

$(HR)^\Psi$

PUTTING POTENTIAL ON THE EXCO MAP

Taking the Algorithmic Approach

Dr Hamira Riaz

DClinPsych PhD AfBPsS

GLC

The Perennial Challenge

Past Performance



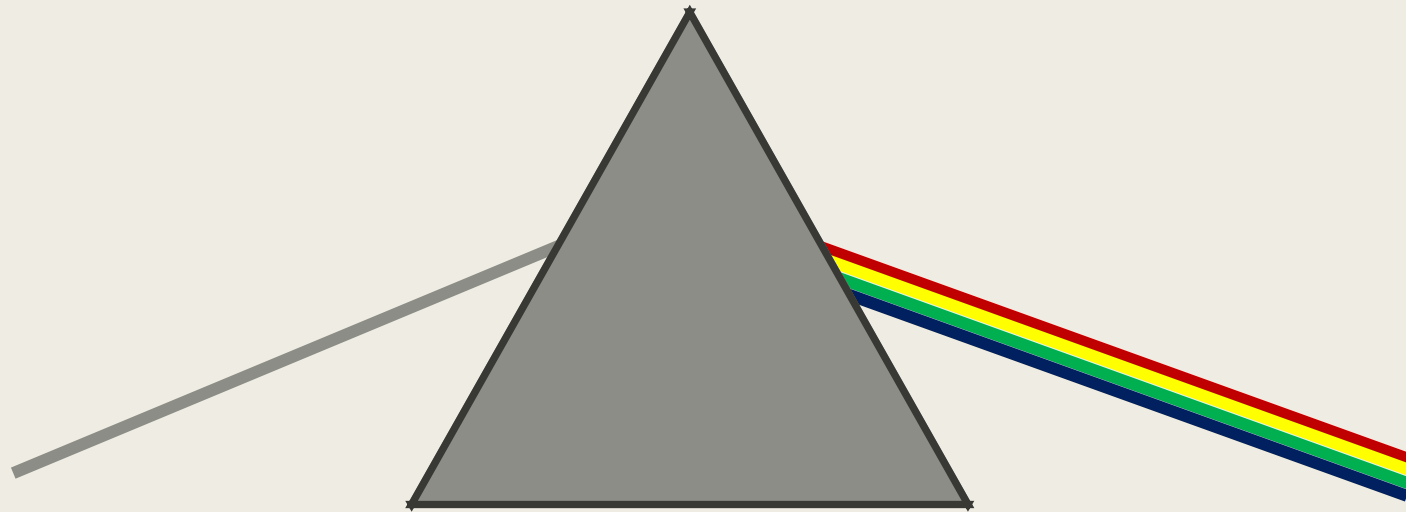
Potential

Potential



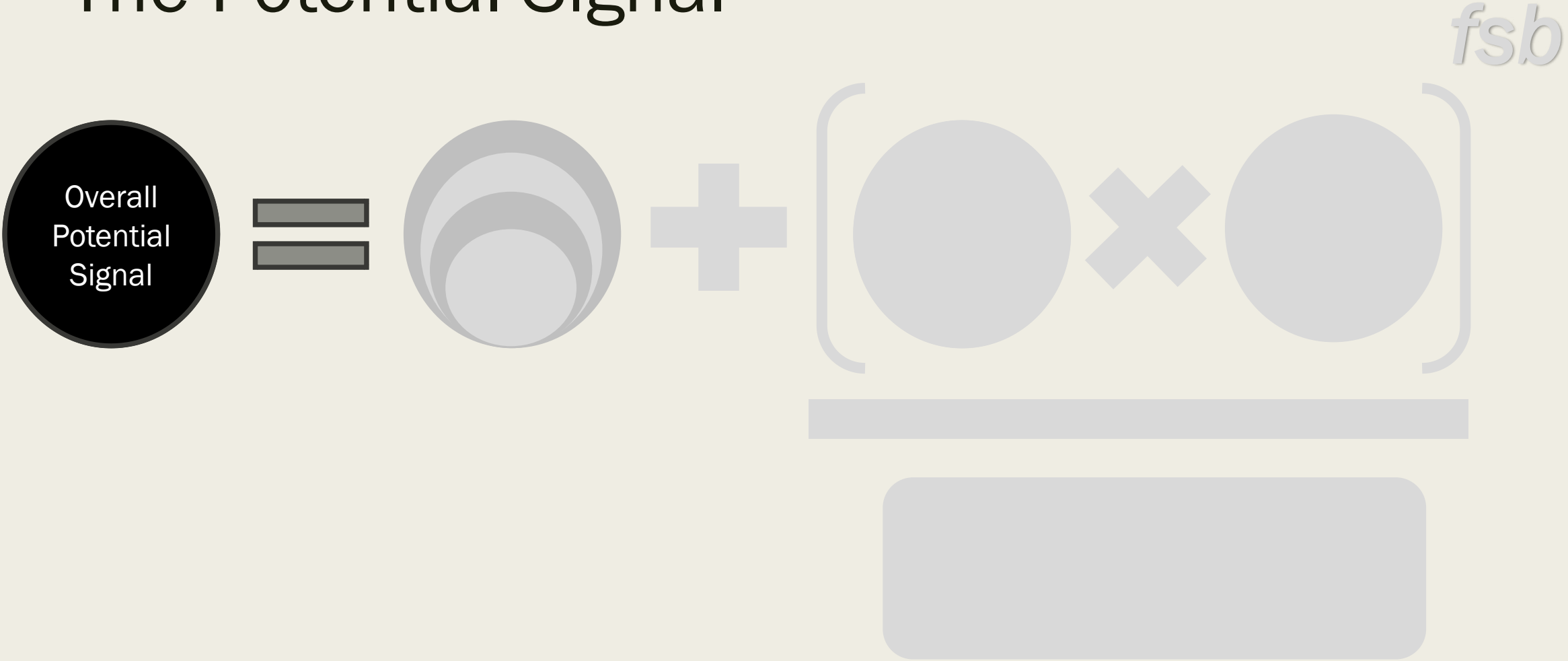
Future Performance

How Potential Converts...



- Individual Factors
- Ecosystem Enablers
- “Rules of the Game”

The Potential Signal

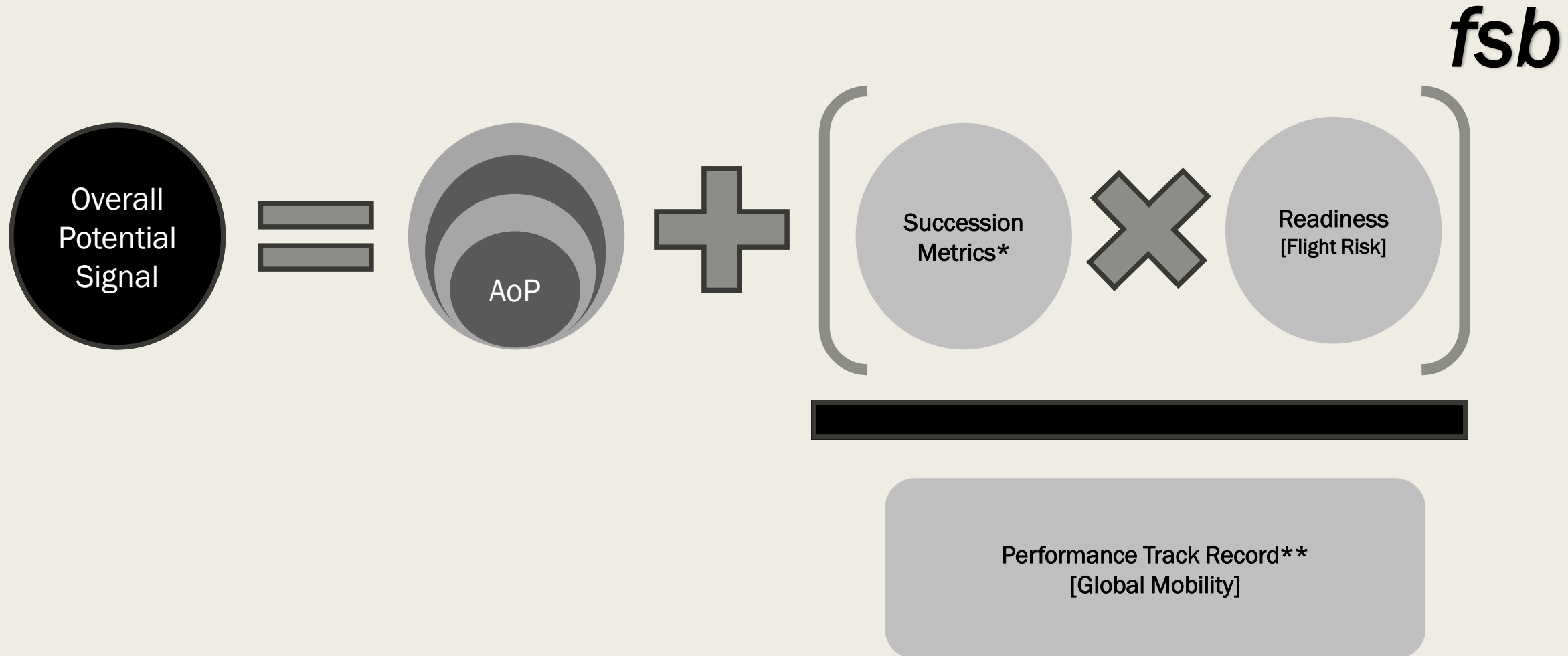


*Individual Factors:
"Externally Referenced"*

*Ecosystem Factors:
"Showing up in situ"*

*Rules of the Game:
"Future Success Benchmark"*

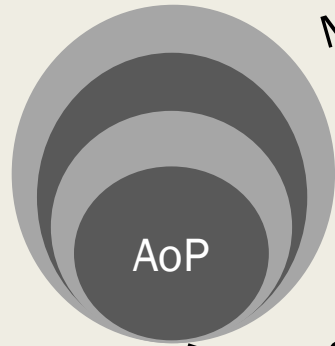
Example: Building a Potential Algorithm



* Concentration Risks

** Conduct Issues

Pure Potential



AoP

Myriad definitions! Potential = a set of qualities that endure through career...

70+ models organised around triad of characteristics [Gartner > Korn Ferry > EZ > YSC JDI] **

84% organisations deploy a consistent process to identify potential [9-box grid is not dead]

Av. 16.9% assessed as having high potential to advance cf. 10% [40% of all hi-performers]

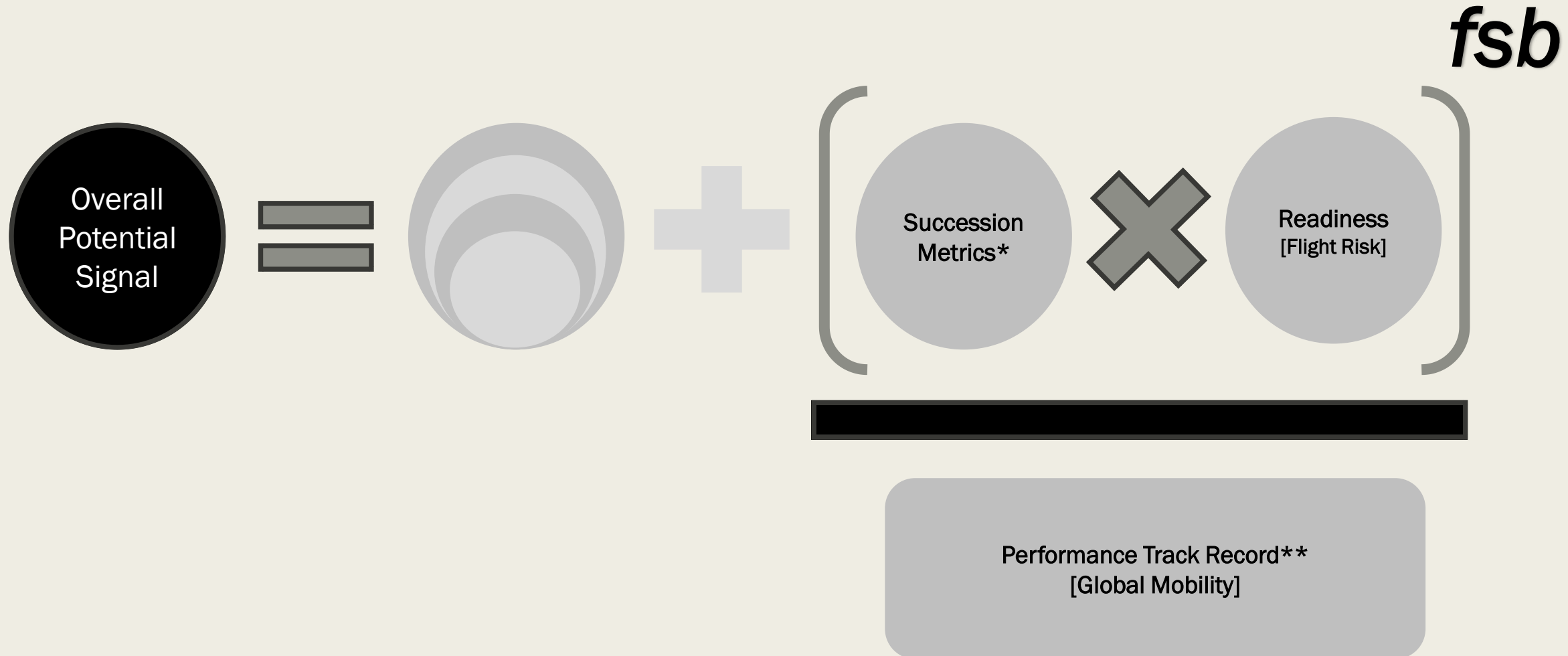
43% do not consider business strategy when assessing for high potential !!

80% do not measure cognitive agility as part of their AoP

* YSC [now part of Accenture]

** The 2025 Potential Report by Talent Strategy Group

Potential for What & When [& Where]



* Concentration Risks

** Conduct Issues

Exco Sponsorship

Examples of Polarity Mapping:

Who has Potential?

Select Few vs Everyone

Talent Sourcing

Build vs Buy, Borrow, Bot

Internal Mobility

More often vs Less often

Transparency

Radical candour vs Need to know basis

Career Pathing

Depth over Breadth vs Breadth over Depth

Alignment also needed:

Ownership	Centrally managed vs Locally managed?
-----------	---------------------------------------

Priorities	Top-down vs Cross-level & Career Path driven?
------------	---

Governance	Who are the gate-keepers? HR and/or Business?
------------	---

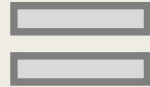
Scrutiny	Board, Regulators, etc.
----------	-------------------------

System Limits	Succession Pools vs Plans?
---------------	----------------------------



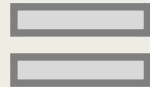
The Opportunity

Career Progression



Past Performance + Potential 4 Future

Approach to Potential



Articulated within Talent Principles

AoP



Part of a Potential Algorithm

(HR)^Ψ



Dr Hamira Riaz
Innovative HR Thinker. Talent
Strategist. Clinical Neuropsychol...



GLC