

Workforce Analytics Webinar Series

Identifying and Accelerating Hi Po's

(The High Potentials Among Us)



Hosted today by: Mike “Stu” Stewart, Founder & CEO





PREDICTIVEGROUP

- PI Member Firm Since 1990 (Behavioral)
- PLI Member Firm Since 2008 (Cognitive)
- HQ in Scottsdale, AZ 
 - **PI Territory:**
 - Western United States 
 - **PLI Territory:**
 - Global
 - **LPI Territory:**
 - Global
- 300+ PI Client companies serviced:
 - 35 states
 - 23 countries
 - 20+ clients > 10,000 employees
 - Skilled Associates delivering Knowledge Transfer
- Shared Services Group: Client Support, Classroom Management, Coaching, Onboarding New Associates, Marketing, Finance.

 Behavioral & Selling Skills

 Learning Agility & Complexity

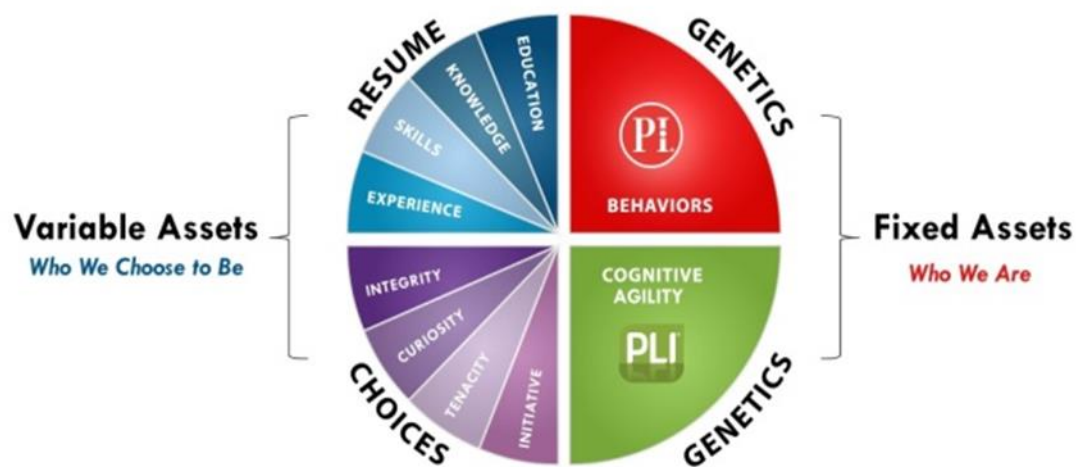
 Leadership Performance Index



Knowledge Transfer, Coaching, Support

Framing the HiPo

- **potential** - an ability that someone has that can be developed to help that person become successful
 - Ability is defined as the *natural aptitude* or *acquired proficiency*



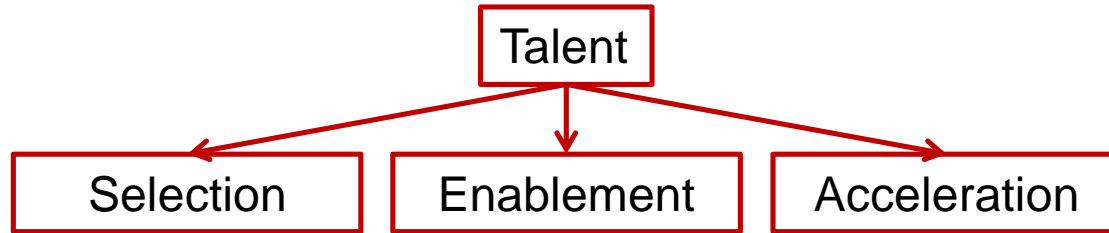
“First Break All the Rules” Gallup Organization



- Research – 80,000 Top Leaders interviewed 1:1 over 25 years found:
 - Great Managers do not believe that every person, given enough training, can do anything they set their mind to.
 - Great Managers do not, in fact, try and help people overcome their weaknesses.
 - Great Managers select employees for their talent, not just for their skills or experience
 - Talent as defined in the Gallup research context is:
 - Not genius, rather it is the recurring patterns of successful behaviors that can be productively applied (Learning Agility).
 - Research determined that Talent is more important than:
 - Experience
 - Intelligence
 - Willpower

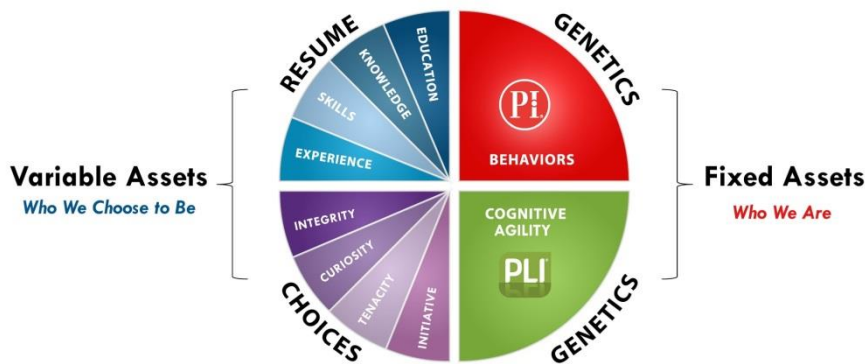
Organizational Readiness

By definition is:



- **Talent** is a marked innate ability
- Innate is existing in a person since birth (Genetics)

WorkForce Analytics

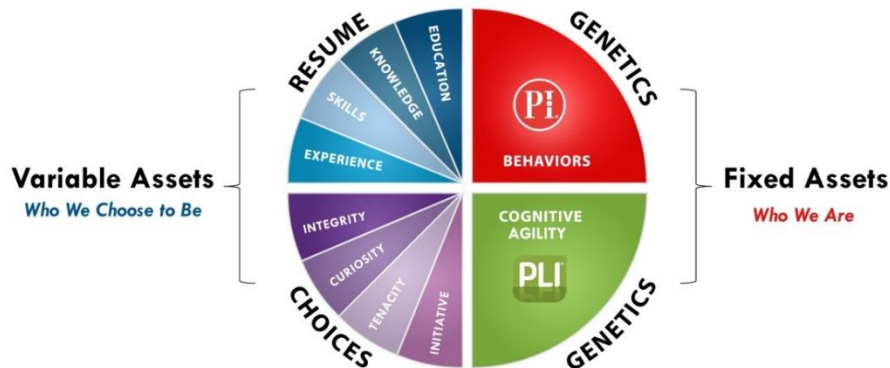
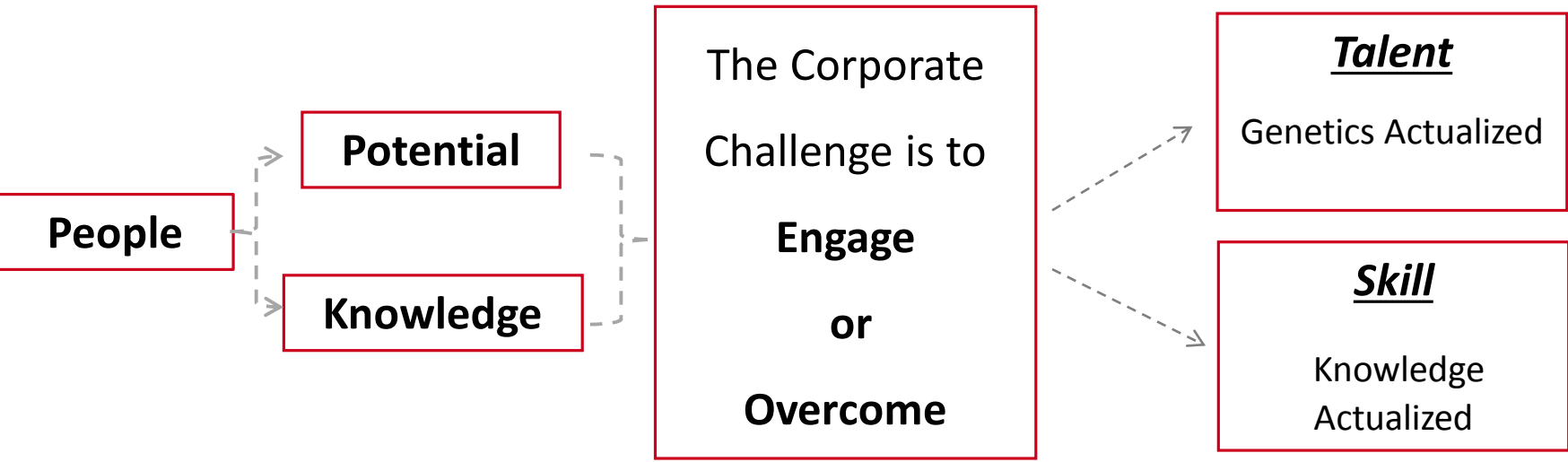


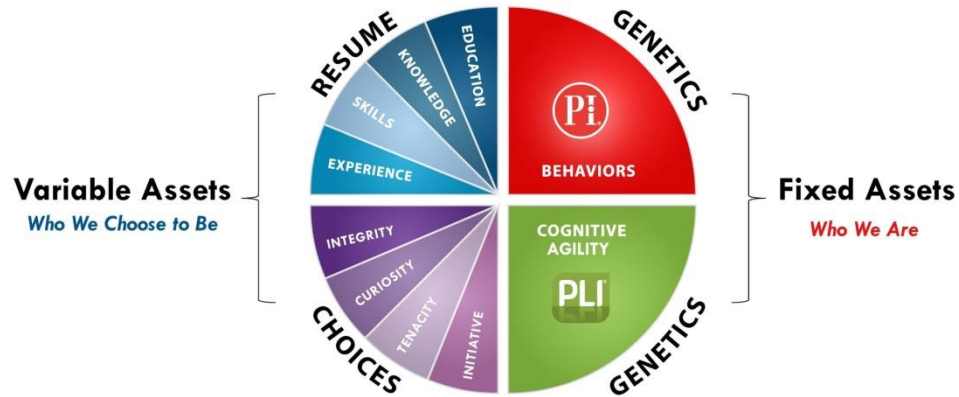
People

- Behaviors ✓
- Cognitive ✓
- Choices ✓
- Skills
- Experience



The Foundation for WorkForce Analytics





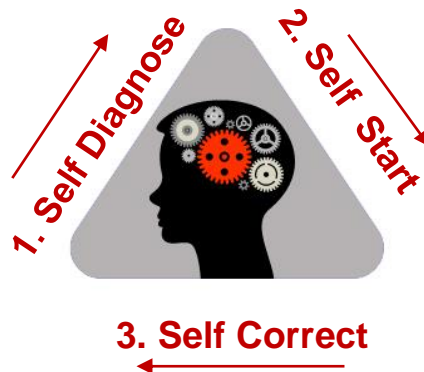
HiPo Acceleration Foundation

Self Awareness

	Me	My Job
Behaviors		
Cognitive		
Skills		
Attitude		
Ambition		
Work Values		

+

The Leadership Delta



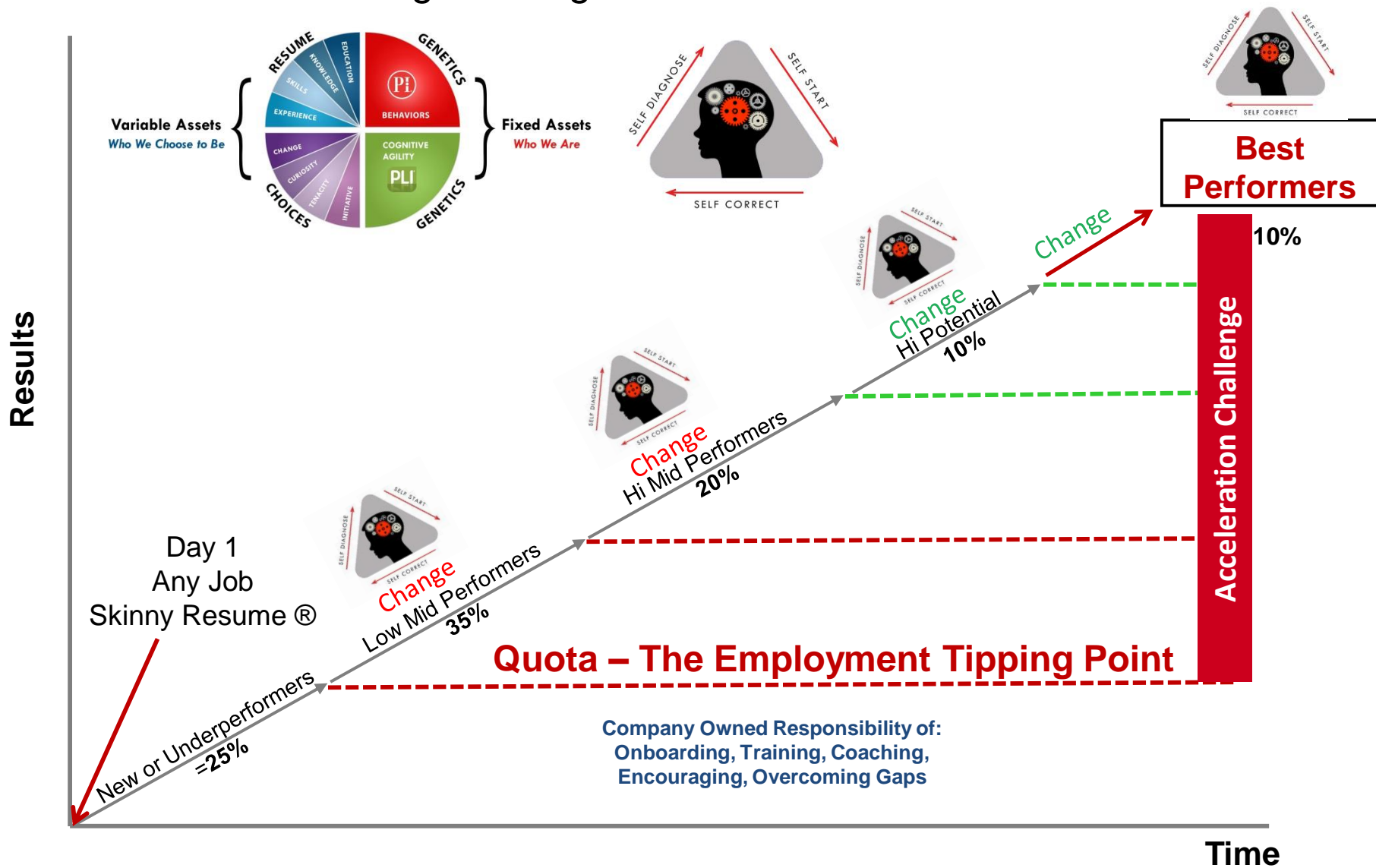
=

Professional Acceleration

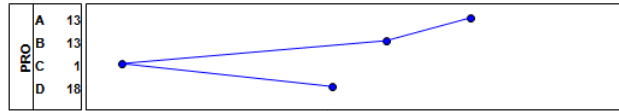
Self Management Sustains
Professional Growth
&
High Performance

The Law of the Incline

Change Management is a Personal Choice



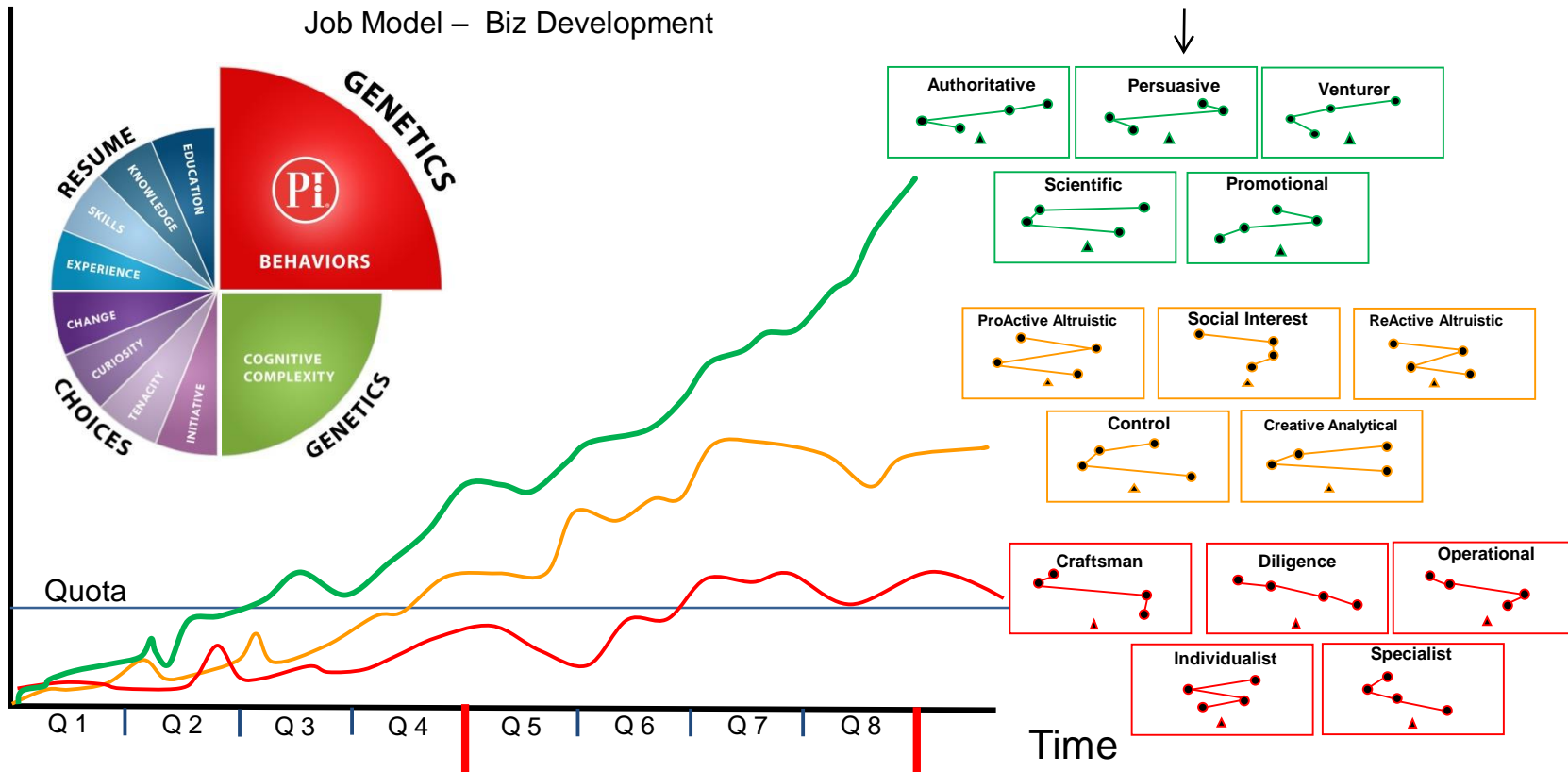
The Position How the Job Needs to be Performed All Day – Every Day



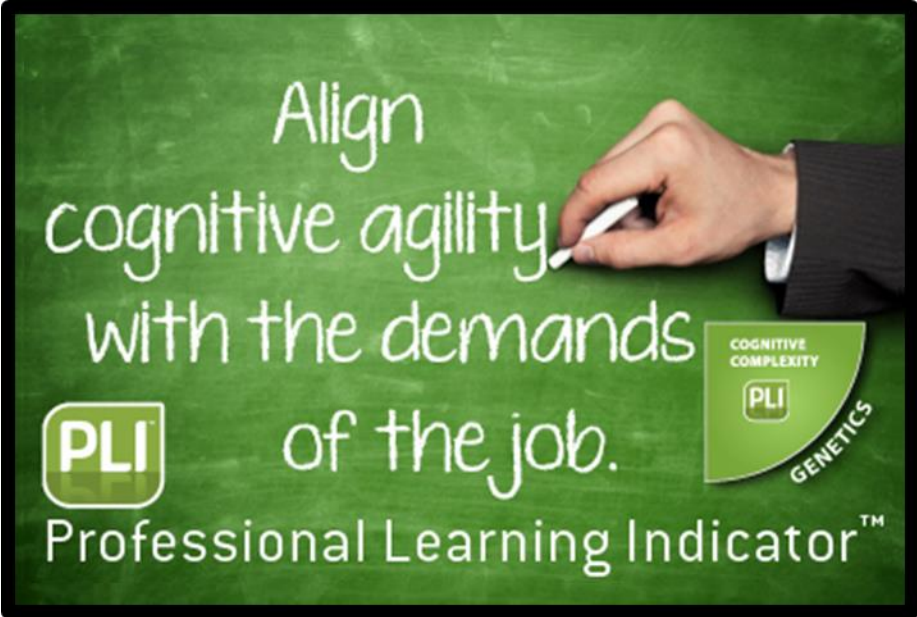
Job Model – Biz Development

The Job
&
The People Doing the Job

Results



Professional Learning Indicator™



A Google™ Perspective on Learning Agility

Laszlo Bock, SVP of People Operations for Google — Google has determined that “G.P.A.’s are worthless as a criteria for hiring, and test scores are worthless. ... We found that they don’t predict anything.”

- Explained Bock. “For every job, the No. 1 thing we look for is general cognitive ability, and it’s not I.Q. It’s learning ability. It’s the ability to process on the fly. It’s the ability to pull together disparate bits of information.”
- Said Bock: “The least important attribute we look for is “expertise.” “If you take somebody who has high cognitive ability, is innately curious, willing to learn and you hire them as an H.R. person or finance person, and they have no content knowledge, most of the time this nonexpert will come up with the same answer as an experienced person, added Bock, “because most of the time it’s not that hard.” “Sure, once in a while they will mess it up, he said, but once in a while they’ll also come up with an answer that is totally new. And there is huge value in that”.



“Cognitive is not something people can see in a mirror, it is something we can help them realize and align with their ambition.”

Mike Stewart

Cognitive Assessment measures Learning Agility (processing speed) not Intelligence. Fully 25%+ of a persons Fit & Acceleration are gated by this measure.

The PLI Assessment Results predict:

- Learning speed/agility
- Closing the “Knowing – Doing” Gap
- Taking Initiative in Changing Conditions
- Curiosity – Asking “Why” and “How”
- Making Fresh Connections
- Complexity is Stimulating, not Daunting
- Broadness of Thought
- Self Diagnosing, Starting, Correcting

What PLI does not measure:

- Intelligence, IQ
- Can/Will they solve problems
- Grades or academic ranking
- Scores on standardized tests
- Functional or Technical skills
- Verbal, Social, Analytical Skills
- Straightforward Problem Solving Ability

Where Are Those HiPo's?

Let's Get Started

- Define

- Job Models

- Get 1 Model done that has buy in from Key Stakeholders
 1. Behaviors (PI PRO)
 2. Cognitive (PLI)
 3. Choices Defined
 4. Knowledge/Experience check

- Set Ranking Criteria

- Top Performers (10%)
- HiPo Performers (next 10%)
- HiMid Performers (next 20%)
- LowMid Performers (next 35%)
- New and others (25%)

- HiPo Identification

- Who are the Top 20%?

- Our Acceleration Pool
- We start all new initiatives in this pool.
 - Capacity for new
 - Seeking Leverage

- Behavior measure

- Cognitive measure

- Influencing/Selling Skill measure

- Leadership Measure



Acceleration Prediction Dashboard

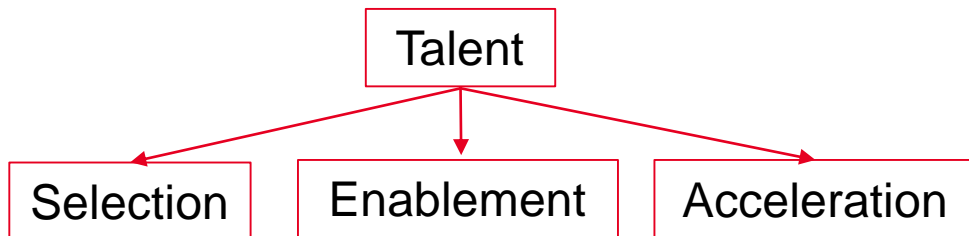


Name	Region	Unit	Manager	Behavioral (PI)			PI Fit	Cognitive (PLI)		PLI Fit	Overall Fit	Quota	
				Job Model	Person	M	Int / Log	Green Yellow Red	Range	Score			Green Yellow Red
Eric	APJ	ANZ	Westfield	Intuitive/ M= 60•	Intuitive/ M= 60•	57	Log	Green	17-23	22/30	Green	Green	156%
Maiko	APJ	JP	Westfield	Intuitive/ M= 60•	Intuitive/ M= 60•	92	Log	Green	17-23	28/31	Green	Green	156%
Michael	EMEA	Turkey	Potello	Intuitive/ M= 60•	Intuitive/ M= 60•	86	Log	Green	17-23	28/50	Green	Green	209%
Sonia	EMEA	Netherlands	Striech	Intuitive/ M= 60•	Intuitive/ M= 60•	20	Int	Green	17-23	24/27	Green	Green	102%
Anwar	EMEA	Gulf	Potello	Intuitive/ M= 60•	Intuitive/ M= 60•	58	Log	Green	17-23	23/26	Green	Green	40%
Elke	EMEA	Netherlands	Striech	Intuitive/ M= 60•	Intuitive/ M= 60•	74	Int	Green	17-23	26/29	Green	Green	79%
Agar	EMEA	Turkey	Potello	Intuitive/ M= 60•	Intuitive/ M= 60•	31	Int	Green	17-23	22/26	Green	Green	79%
Samantha	EMEA	UKI	Helms	Intuitive/ M= 60•	Intuitive/ M= 60•	38	Int	Green	17-23	22/28	Green	Green	320%
Sven	EMEA	Netherlands	Striech	Intuitive/ M= 60•	Intuitive/ M= 60•	78	Int	Green	17-23	21/26	Green	Green	140%
Claus	EMEA	Netherlands	Striech	Intuitive/ M= 60•	Intuitive/ M= 60•	87	Int	Green	17-23	25/34	Green	Green	220%
Paulo	EMEA	Italy	Potello	Intuitive/ M= 60•	Intuitive/ M= 60•	94	Int	Green	17-23	22/50	Green	Green	54%






Your Predictive Group Investment Delivers

- PGroup Associates

- Live/Virtual Webinars
- Build/Sort Job Models
- Workforce Diagnosis
- Acceleration Strategies via Workforce Analytics
- Pivot Strategies
 - Away from Resume Screening to “Skinny”
 - Change Acceleration
 - Organizational Readiness



- PGroup Enablement

- WorkPlace vs. WorkForce
- WorkForce Analytics
 -  – Behavioral
 -  – Cognitive
 -  – Sales Skill
 -  – Influencing Skill
 -  – Leadership Skill
 - Dashboards – Performance @ the Individual Level
 - Team Spreadsheets
- Please Explore



Thank You for Joining Us Today
&
Let us Help You Find those HiPo's Soon To Be
Discovered in Your Organization



John Inman, Seattle, WA
jinman@predictivegroup.com
425.954.7256

800.713.8344



Sharing Leadership Skills with Managers
Since 1990



[Facebook.com/PredictiveGroup](https://www.facebook.com/PredictiveGroup)



[Twitter.com/PredictiveGroup](https://twitter.com/PredictiveGroup)



[Linked.com/company/The-Predictive-Group-Inc](https://www.linkedin.com/company/The-Predictive-Group-Inc)