



Transforming high potentials into future leaders

Identify, develop and retain your top talent in a rapidly changing world

Benefits to your organisation



Attract the brightest talent



Protect your investment in people



Address real business challenges



Encourage collaboration and innovation

How we help you build a successful and sustainable top-talent pipeline

Identify

- Define objectives – developing leadership capability, increasing employee engagement, helping key individuals achieve their full potential
- Distinguish clearly between performance and potential
- Define clear selection criteria – from, for example, self-awareness and organisational citizenship and to ambition and agility
- Use predictive data – from network analysis and performance monitoring and reviews to non-traditional sources of data and external benchmarking

Develop

- Align your approach with business needs and requirements
- Tailor the programme to suit individual profiles and personalities
- Align organisational imperatives with individual goals and objectives
- Define individual development plans and be flexible and agile in their execution

Retain

- Consistently create new opportunities to satisfy the restlessness and ambition of aspirational high potentials
- Make them feel both supported and challenged
- Align their learning pathway with their career progression
- Use psychometric tools and structured assessments to increase their self-awareness and to provide them with insight and understanding of the progress they are making



Six core principles underpin our approach to the design and delivery of high-potential programmes

- 1. Measurement:** define metrics and success criteria. Undertake repeated evaluation against them. Measure progress, impact and learner perceptions
- 2. Alignment:** between business needs and individual learning, between programme design and individual requirements
- 3. Coherence:** embed the learning in the culture and day-to-day life of your organisation. Bring everything together, from on-the-job learning to goal setting and performance management, in an integrated and holistic way
- 4. Autonomy:** increase the scope for autonomous, self-directed learning to increase the individual's motivation, engagement and investment in their own learning and development
- 5. Agility:** build into the programme learning interventions that require teams and individuals to show high levels of agility and flexibility in responding in real time to changing demands and challenges
- 6. Engagement:** provide a rich, varied and textured experience to sustain the learners consistent, energetic engagement in the programme



Case studies

High-potentials programme for a world-famous newspaper

Challenge: To build on the subscription model they had successfully pioneered, to continue their geographical expansion and to further diversify their revenue streams, our client recognised the compelling need to retain and develop their most talented and motivated future leaders.

Our approach: Select a diverse group of 16 people from every function area from editorial to finance and from marketing to technology. Place self-organisation, self-directed learning and team tasks at the heart of the programme. Use a blended approach combining one-day face-to-face workshops, a psychometric profile, team projects, on-line study and action learning. Link individual learning objectives to personal development plans and the formal appraisal process.

The result: New cross-functional networks across the business, more strategic thinking, sharpened commercial focus, a cohort of individuals committed to leadership excellence, to building the future of their organisation and to advancing their own careers.

High-potentials programme to build a talent pipeline of female leaders

Challenge: Our client in the banking sector wanted to significantly enhance the proportion of female leaders at senior levels as part of their determination to further promote diversity and inclusion efforts.

Our approach: Design a highly practical, multi-modular programme to actively develop a talent pipeline of female leaders in several countries where few existed. Engage learners to understand what skills, knowledge or behaviours would most help them develop their careers. Conduct psychometric profiles to enable enhanced self-awareness. Encourage participants to 'dream bigger and to seek opportunities within and outside their roles to develop both technical and soft skills.

The result: Increased confidence and competence in critical skills and behaviours. Role-models for female employees to aspire to. Increase in retention of female talent, particularly after maternity leave. Promotion of over 75% of participants. Winning an award for Best Diversity and Inclusion Impact in 2018.

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