



# Developing high potential leaders to create a 'ready next' talent pipeline

## The challenge

A global professional services firm recognised that it needed to increase the bench strength of its succession pipeline to meet the company's growth ambitions, while maintaining its culture and values.

We were selected to design and deliver a development centre solution that ran over five years, assessing and developing over 500 leaders across the globe. The objective was to understand the aggregate and individual talent population and its development needs, to create a pipeline of 'ready next' leaders that could be promoted to senior account manager roles, increasing talent mobility, engagement and retention and allowing the company to grow in a dynamic, global market.

## The approach

### 1. Success Profiling

We conducted extensive data collection to define high potential and identify the critical leadership capabilities that differentiate success in the target job role and leadership level. Two key talent pools were identified – one critical role, and one broader set of business-critical leadership capabilities.

### 2. Development centres for benchmarking & feedback

We delivered two bespoke development centres (critical role + broader leadership focus) across three key global hubs. This included job simulations with client, 360, psychometrics, deep-dive interview. Detailed reports and 2-hour coaching feedback was delivered, along with aggregate and individual playback to HR and business sponsors to identify talent spiles, risks and recommendations.

### 3. Development of high potential

Each individual co-created personal development plans based on identified strengths and development areas, including on-the-job stretch assignments, mentoring and shadowing opportunities, 1-1 executive coaching, as well as formal training modules, such as Strategic Thinking for Global Growth, Strategic Client Relationship Management and Executive Presence. Overall, this development initiative resulted in a better understanding of the talent pipeline for 'ready now' and 'ready next' leaders with clear succession plans delivering greater engagement, retention and loyalty within the target populations.



## The impact

- ★ 50% reduction in turnover among the target talent pools
- ★ 60% increase in strategic thinking capabilities within 18 months
- ★ 50% higher rate of promotions among those that participated in the development centre, compared with others in the same grading bracket, at 12 and 24 months
- ★ When promoted, those that participated in the development centre achieved high customer Quarterly Business Review (QBR) scores, lower overtime rates and high levels of customer retention and pull-through
- ★ Reduction in time to fill roles to below 21 days, due to known internal pipeline of 'ready next' leaders

Peoplewise is an award-winning business psychology consultancy specialising in assessing potential, developing leaders and transforming business.

