
	7	Emphasizing Excellence	page 17
	8	Dependability	page 18
	9	Emotional Control	page 19
	10	Independence	page 20
	11	Integrity	page 21
	12	Delegation	page 22
	13	Interpersonal Relations	page 23
	14	Active Listening	page 25
	15	Creativity	page 26
	16	Flexibility	page 28
	17	Prioritizing	page 29
	18	Organizational Spokesperson	page 30
	19	Communication	page 32
	20	Valuing Diversity	page 33
	21	Inspirational Role Model	page 34
	22	Attracting Staff	page 35
	23	Facilitating Teamwork	page 36
	24	Conflict Management	page 37
	25	Developing/Coaching Others	page 38

The competencies shaded in blue are competencies that represent your most immediate opportunities for development. They are areas where you likely demonstrate a degree of skill, providing a strong foundation for development. Focusing development efforts on these competencies is likely to result in your myZONE competencies becoming strengths in the future.



Strengths

Strengths can be used to find employees who already exemplify competencies on your high-potential benchmark.

myZONE competencies are opportunities for immediate development. Look for employees who have high-potential benchmark competencies in their myZONE, as these individuals will benefit the most from your program's development efforts.



Development Opportunities

If most benchmark competencies are in the lower-scores, the individual may not be well-suited for your development program yet.



Try it for Free!

If you're interested in using the LSP-R with your organization but would like to try it yourself first, we're happy to provide you with a free trial. Sign up below and you'll get to see how our online platform works and what the experience is like for test-takers. You'll also receive a personalized Focus Report of your results, allowing you to see the type of report your high-potentials will receive.

<https://www.sigmaassessmentsystems.com/lsp-r-freebie/>



stage 3

shortlist participants



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shortlist participants

Objective

Now that you have an objective measure of your employees' leadership potential, you are ready to select who you want to include in your development program.

Process

- compare employees' assessment results with the High-Potential Benchmark; look for employees who scored well on competencies listed as important for leaders in your organization
- use the **Talent Potential Overview** to chart employees' assessment- vs. leader-rated potential
- discuss with your team and select employees for the development program based on these two sources of information

comparing to the benchmark



- when comparing employees' assessment results to the benchmark, there are a couple of things you'll want to look for
 - first, look for employees whose strengths match your benchmark
 - next, look for employees whose **myZONE** includes competencies in your benchmark
 - remember that **myZONE** competencies are optimal development opportunities, so although these employees might not already exemplify what it means to be a high-potential, they have a strong chance of getting there with a little talent development
- once you have a good understanding of your employees and their scores,
 - sort people into either low, moderate, or high leader-rated potential
 - sort people into either low, moderate, or high assessment-rated potential
 - with these two pieces of information, identify where each employee fits in the **Talent Potential Overview** (see sample on next slide)

talent potential overview (sample)



● INDICATES FLIGHT RISK

creating your shortlist



- once you have your talent potential overview, you are ready to create your **shortlist** (i.e., select who you'd like to include in your high-potential development program)

- who is shortlisted is going to depend on:
 1. how many people fall into each category
 2. how many people you want to send through for development

- you'll likely want to start with those identified as top and high potential, but also consider having discussions about hidden and unverified potential

- keep an eye on flight risks; if you know someone is likely going to leave the company in the near future you may want to prioritize another participant, even if they show slightly less potential



stage 4
develop talent



develop talent

Objective

The first objective in this stage is to assess each candidates' development needs. To do this, we will use a 360 degree leadership assessment. We recommend using [SIGMARadius](#), because it aligns with SIGMA's leadership competency framework, and the LSP-R used earlier.

Process

- complete SIGMARadius (or another 360 degree assessment)
- compare each participant's SIGMARadius results to the High-Potentials Benchmark and use it to complete a **Talent Profile**
- use the **Development Actions Form** to outline personalized development plans
- leverage coaching to support candidates in their development efforts

introducing SIGMARadius



what is SIGMARadius?

SIGMARadius is a 360 degree approach to collecting feedback from multiple perspectives on a leader's abilities. Ratings are drawn from leaders, colleagues, and direct/indirect reports in addition to the employee themselves.

why use SIGMARadius?

- so far, we have used the Talent Review Survey, and the LSP-R to assess **potential**
- SIGMARadius is different in that it assesses actual **performance** in each of the competencies that has been identified as important on the benchmark
- as a 360 degree assessment, SIGMARadius also pulls in feedback from co-workers, direct report, supervisors, clients, and other sources that have not been consulted yet, to provide a more diverse and holistic measure of an individual's strengths and development opportunities

introducing SIGMARadius



SIGMARadius Leadership Effectiveness Report

Once SIGMARadius is completed, you will receive a SIGMARadius Leadership Effectiveness Report for each of your high-potential development program participants. This report includes:

- a summary of scores, rank ordered from highest to lowest
- an outline of strengths and development opportunities
- a description of each competency, what individual scores mean, and Action Steps for how to improve that competency
- the breakdown of ratings from leaders, colleagues, direct/indirect reports, and other external raters

how to create a Talent Profile



- the purpose of the **Talent Profile** is to summarize each participant's assessment results and identify competency gaps in order to set development goals

- to create a Talent Profile, follow the steps below
 1. write down each participant's name and current position
 2. create a column labelled "Strengths," and write down the participant's highest scoring competencies from SIGMARadius and the Focus Report (those which appear above the myZONE)
 3. create a column labelled "Development Opportunities," and write down competencies that appear in the participant's myZONE and are also in your high-potential benchmark; these will be your priorities for development

- see a sample Talent Profile on the next slide

talent profile (sample)



Candidate Name	Current Position
Charlene Chartreuse	Director of HR

Strengths

- 
ANALYTICAL ORIENTATION
 Demonstrating a preference for problems requiring precise, logical reasoning, and showing an ability to dissect and understand complex, multifaceted problems
- 
CLIENT/CUSTOMER FOCUS
 Demonstrating a service-oriented approach, remaining open to feedback, and maintaining positive, trusting, productive relationships in order to meet the needs and expectations of internal and external customers
- 
ORGANIZATIONAL SPOKESPERSON
 Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's direct reports
- 
PRIORITIZING
 The ability to quickly identify critical tasks and manage time accordingly to complete these tasks without getting distracted by less important matters
- 
STRATEGIC PLANNING
 The ability to establish a long-range direction for the organization or unit, set broad goals that align with the direction, and identify the means to reach those goals

Development Opportunities

- 
ACHIEVEMENT AND MOTIVATION
 Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks
- 
ACTIVE LISTENING
 Taking the time to listen to others' questions, concerns, and viewpoints, identifying the relevant information, and conveying it to the other person
- 
FACILITATING TEAMWORK
 The ability to promote teamwork, cooperation, and identification with the work group
- 
INTERPERSONAL RELATIONS
 Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships
- 
OPERATING UPWARDS
 The ability to comfortably interact with senior management using their language, understanding their perspective, and responding at their level

developing talent



- now that you've identified individual talent development priorities, you are ready to kick-off the developing part of your talent development program
- there are many different methods available for developing talent
 - training
 - education
 - job shadowing, etc.
- overall, the goal is to guide your employees through a structured process of pursuing their opportunities for growth and improvement
- as part of the talent development process, each high-potential should have an individual development plan where they can document specific development goals and keep track of progress along the way
- for this, SIGMA has created the **Development Actions Form**

how to use the Development Actions Form



- the purpose of the Development Actions Form is to outline each participant's goals and draft a personalized development plan

- using the template on the following slide
 1. fill in each participant's name and current position
 2. transfer "High-Potential Competency Gaps" from the Talent Profile to the Development Actions Form under "Top Development Areas"
 3. meet with the participant (or have another leader meet with them) to review SIGMARadius results and the Talent Profile
 4. fill in the rest of the Development Actions Form together
 5. choose development areas and brainstorm actions (activities) that will foster development; set timeframes for accomplishing each goal

development actions form (sample)



High-Potential's Name	Current Position
Charlene Chartreuse	Director

Top Development Areas	
1. Developing/Coaching Others	4. Emotional Control
2. Facilitating Teamwork	5. Achievement and Motivation
3. Involving Direct Reports	6. Open-Mindedness

Development Actions				
	Development Area	Action	Timeframe	Progress / Comments
3-6 Months	Developing/Coaching Others	Discuss and start development plans with direct reports	April 2022	Completed early
	Involving Direct Reports	Identify issues in project and solicit feedback and problem-solving solutions from team	April 2022	Issues identified, still need to ask for feedback
6-12 Months	Involving Direct Reports	Consult with team prior to implementing new policy	September 2022	
	Achievement and Motivation	Implement SMART goals for new projects	September 2022	
12+ Months	Emotional Control	Engage in mindfulness practice to improve emotional control	April 2023	

Notes

the coaching process



- in addition to having a plan (like on the Development Actions Form), high-potential employees should be supported with a formal coaching process
- the purpose of coaching is to provide candidates with accountability and support as they progress through their development plan
- technically, you've already begun the coaching process - you've met with your employees once to welcome them to the high-potential development program, and once to debrief SIGMARadius and complete the Development Actions Form
- now, you will begin the process of ongoing coaching and development
- assign another leader (or yourself) to each participant and set aside a regular time to check-in on the participant's progress

how to facilitate a coaching session



- during the process of ongoing coaching and development, coaching sessions can be anywhere from 60 to 90 minutes
 - set aside at least this much time once a month in order to check-in with your participants and have a one-on-one conversation
- 1 review development actions and ask participants to describe their progress, including any set-backs, challenges, and lessons learned
 - 2 ask participants how engaged they feel in the development program, and whether they are receiving the support they need
 - 3 discuss next steps and goals for the upcoming month
 - 4 adjust actions and timelines as needed



stage 5

measure progress



measure progress

Objective

The final stage in SIGMA's five-stage talent development process exists to help you measure, quantify, and communicate the success of your program

Process

- choose organization-specific indicators of success for your high-potential development program (look for ways to add objective, impactful numbers, e.g., money saved, or time delays prevented)
- gather information from other worksheets or HR tracking systems
- update the **Talent Progress Scorecard** every 6 months
- use this scorecard to communicate the success of your program to stakeholders

talent progress scorecard (sample)



Talent Progress Scorecard

Indicator	Date			
	January 2021	June 2021	January 2022	June 2022
Critical Roles Filled Internally (%)	67%	70%	70%	
Average Time High-Potentials in Same Role (Yrs.)	3 years	2.5 years	2.5 years	
High-Potential Turnover (%)	20%	35%	35%	
High-Potential Engagement	7/10	8/10	8/10	
High-Potential Program Satisfaction	6/10	7/10	7/10	
Individual Improvement	78%	83%	85%	



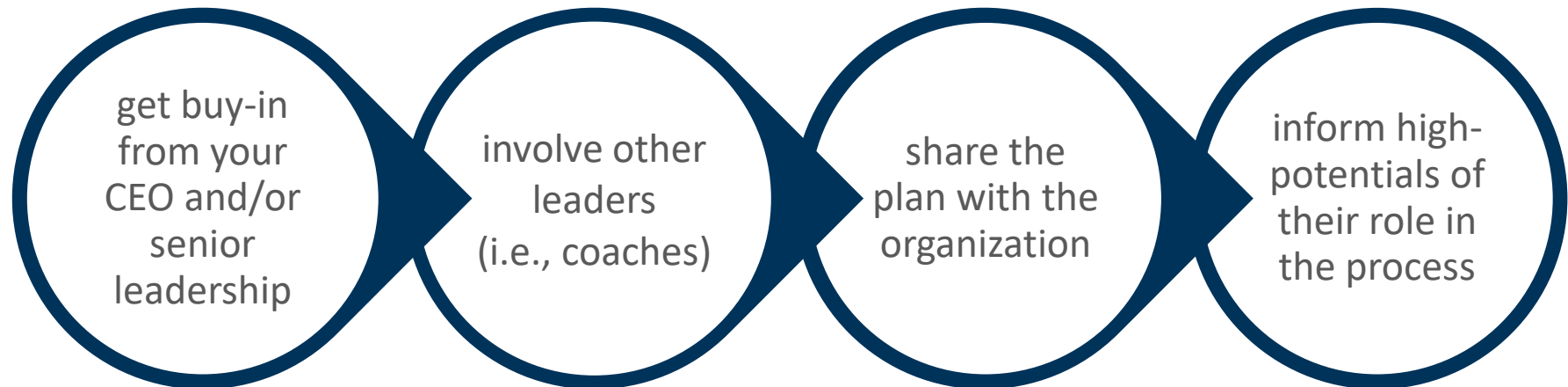
next steps

communicating the plan



why communication matters

- to ensure the success of your development program, it is important that you gain **buy-in** from your team
- you will need to make a business case for high-potential development and be able to communicate the process
- as you communicate your plan, it is important to involve the right people in the right order





here are a few useful tips for communicating your development plan

- ✓ in each of your communications, explain **why** your organization wants to implement a high-potential development program
- ✓ follow the steps on the previous slide **in order** (e.g., don't mention the development program to other employees or potential participants before getting approval from senior management and rallying your leadership team)
- ✓ clarify that employees who are not selected as “high-potentials” are not lacking potential, they simply will not be a part of this first phase of the program; affirm job security and the company's commitment to the personal and professional development of each individual employee
- ✓ touch-base regularly with your leadership team as they coach individual candidates - check-in with them quarterly or every 6 months to ensure they are being supported as they support others



Did you know?

one of the top reasons why leadership development programs fail is that they lack support from upper management

- to help you communicate your plan, we've created an agenda that outlines key points for gaining buy-in from important stakeholders
- if you would like more resources for communicating your development plan, please [contact us](#)
- SIGMA has a library of other resources we would be happy to share!

Agenda for Getting Buy-In

- A. explain why your company wants to implement a high-potential development program
- B. make a business case for the value of such programs (i.e., importance and returns)
- C. explain SIGMA's five-stage talent development process
- D. pitch your project plan (use the templates in this slide-deck)
- E. request feedback
- F. request support/permission to implement the program
- G. commit to giving regular updates (at least annually) on program progress



are you ready?
let's get started

are you ready?



there are many places in which high-potential development plans can face challenges; here are the most common ones:

- **executive support**
- **process**
- **communication**
- **documentation**
- **accountability**
- **the long game**

complete SIGMA's *High-Potential Development Program Checklist* to see how strong your plan is, and whether you're ready to get started

high-potential development program checklist



Whether you believe your organization has leadership development under control or is woefully unprepared, the following *High-Potential Development Program Checklist* provides a quick measure of the maturity of your leadership development process and what areas need to be improved.

Executive Support

- Is your high-potential development program supported by your CEO?
- Is your high-potential development program supported by the entire leadership team?

Process

- Do you use a proven development process?
- Is that process easy to understand?
- Are you confident in your ability to explain the process at all levels of the organization?

Communication

Are you consistently communicating the plan to:

- ... the board (if applicable)
- ... management?
- ... high-potentials?
- ... all members of the organization?
- Do you have formal conversations with high-potentials about their career goals?
- Are leaders prepared to have candid discussions with their team regarding each high-potential's readiness?
- Do leaders have the right tools to support development discussions with high-potentials?

Documentation

- Is your development plan formally documented?
- Does the leadership team review the development plan (at least) annually?
- Is your development plan updated (at least) annually?
- Have you created a High-Potentials Benchmark for your organization?
- Have your leaders completed a Talent Review Survey?
- Does each high-potential have their own Talent Profile?
- Does each high-potential have their own Development Actions Form?
- Do you have documented metrics to gauge the success of your plan?

Accountability

- Does your plan include detailed timelines and deliverables?
- Do you have a process in place to hold participants accountable?
- Do you have a scheduled annual review that includes your entire leadership team?

The Long Game

- Is the development plan aligned with the organization's long-term strategic plan?
- Is there a plan in place for high-potentials at multiple levels of the organization?
- Are other HR functions such as recruitment and selection aligned with your talent development process?
- Is your high-potential benchmark built with the future in mind?
- Are leaders prepared to coach high-potentials in their development process?

your score

- 0–10** At risk (lacking or likely to lose talent)
- 11–15** Demonstrates need for improvement
- 16–23** Solid foundation with room to grow
- 24–28** Mature plan with minor adjustments needed

If you scored well on this checklist, SIGMA can help you take it to the next level. If your score is a little low for your liking, SIGMA can help you get started. [Contact us](#) to learn more today! We're always happy to chat.

Glen Harrison, gharrison@SigmaLeader.com



please reach out to us if you have any
questions, comments, or concerns

we're always happy to speak with you!

Glen Harrison

gharrison@SigmaLeader.com

800-265-1285 ext. 233

SigmaLeader.com



US: SIGMA Assessment Systems, Inc. • PO Box 610757 • Port Huron MI • 48061-0757 • P: 800-265-1285 • E: support@sigmahr.com
Canada: SIGMA Assessment Systems, Ltd. • PO Box 3292 Stn. B • London ON • N6A 4K3 • P: 800-401-4480 • E: support@sigmahr.com
www.SIGMALeader.com