

# Third National Coaching Psychology Symposium

*Leading Coaching Excellence – How to do it*

## Coaching High Potentials: Identifying and Developing Talent

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# Workshop Agenda

- Who is YSC?
- Introduction to Potential
- Identifying High Potential
- Developing High Potential

# An Introduction to YSC

- YSC is a global business psychology consultancy specialising in leadership assessment and development as well as organisational behaviour change.
- We have offices in the US (New York, Atlanta, Houston), the UK (Edinburgh and London), Germany, Hong Kong, South Africa and Australia.
- We were founded in 1990 and have grown consistently 20-25% year-on-year. We currently have over 60 fully-employed consultants and work with a third of FTSE 100 companies.
- All our consultants have are registered psychologist and have been chosen from a diversity of backgrounds to offer strong insight into behaviour, great engagement skills, and business insight.
- We have also developed unique intellectual capital founded on our working with over 20,000 managers across all major industrial sectors and across the globe. For instance: research into Functional Effectiveness, measuring behavioural change, assessing High Potential, implementing organisational design and benchmarking data.

# WHAT IS POTENTIAL?



# What fuelled our interest in potential?

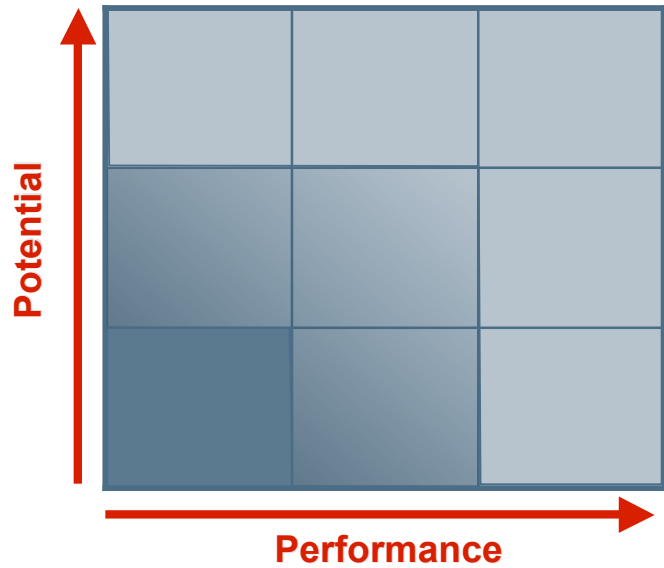
Talent was (mid 90s) becoming viewed as a (if not the) major source of competitive advantage:

- E.g. McKinsey (1997): 'The most important corporate resource over the next 20 years will be talent' 'Finding and retaining talented employees is at least as challenging today as it was ten years ago'. McKinsey (2008)

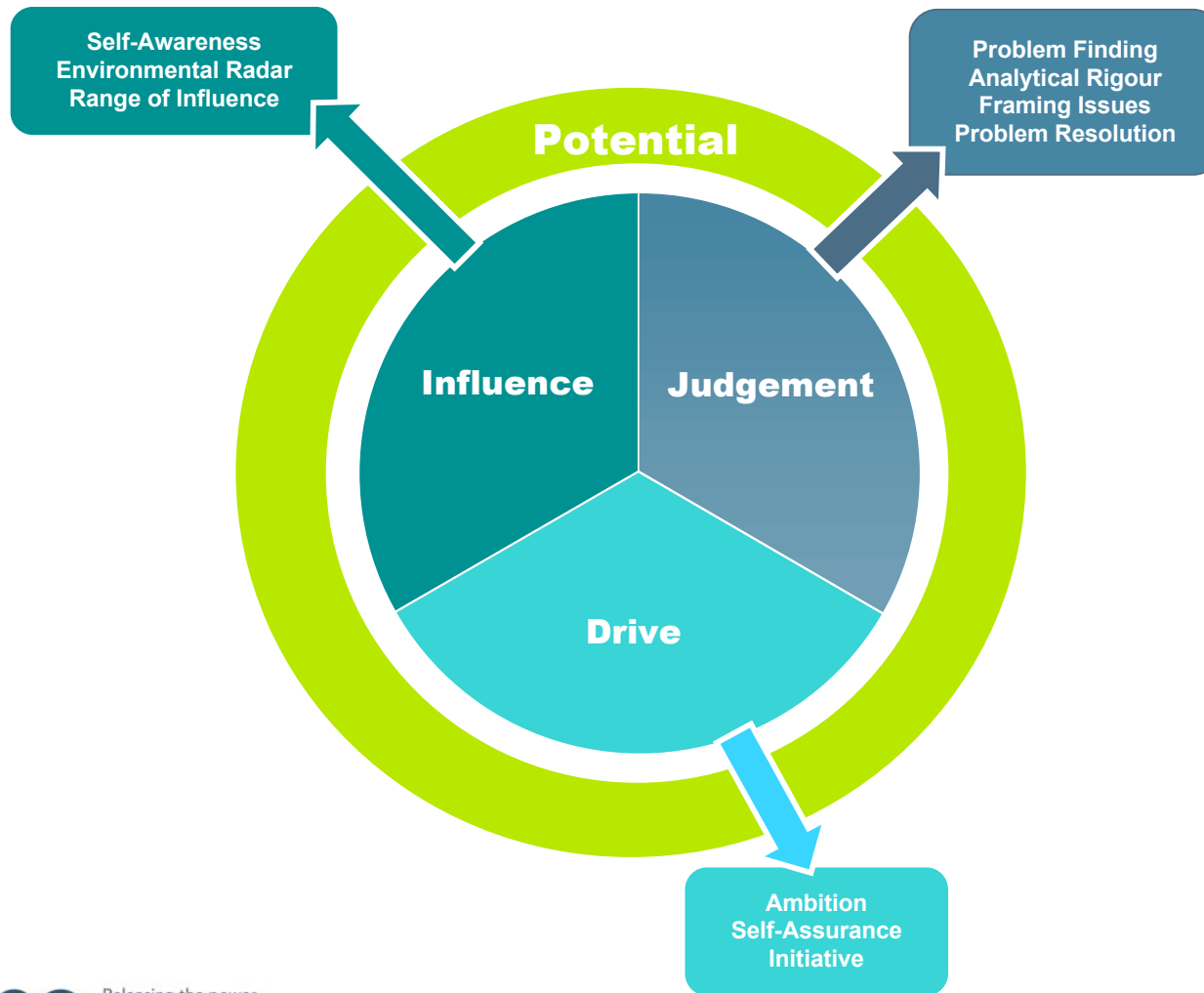
Organisations need to be able to:

- Identify who is 'going to be great' – those who are going to be successful over the long-term.
- Draw a rigorous distinction between 'performance' and 'potential'.
  - Only 29% of 'high performers' are also 'high potentials' – whereas 90% of 'high potentials' are also 'high performers' (source: Corporate Leadership Council).
  - Organisations often find this a tough distinction to make.
- Increasing numbers of clients asking for help with identifying which types of individuals were most likely to succeed over the long-term.

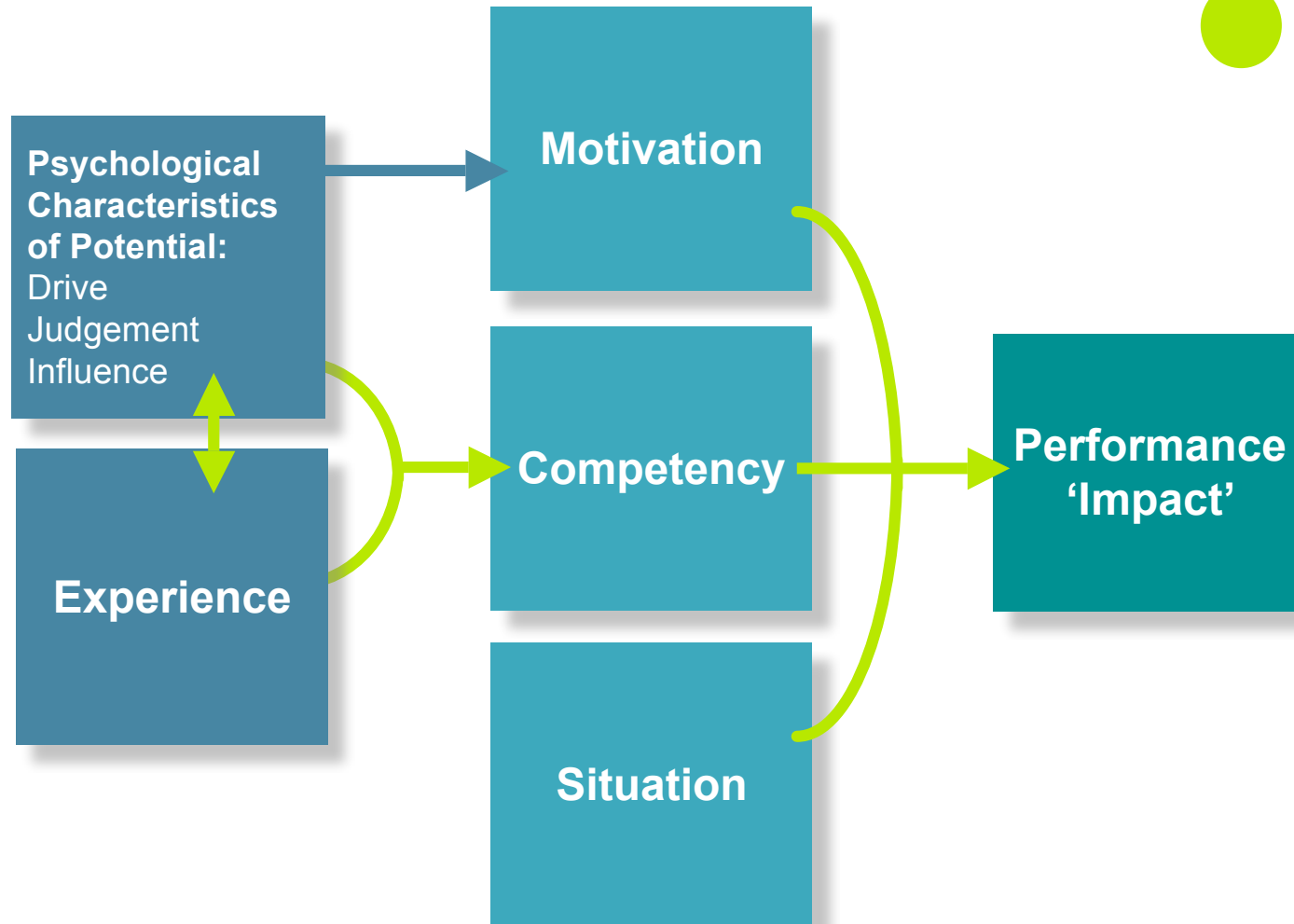
# Potential vs. Performance?



# Personal Qualities Underpinning Potential



# Influence Of Personal Qualities On Performance





# How Coachable Is Potential?

- We do not believe that potential is ever fixed or rigid.
- However, some personal qualities are more developable than others.
  - More so – capacity to influence.
  - Less so – drive for broad impact and aspiration, intellectual capacity.
- Developability influenced by insight, age/maturity, experience, ‘jolts’, nature of the characteristic eg, self-assurance can grow with experience and maturity.
- Developing these Personal Qualities is likely to require a more deep-rooted personal change than the acquisition of Leadership Capabilities.
- Best predictors of whether someone will change are their:
  - Openness to feedback.
  - Understanding of their own strengths and development areas.
  - Desire to change.

# Coaching Exercise

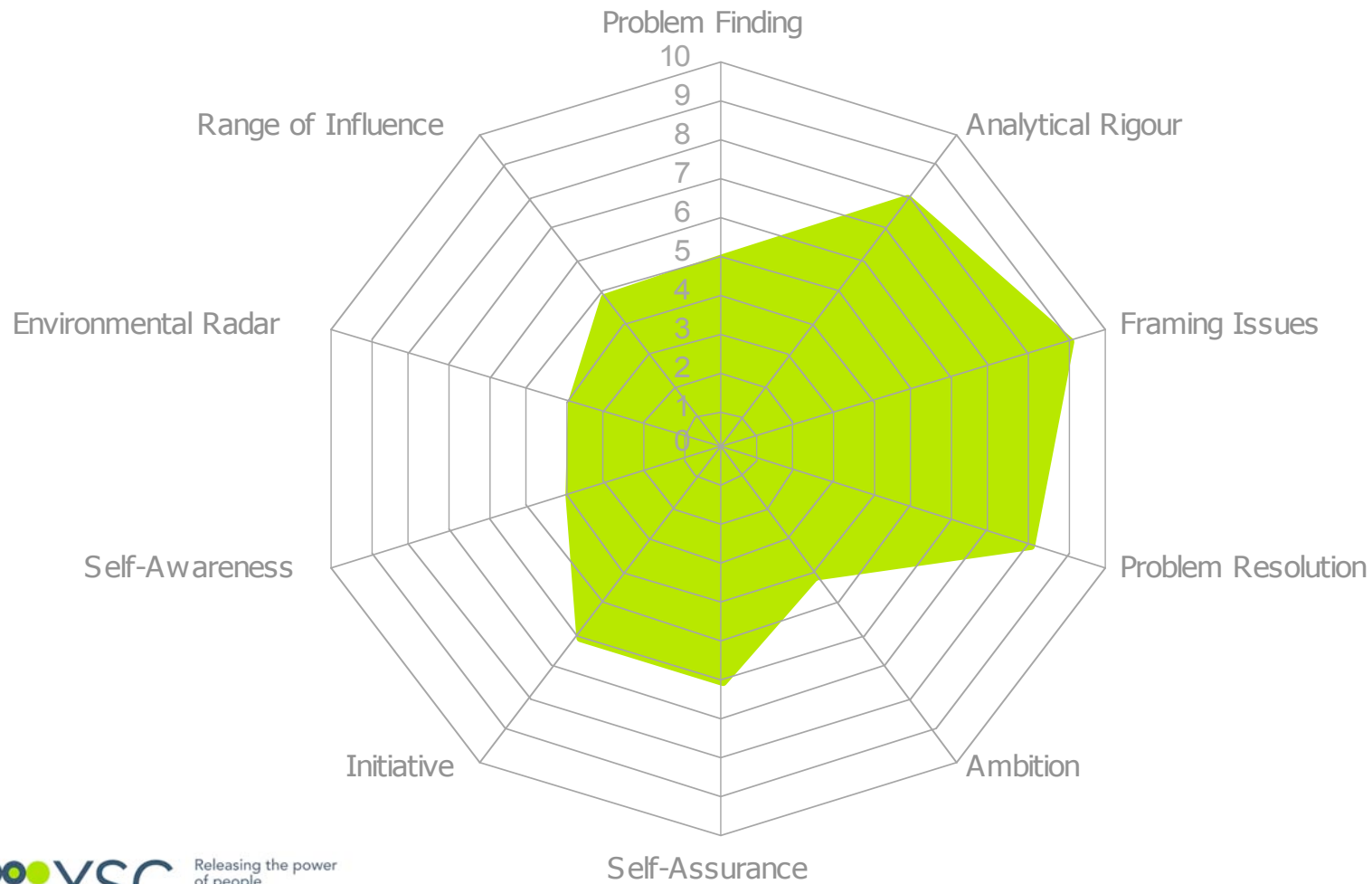
Thinking about 2 individuals that you have previously coached or worked with who are both high performers, but only 1 you judge to be high potential;

What are the key reasons for your judgements?

- How has their situation helped or hindered their performance?
- What drives this person?
- What is this person's judgement like?
- How does this person influence others?

# The YSC Potential Guide

## Profile Summary



# Possible Coaching Strategies

## At My Peak / My Overall Purpose

- Explore situations/events when you have been at your most motivated and performing at your best.
- Write a one page description of your individual purpose (i.e. motivations and values).

## My Leadership Potential Realised

- Provide a vivid description of where you want and need to be in 5 years time. The output could be in the form of a story to your colleagues in 2013, looking back over the past five years.

# Present: At My Peak

Think of four or five occasions when you were at your peak.

Generally:

- It can be any part of your life, from recent to distant past.
- Remember that I am interested in you at your peak (i.e. **not** necessarily **circumstances** at their best).
- Think about themes, connections and patterns.

Specifically today:

- Think about:
  - what is distinctive about the skill set you brings to coaching?
  - what other areas of your life and experience do/could you draw upon?
  - what is your coaching niche?

# Present :My Overall Purpose

## Then...

- Identify what energy or core concern underlies each set of responses.
- Construct a sentence along the following lines:
  - *My purpose is to use my talent for [talent] and my passion for [passion] to [what the anger is about].*
- Work to make the sentence more eloquent!

# Conclusion

- Hard to agree.
- Potential is difficult to assess.
- Affected by many variables.
- Changes over time.
- Some areas coachable some less so.
- Many activities available- need to choose.

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# Judgement

## Problem-Finding

Spotting issues early so that new opportunities and problems can be seen ahead of time.

## Analytical Rigour

Adopting a sharp, rigorous approach to problems.

## Framing Issues

Generating new perspectives for understanding situations that allow a more creative approach to be followed.

## Problem Resolution

Moving comfortably between decisiveness and reflection; and recognizing that any view taken may change in light of changing evidence



# Drive

## Ambition

Drawing fully on their attributes to 'leave a mark'. Driven by a need for self realisation and broad impact, rather than just delivering results.

## Self-Assurance

A positive orientation to dealing with obstacles and problems. A deep-seated belief in their ability to achieve a goal.

## Initiative

Setting and pursuing a path (intellectually and behaviourally) without guidance. Finding new goals and new ways of achieving established goals.



# Influence

## Self-Awareness

Accurately understanding personal strengths and weaknesses; and the situations that will and won't suit them. Using self-insight to manage their behavior.

## Environmental Radar

Knowing how to get things done within the organisation.

## Range of Influence

Drawing actively on a range of interpersonal skills in a way that allows them to have influence.

