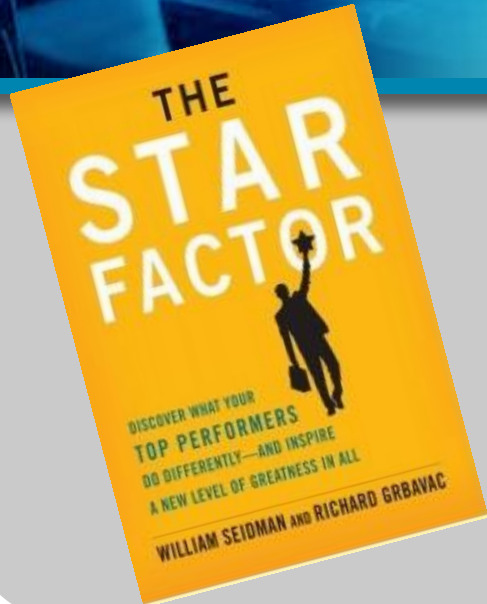


Converting Potential to Performance: Optimizing High Potential Development



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Strategic View

High potential (Hi Po) personnel are the future leaders of the organization

Developing Hi Pos into the actual leaders of the organization is a strategic imperative

New science creates opportunities for more sophisticated and effective Hi Po development programs

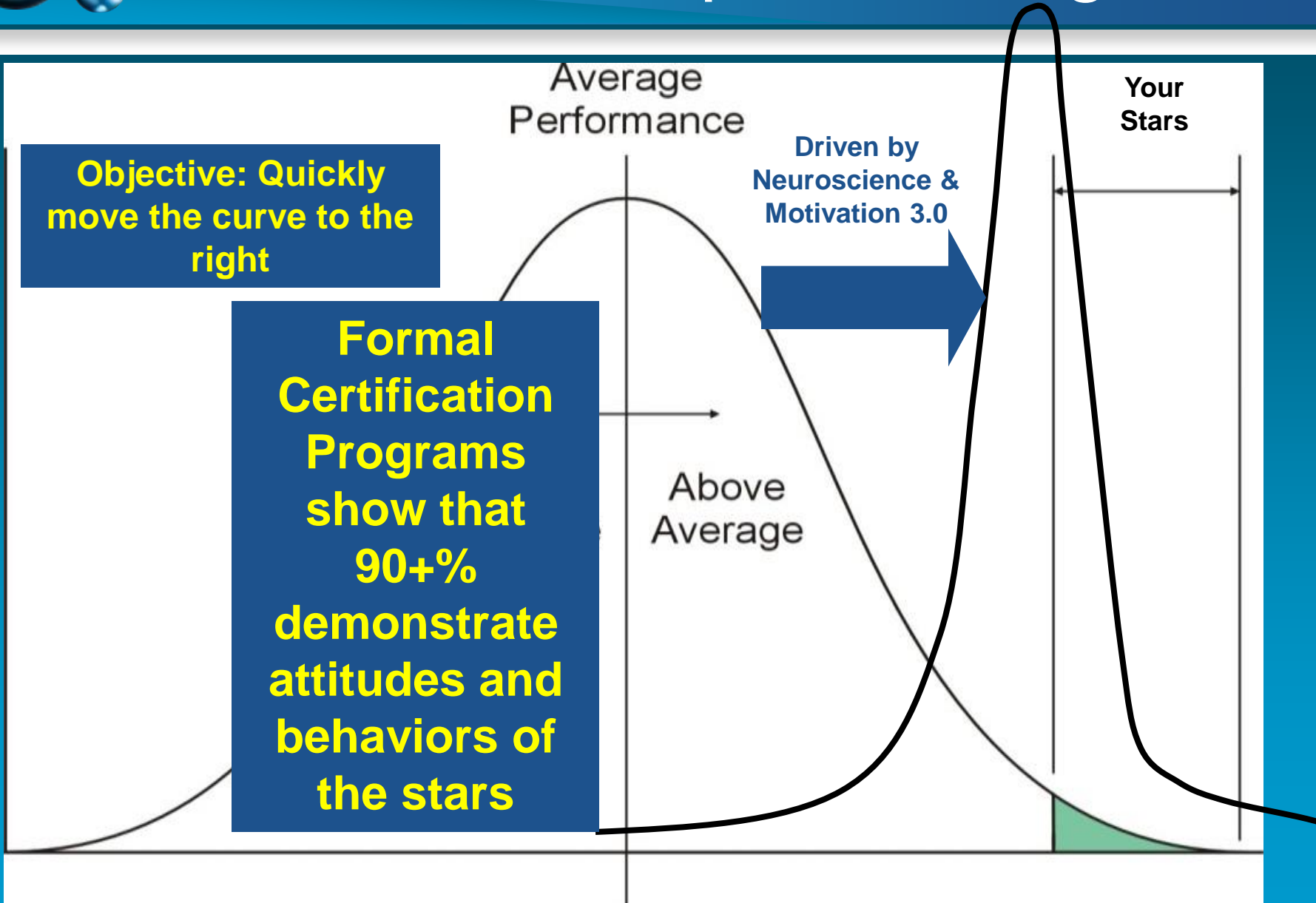


Agenda

- Assumption: You have a means of identifying Hi Pos (more on this later)
- Agenda
 - The goal of Hi Po development – think and act like the stars
 - The science and methodology for effective Hi Po development
 - Practical approaches to Hi Po development
 - Expanding the notion of Hi Po to “Deep Bench”



Goal of Development Programs





Development Methodology

**Star's
Wisdom**

+



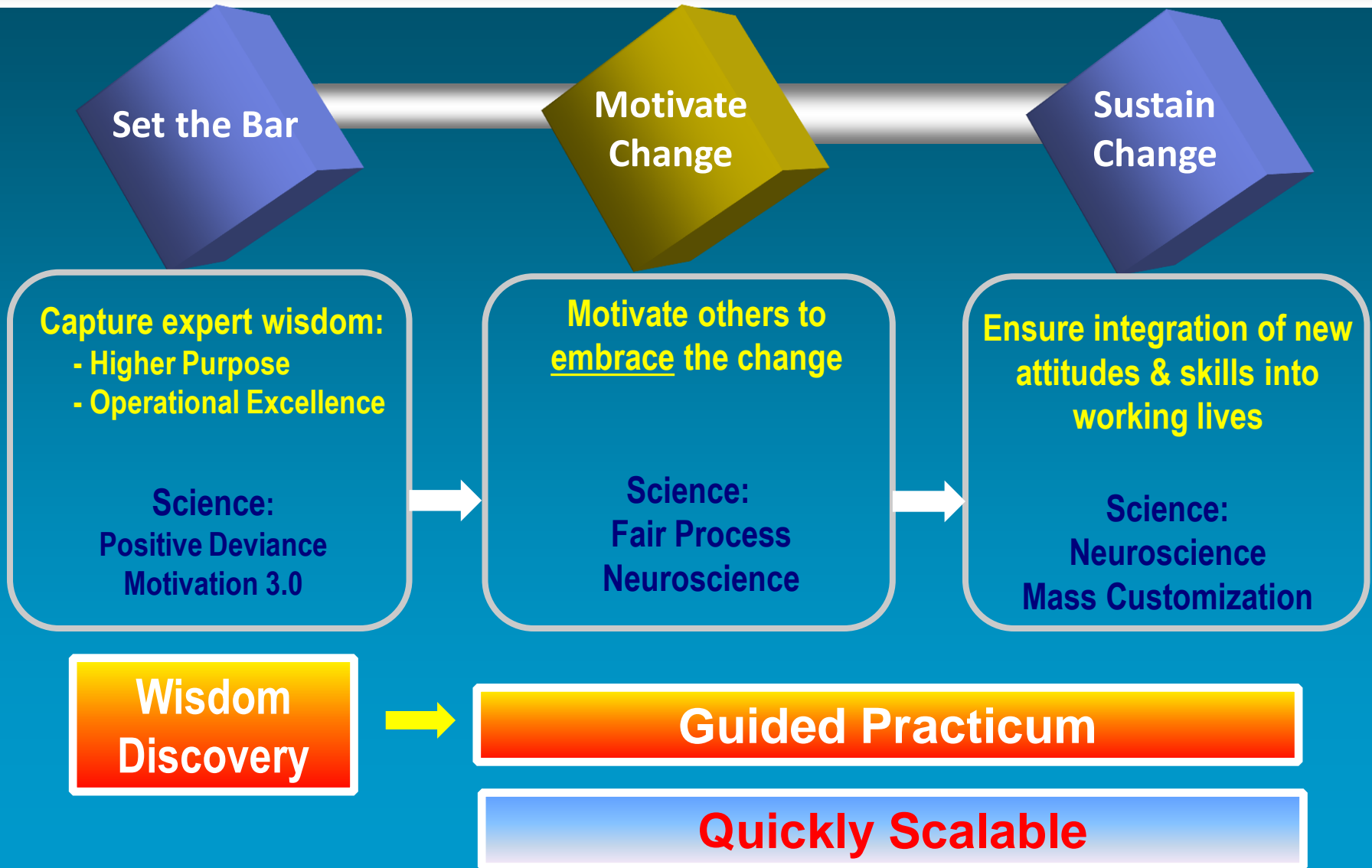
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**Change
Sustained
AND
Predictable**

**Guided Practicum
System**



Affirmative Transformation Model





Different Intensity/Impact Options

All options can use
science of Affirmative
Leadership

Transformational Programs

4-5 month transformational learning
experience

90+% Think and Act Like the Stars

Sustainer Programs

Reinforce and apply prior
learning experience
(Workshops, classes,
Transformational Programs)

Multiple delivery options:

- Pure e-learning
- Self-Managed Learning Groups
- "Coach" Led

- Wisdom Discovery (From your stars or customized from the Cerebyte Library)
- Coach Training
- Launch workshops
- Guided Practicum

Workshop Programs

Short (4-8 hours), intense,
highly interactive

Investment

Impact



Transformational Program

Discovery

Wisdom Discovery (3 Days)



2-10 Stars develop
or customize Library
content

Launch

Coach Launch (6 Hrs)



Leadership
training for
coaches

Launch Workshop (6 Hrs)



Group Learning
Kick-off

Practice

Guided Practicum (~3-5 mo./2 Hrs per week)



On-going Group
Learning

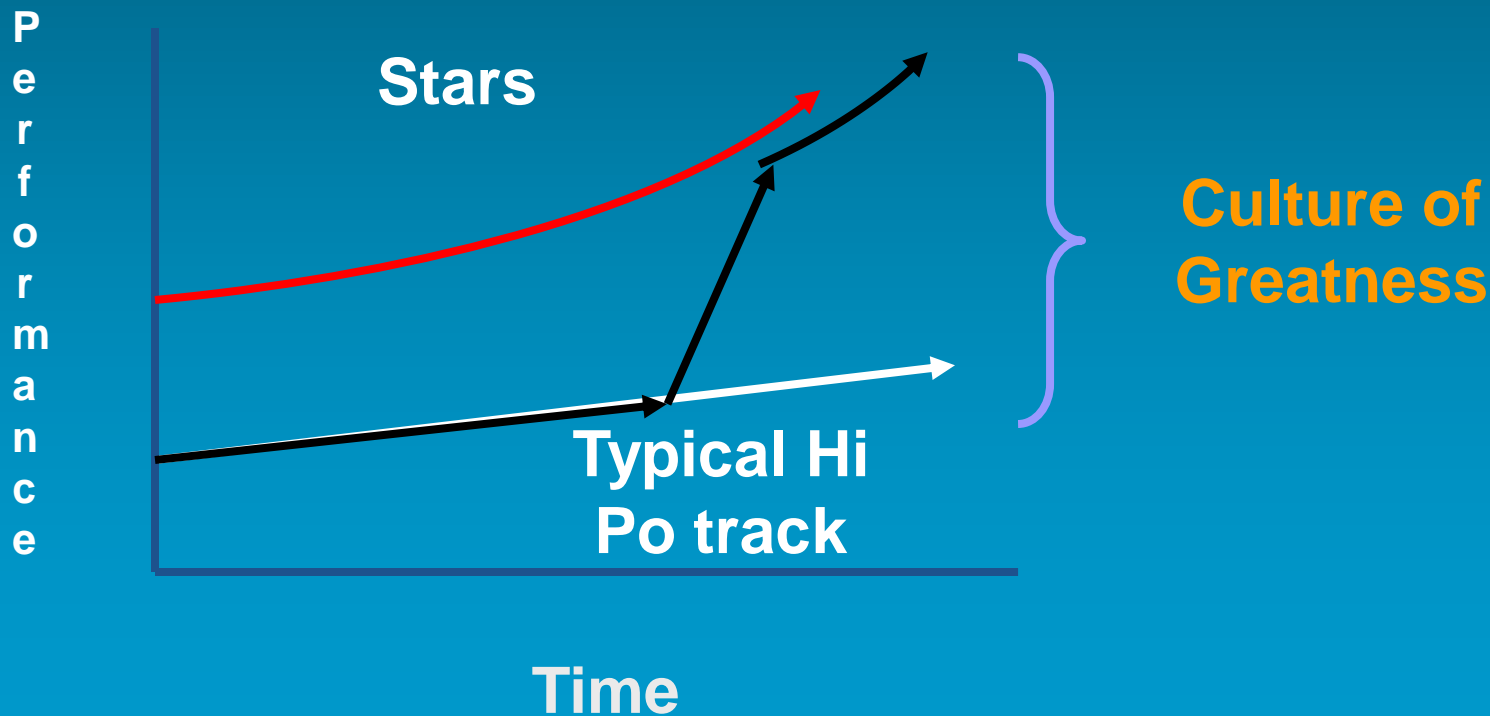
Sustainer

Long-term
reinforcement



Performance Results

- Formal Certification Programs – 90+% demonstrate attitudes and behaviors
- Expected ROI = 20X (Measured High=39X)





Examples of Hi Po Successes

Company A: First-line Leadership program in retail grew sales 5.25% more in 12 weeks than control groups using traditional learning approaches

Company B: Transformational Leadership program for senior managers and junior executives led to identification and implementation of 22 new highly innovative, strategic initiatives

Company C: Sales rep program doubled sales of digital solutions in 4 months

Company E: Programs for Call Center Reps and their supervisors doubled first call resolutions



Pros and Cons of Hi Po

Why a Hi Po Focus?

- Limited # development slots
- Relatively easy to identify (Based on performance evaluations)
- Fits classic industrial performance model

Limitations of Hi Po Focus

- Limits size of available pool (aka the Michael Jordan problem)
- Decreases others productivity (you are not a Hi Po!)
- Undermines collaboration



Hi Po vs. Deep Bench

Build a deep bench

- Identify key roles in the organization that you want personnel depth
- Put everyone possible through a Affirmative Leadership program
 - High leverage and low expense mean there is no real limitation on numbers of people
 - Based on real situations, depth of ability is widespread
 - Organization makes broad productivity gain

....Everyone Can (and should) be a Hi Po



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