

Keep the promise of potential by avoiding these mistakes in your Hi-Po Programmes.

Maximising the impact of a high potential programme can be a game-changer for the growth of an organisation. However, navigating the design and implementation successfully, requires one to have a keen awareness of the potential pitfalls. For this, we explore the common mistakes to avoid, which can undermine the effectiveness of your Hi-Po programme.

To optimise your programme's effectiveness, avoid:



Having an unclear and narrow definition of potential

Potential should mean that an individual demonstrates a combination of higher order skills and desired leadership behaviours, in addition to meeting a threshold of performance.



Using the nine-box as the end in itself

The nine-box should only be created after identifying high potential and not for identifying high potential, or it defeats the purpose.



Making non-high potentials feel excluded

Non-high potentials should receive opportunities to work on their development areas and clear inputs on where their career stands in the organisation.



Being slow in investing in people after identifying potential

Plan a clear development journey with allocated budgets and organisational support post talent identification, ensuring regular reviews for continuous improvement.



Not covering all key groups across the organisation

The programme should not only cover all businesses and functions, but should address all demographic groups, to ensure equal opportunity as well as a diverse potential pool.



Making talent merely an annual activity

The programme needs to be a continuous business process and not an annual activity that is linked to the rewards or progression process.



Treating the talent data as numbers or isolated points

Talent data should be treated as strategic business data and business managers should be trained to use data insights to select, develop and engage talent in their units.