**Leadership Potential Diagnostic**

Employee:

Date:

Talent Question

Responses

1. Does this individual propose sound, defensible solutions to a problem?

🞎 YES 🞎 NO

2. Does this individual collect information from all available constituents and sources prior to drawing conclusions?

🞎 YES 🞎 NO

3. Does this individual quickly learn complex concepts and then apply them to her/his work?

🞎 YES 🞎 NO

4. Can this individual be an effective and inspirational leader, even with difficult employees?

🞎 YES 🞎 NO

5. Does this individual remain calm even in stressful situations?

🞎 YES 🞎 NO

Ambition Questions

Responses

6. Is it important top this individual to be promoted to a more senior leadership position here or at another organization?

🞎 YES 🞎 NO

7. Is this individual motivated by being evaluated against her/his accomplishments, rather than shying away from accountability?

🞎 YES 🞎 NO

8. Is it important to this individual to have her/his expertise in a particular field recognized by other staff and people outside the organization?

🞎 YES 🞎 NO

9. Is it important to this individual to undertake increased responsibility throughout her/his career?

🞎 YES 🞎 NO

10. Does this individual embrace either formal or informal leadership responsibilities?

🞎 YES 🞎 NO

Engagement Questions

Responses

11. Does this individual take pride in working for the organization?

🞎 YES 🞎 NO

12. Does this individual compliment the organization when speaking to others?

🞎 YES 🞎 NO

13. Does this individual strongly believe in the mission of the organization?

🞎 YES 🞎 NO

14. Does this individual make a concerted effort to help others when they have heavy workloads?

🞎 YES 🞎 NO

**Leadership Potential Diagnostic Scoring**

|  |  |
| --- | --- |
| **Category** | **Number of Yes Responses** |
| Talent | \_\_\_\_\_\_\_ /5 |
| Ambition | \_\_\_\_\_\_\_ /5 |
| Engagement | \_\_\_\_\_\_\_ /5 |

Any employee scoring four or more yes in each category should be included in the small set of high-potential individuals to be considered in the group of high potential employees discussion.

|  |  |
| --- | --- |
| **Score - # of YES responses** | **Employee Evaluation** |
| Talent: >4  Ambition: >4  Engagement: >4 | This employee is likely a high potential employee and should be considered within the Hi-Potential discussion to determine if he or she should be groomed for a succession role |
| Talent: >3  Ambition: >4  Engagement: >4 | Though this employee has high ambition and is engaged, his or her skills are average. Unless the department decides to heavily invest in this individual's skill development, this individual should not likely be a candidate for a critical leadership role at this time. |
| Talent: >4  Ambition: >3  Engagement: >4 | This employee while talented and committed, lacks the drive for success at the next level. It is advantages for the individual and the department for this employee to stay in their current role, rather than be groomed for the next level at this time. |
| Talent: >4  Ambition: >4  Engagement: >3 | This employee, while talented and ambitious, is not fully committed to their work or the organization. Unless the organization can pinpoint and rectify reasons for disengagement, this employee is unlikely to be an inspirational leader. |
| **All Other Scores** | This employee is not high potential and should not be considered for leadership positions at this time. |

Potential Checklist

Characteristics of High Potential

|  |  |
| --- | --- |
| 🞎 Eager to learn about self, others, and ideas |  |
| 🞎 Frequently volunteers for additional opportunities or expanded responsibilities |  |
| 🞎 Actively seeks opportunities to improve oneself |  |
| 🞎 Stays informed about major strategic initiatives both within and outside the department |  |
| 🞎 Enjoys complex problems and challenges |  |
| 🞎 Consistently performs well under first-time conditions |  |
| 🞎 Shows willingness to learn from feedback and experience; can change behavior or viewpoints as a result |  |
| 🞎 Open to diversity, multiple sources, and a range of views. |  |

Once the top quartile of performers is identified, narrow the list of candidates to the top 5% to 10% with a group discussion using the following criteria:

* **Job Complexity:**  How complex is the individual’s job relative to others at the same level or in comparable functions?
* **Goal Complexity**: To what degree are the established goals more or less difficult or complex than other similarly situated individuals?
* **Collaboration**: Does the individual collaborate with others and build mutual respect beneficial to the organization?
* **Skill Versatility**: Does the individual use skills and abilities beyond those commonly held by people in similar roles?
* **Rare Talent or Expertise:**  Does the individual possess skills or talent that are rare or uniquely valuable to the organization?

Reflects Leadership Values:

* Does the individual model the organization’s values?
* Does the individual value diversity and manage a diverse workforce?
* Does the individual enable others to achieve their full potential?

Personality:

Does the individual exhibit any of the following negative personality traits?

🞎 Unsympathetic to others

🞎 Has trouble keeping sensitive information confidential

🞎 Unable to adapt to boss

🞎 Frequently loses self-control

🞎 Intimidating

🞎 Does not model organization's values

🞎 Easily excitable

🞎 Abrasive style

🞎 Seen as untrustworthy

🞎 Responds poorly to criticism

🞎 Appears cold, aloof

🞎 Does not display humility

🞎 Overly ambitious, plays politics

🞎 Speaks without thinking

🞎 Micro-managing