Identify, develop and retain

With a track record going back more than 60 years, Hay Group helps organizations develop their pipeline of future leaders. Using proven breakthrough methodologies, Hay Group ensures that high potential employees are identified, developed and retained to the benefit of both the organization and the individual. At the same time, ignoring, or poorly managing your high potentials can cripple your ability to execute your business strategy:

- the best companies for managing high potential talent consistently outperform peers in return on share price
- the top 20 per cent of the world’s most admired companies spend significantly more time identifying and managing their high potentials
- next generation leaders (Millennials, Gen Y’s) want more challenge and growth opportunities and will go to the organizations that provide it – they will stick around as long they are getting continuous development.

Screening for high potential

Even best-of-breed organizations sometimes confuse excellent performance with exceptional leadership potential. Yet in the same way that the best sales people do not always make the best sales managers, the best team leaders are not necessarily the best organizational leaders.

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Hay Group research identifies four growth characteristics of high potential individuals. They:
- understand other people
- are eager to learn
- exhibit emotional resilience in the face of a challenge
- have a strategic perspective about their own work in relation to others and to the organization

These characteristics are less easy to acquire, and, as a result, are an excellent indicator of potential and of considerable value in many senior leadership positions. People with these characteristics think about the big strategic questions, stretch themselves to work at the edge of their capabilities and bring out the best in others.

Growing your high potentials

High calibre individuals need nurturing if they are to achieve their full potential. Choosing appropriate growth experiences while mitigating the risks of moving people too quickly or into inappropriate roles is both an art and a skill.

Hay Group addresses the strategy first. We determine the specific demands and capabilities for the current and future critical roles that will drive your business strategy. Only then can you confidently plan a suitable development path and effective growth experiences that will stretch your high potentials and accelerate their career trajectory.

We don’t stop there. Managers too are critical to successful high potential development. Hay Group works with you to develop strong line management support, providing the tools, training and coaching skills that will push high potential employees further, faster.

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The continuous learning culture

To maintain the momentum of growth, Hay Group provides diagnostics to assess the conditions to sustain a culture of continuous learning and consulting support to close identified gaps. This includes addressing self-managed learning, knowledge sharing capabilities, innovation, experimentation and the provision of stretching job experiences.

Retaining high potential people

The best people are ambitious people, always seeking new challenges. If you don’t provide them, someone else will. Hay Group provides organizations with the input they need to create effective retention strategies and to identify those people who may be at most risk of leaving.

Reach maximum potential with Hay Group

Hay Group works with organizations all over the world and in all sectors to identify, retain and develop those individuals with the highest potential for future leadership. We deploy:
- screening tools such as our own ‘growth factors index’ and ‘talent benchmarking audit’
- job analysis and development planning tools using Hay Group’s exclusive role profile model that we have used to identify leaders for more than 50 years
- online leadership tools including leadership styles, organizational climate, motives and values assessments and personality feedback
- online and classroom-based leadership courses
- customized leadership development programs to help people succeed in their current roles
- organizational diagnostics including a Learning Culture Inventory and customized employee surveys