

# PsyCap Potential Case Study

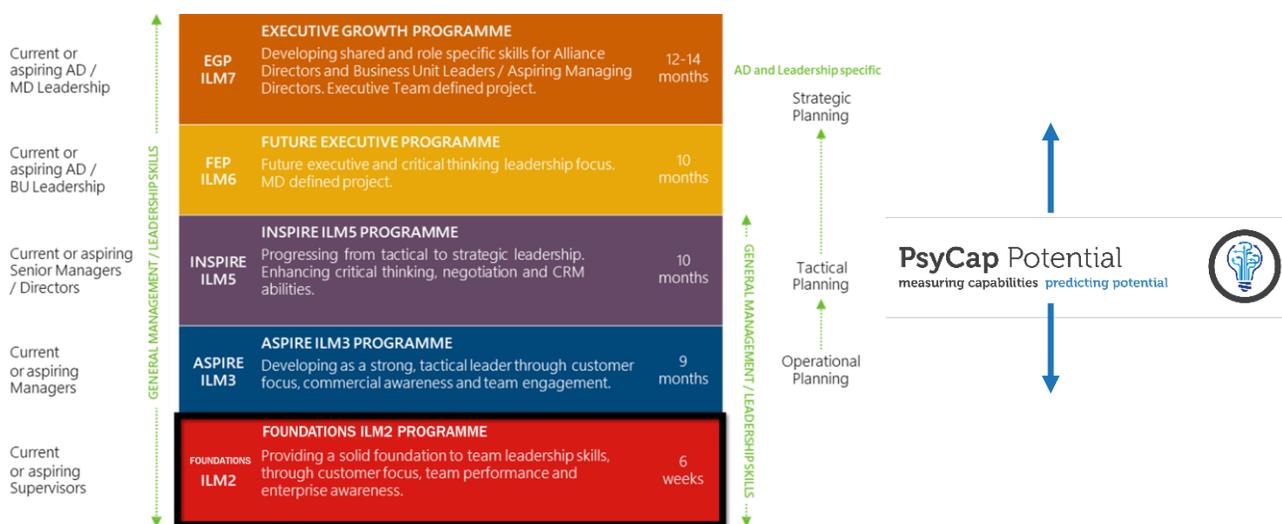
Identifying and developing leadership potential using PsyCap Potential to develop leadership pipelines

## OVERVIEW

A global CRES business with operations spanning EMEA, AsiaPac and Americas selected PeopleWise as their provider for all leadership development programmes, with PsyCap Potential identified as a key tool to predict, develop and realise leadership potential, aligned to the strategic direction of the business.

The overarching aims of the initiative were to address organisational priorities including:

1. To support organisational growth by supporting career pathways, succession planning and high potential identification from aspiring Supervisor to aspiring Managing Director.
2. To develop and retain the competencies and skills of our talent, aligned to the strategic vision of the business.
3. To provide additional objective data to differentiate between performance and potential in key talent populations
4. To provide development programmes that enable talent to successfully transition to increasingly complex contexts and higher levels of leadership responsibilities
5. To deliver formal, industry recognised Institute of Leadership & Management (ILM) qualifications in, evidencing level of learning and implementation of learning back into the business; leading by engaging others, satisfying customers and producing results.



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## WHY US?

PeopleWise, and the tool PsyCap Potential was used to support selection and development on all LDPs designed to support the transition from tactical to strategic leadership, i.e., aligned ILM levels 5 – 7.

The PsyCap Potential psychometric tool was used as part of the entry assessment process, as well as being variously incorporated into each of the development programmes to maximise return on development investment (RODI) by providing :

1. Insight into a learner's stretch potential and readiness to operate at the next level of leadership to inform programme selection decisions
2. Pre-programme 1-1 development report and feedback from an accredited PsyCap Potential HR/Talent lead, regardless of selection success, to inform Personal Development Plans (PDPs)
3. On programme exploration of critical PsyCap Potential capabilities via coaching, case studies, tools, techniques, experiential learning & observational feedback against critical leadership transition points
4. Pre, during and post programme ROI and tracking analytics, including analysis of psychological capabilities against 360 behavioural ratings and other performance metrics such as learner engagement, evidence of learning agility, ILM assignment scores, performance on group business challenges, as well as tracking longitudinal data over time including promotions, performance ratings, and other relevant KPIs.
5. Ongoing talent insight for HR/ Talent & Business Leaders into individual and aggregate development needs and organisational talent bench strength to inform

## WHAT WE FOUND

Through our approach we were able to make a series of recommendations including:

- ✓ Capability strengths and risks in key talent populations to inform development programme approach, content & methodologies
- ✓ Identification of where the internal talent pipeline strengths and gaps, against external market benchmarks
- ✓ Identification and tracking of high potential talent to inform talent mobility including promotions and lateral moves to realise talent and business potential

**PsyCap Potential**  
measuring capabilities predicting potential



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## LEARNER FEEDBACK & INSIGHTS

Overall, I believe this to have been one of the most beneficial, engaging and informative learning experiences I have ever had the opportunity to participate in. The tools and methods, supported by the underpinning PsyCap Potential framework have definitely helped me to broaden my skills and take a different, more strategic approach to management and leadership.

I now have the gravitas and presence to manage and lead with confidence and authenticity!

Over the course of the program PsyCap Potential confirmed self-perceptions I had about myself and highlighted new ones too.

I've extended PsyCap Potential to my senior management team to help support their personal growth and development plans, and to strengthen the talent pipeline I need to support my business unit growth plans. This has yielded some positive and constructive conversations with certain individuals but also highlighted some unseen talent potential I have that I need to engage and stretch.

This programme has allowed me to re-align my mindset towards what is required of me as a leader of the business – and a future leader of the enterprise.

I have enjoyed working on my 'confidence' within the psychometric assessment. For most of my adult life I have suffered from self-doubt about my own ability to succeed, despite a successful career within the business and academic achievement outside of work. Completing this exercise has been largely beneficial as I knew this was a problem but had never given it any thought and assumed this is the way it is. I have extracted the 'confidence' section from my PsyCap and identified the growth areas and desired future state.

The psychometric assessment was completed in tandem with the '360 feedback' – a questionnaire issued to my team and line manager for feedback. Considering the low levels of 'self regard' and 'self efficacy' it is unsurprising that I scored myself lower in almost all instances across the criteria within the four strategic pillars of CBRE – reviewing and reflecting on this is a powerful exercise and gives me more to be curious about when considering my own levels of self-doubt.

Whilst I am on a journey with improving my 'self regard' and 'self efficacy' and there is no quick answer to improving these overnight, I am enjoying the benefits of joined up thinking and now consciously aware that there is plenty of evidence to suppress the voice in the back of my head and ensure I am demonstrating the behaviours that are fitting to that of a leader within my position.

My PsyCap Potential report has given me more awareness of which area I will benefit from developing, and these key areas is top priority for me today.

A key finding in my PsyCap was, that I don't always ensure sufficient time for reflection before executing. Even when responding to the PsyCap Survey, I used only 45% of the time. The outcome indicates, that I have a tendency of jumping to conclusions and execute without considering alternative options or unlock the full picture.

Even though I have had some awareness of this, the PsyCap Potential process has been very helpful and supported developing my Leadership Skills by helping me get a more detailed understanding of my reactions and habitual behaviours. Over the past 6 month I am trying to build on this awareness implementing more time for reflection, considering all aspects of a challenge, seek more information from other parties etc. before jumping to execution and implementation mode. This has already been obvious to my team and my family.

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## LEARNER FEEDBACK & INSIGHTS

Using the PsyCap Potential tool in combination with the leadership development programme has enabled us as individuals and as a cohort to:

1. Be curious and challenge our mindset and habits
2. Challenging our assumptions and broaden strategic thinking
3. Be more open to giving and receiving feedback and exploring different possibilities

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The programme has had a profound effect on my thinking regarding leadership and management.

The programme has reinforced and cemented my inner belief that I had strong leadership and management capabilities such as mental agility, resilience and influencing style but they needed to be refined. I needed to understand the make-up of these attributes and focus my energy on the weaker elements to ensure I utilise the full capabilities of these strengths.

Through PsyCap Potential and the supporting programme material, my own thinking has been significantly impacted with new information but equally, if not more importantly, its adjusted what I thought I knew. My perception of the world and the people I operated within it was built around assumptions. These assumptions have been challenged and I have a new perspective. Understanding oneself and the breakdown of skills such as influencing, mental agility, empathy and resilience really allows you to also understand the skills of others. It lets you understand your own make-up but equally importantly deconstruct others and work out where you can bridge it.

When I reflected on the PsyCap Potential I saw a (extremely) high score on "positive and optimistic".

Scoring a full 10 is potentially a risk. Thinking about that, I realised that by being so optimistic, I never make a plan B, because I will tend to believe that all comes right at the end. But having a plan B is a wise and much better strategy so from now on, I keep telling myself: is your optimistic view reasonable or is there a chance that your plan will not work, and do you have a plan B?

I learned a lot about me my talents, my abilities and my work ethic. PsyCap Potential provided a tool to help recognize and adapt certain behaviours. It has allowed me to make changes that will help me become a better leader, while staying true to myself and my values.

The PsyCap Potential Report provided a really useful measure of where I am in relation to executives operating in a business environment, this further provided me with a helpful benchmark of my strengths and development areas in key measurement criteria. I actually found some of the results a little uncomfortable, however, what the report did provide, was a number of recommendations that will help me enhance and strengthen my ability in these areas as well as how to build more on my current strengths and use them further to my advantage. The 1-2-1 coaching sessions were a great help too in this particular area as they further built on the context of interpretation and provided clarity on expectation against some of the PsyCap results.



**peoplewise** is one of the world's leading business psychology organisations. Every day it enables change in individuals, teams and organisations, transforming from the inside out.

Its primary focus is to promote strategic growth and change at all levels of an organisation, by combining psychological insights and evidence-based best practice with a comprehensive appreciation of an organisation's business goals. It does this by designing and delivering innovative, sustainable cost-effective solutions that deliver.

**peoplewise** has expertise in human behaviour, strategic organisational research, change management, leadership assessment & development and research methods.

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