

HIGH POTENTIAL IDENTIFICATION WORKSHEET

Only one in seven high performers demonstrate the traits of high potentials. High potentials not only are high performers, but also show a high capacity to grow and succeed more quickly and effectively than other high performers.

A high potential has two attributes that distinguish them from the talent pool of high performers: aspiration and engagement. In addition to these attributes, they will demonstrate behaviors supporting your company values and core competencies and have the ability (skill sets) to be successful in future leadership roles.

Use this worksheet to measure the potential your employees have. Once you have rated all your employees, then you can map each employee on the 9-Box Grid using their performance ratings and potential ratings. In Section 1 you will measure aspiration and engagement. A YES answer is one point, and a NO answer is zero points. An employee can have a maximum of eleven points.

In Section 2 you measure ability. Ability includes the core competencies and skill sets identified for an employee's job profile. An employee with a 1 rating demonstrates the behavior less than 40% of the time, a 2 rating demonstrates the behavior 40–70% of the time, and a 3 demonstrates the behavior greater than 70% of the time.

Your team will need to determine how many points are required to qualify as a high and medium potential employee.

SECTION 1

ASPIRATION AND ENGAGEMENT	Employee 1	Employee 2	Employee 3	Employee 4	Employee 5
Do they seek out positions requiring a personal commitment greater than the average company commitment?					
Do they prefer environments that are fast-paced and multi-tasking?					
Do they desire opportunities to influence and shape decisions and how things are executed?					
Do they look for positions and assignments that provide variety and intellectual stimulation?					
Are they attracted to roles that allow them a degree of autonomy in how they execute their responsibilities?					
Does the employee value and enjoy the company?					
Does the employee believe in the mission and vision of the company?					
Does the employee believe that it is in their best interest to stay employed by the company?					
Does the employee consistently go the extra mile for the company?					
Does the employee have a high level of willingness to stay with the company?					
TOTAL POINTS SECTION 1					

SECTION 2

ABILITY	Employee 1	Employee 2	Employee 3	Employee 4	Employee 5
Core Competencies*					
Leadership Competencies*					
Specific Skill Set*					
TOTAL POINTS SECTION 2					
TOTAL POINTS					

*See definitions on the following page.

Core Competencies: Core competencies of employees represent a broader combination of the knowledge, skills, and personal attributes that can predict high performance in companies. Core competencies are behaviors that support your company values, your strategy, and leadership. They can be observed and measured and contribute to employee performance and company success.

Leadership Competencies: Unlike core competencies, which will be part of every job profile, leadership competencies are unique to those positions that manage departments, projects, and other employees. These positions require additional characteristics, skills, and behaviors to drive results and to be successful. Examples of leadership competencies include: achieving results, continuous learning, leading change, strategic thinking, and emotional intelligence.

Skill Sets: A skill set is a combination of knowledge and abilities that are needed to perform a specific job. Some skill sets are specific to a job, such as an accountant. An accountant will need specific skills related to accounting to be successful in an accounting position. Other skill sets are not job-specific such as written and verbal communications. Depending on the types of skills, they can either be obtained through training and/or experiences.