



AWAIR



HIGH
POTENTIAL



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Problématiques de programmes Hauts Potentiels

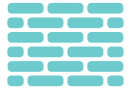
- Processus de sélection parfois politique et principalement fondé sur une évaluation (biaisée) des performances passées.
- Pas de modèle théorique clair du potentiel de leadership.
- Questionnaires de personnalité et tests cognitifs utilisés sans preuve solide de validité prédictive en termes de performance.
- Centrés sur des facteurs généraux difficiles à développer.

Potentiel pour quoi? L'émergence n'est pas l'efficacité

- Managers émergents *versus* managers efficaces:
 - «Managing up» (sa hiérarchie) *versus* «Managing down» (ses collaborateurs)
 - Seulement 10% de ces deux groupes se confondent
- Le leadership facilite le passage «de bon à excellent»
 - Persistance et humilité sont clefs
- Les processus fondés sur des considérations politiques identifient des managers émergents et négligent les managers efficaces et humbles

Modèle de potentiel du leadership pour Hogan





Gérer sa carrière et être un bon citoyen organisateur

- **Suivre les procédures** : obéir aux règles et respecter les conventions.
- **Penser large** : résoudre un grand nombre de problèmes liés aux affaires en adoptant une perspective stratégique et en sortant des sentiers battus.
- **Avoir de bonnes relations** : être coopératif, agréable et favoriser la richesse des échanges.



Leadership émergent

Se distinguer et être perçu comme un leader

- **Se distinguer** : sensibiliser les autres sur ses contributions
- **Influencer**: persuader les autres de poursuivre les résultats souhaités
- **Etablir des connections**: créer des réseaux et relations stratégiques

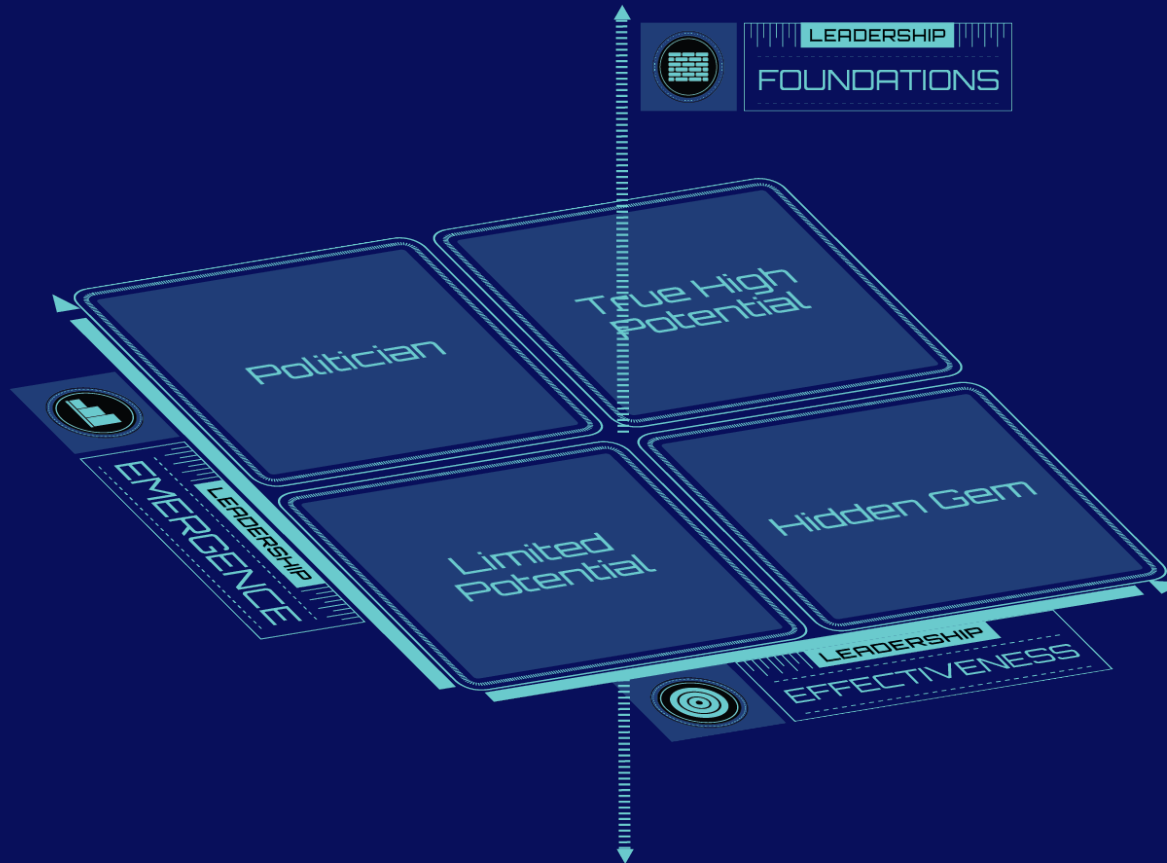


Leadership efficace

Mener les équipes vers des résultats productifs

- **Guider le business:** atteindre des résultats critiques.
- **Gérer les ressources:** sécuriser, optimiser et déployer les actifs clefs.
- **Mener les personnes:** motiver les autres à poursuivre des objectifs communs.

Un modèle en trois dimensions



Avantages du rapport Hogan sur les Hauts Potentiels

- Fondé sur des **indicateurs prédictifs valides** sur la **réputation** et la **performance**, modère les aspects politiques du processus de sélection.
- Solution globale et précise fondée sur des **aspects humains universels** et non spécifiques à la culture, au secteur d'activité ou à la taille de l'entreprise, **mais personnalisable** pour s'aligner au mieux aux besoins de votre organisation.
- Accent porté sur l'**efficacité du leadership** comme objectif ultime, par opposition à un leadership émergeant.
- Utilise des analyses riches pour modéliser des **axes de développement** sensés.
- Fournit des données fiables pour faciliter les **échanges sur les plans de succession** des managers et dirigeants.
- Offre des informations spécifiques sur le développement afin de faciliter les échanges en **coaching** avec les hauts potentiels.

Personnalisation

Il n'y a pas une solution unique pour identifier les hauts potentiels

Faites équipe avec Hogan pour créer une solution personnalisée pour votre entreprise afin de mieux identifier les talents à potentiel élevé

Cartographier vos compétences

Donner la priorité aux dimensions les plus importantes pour votre secteur d'activité

Prioriser les dimensions les plus importantes pour votre organisation

Evaluations utilisées

H P I

Forces et
Faiblesses de la vie
quotidienne

M V P I

Les buts personnels,
les intérêts et les
moteurs

H D S

Forces sur-utilisées
qui font dérailler le
comportement

**Pouvez-vous occuper
ce poste?**

**Aimerez-vous
ce poste?**

Quels sont les risques?

High Potential Talent Report



HIGH POTENTIAL TALENT

Core competencies for emerging leadership

Report for: John Doe
ID: UH555936
Date: 11.16.2016
Norm: Global

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HIGH POTENTIAL TALENT REPORT

EXECUTIVE SUMMARY

Your Hogan High-Potential Profile is summarized below. The 9 competencies essential for success are presented in rank order, where 1 is your highest score and 9 is your lowest score. To help you better understand your strengths and development opportunities, your scores are also color-coded to show how they compare with scores for a global population of professionals, managers, and executives. Please remember that there are potential strengths and shortcomings associated with scores at every level.



LEADERSHIP FOUNDATIONS

RANK	COMPETENCY	RANK	COMPETENCY	RANK	COMPETENCY
6	FOLLOWING PROCESS Following rules and respecting convention	7	STANDING OUT Making others aware of one's contributions	3	LEADING THE BUSINESS Achieving critical business outcomes
2	THINKING BROADLY Solving a wide range of business-related problems	8	INFLUENCING OTHERS Persuading others to pursue desired outcomes	5	MANAGING RESOURCES Securing, optimizing, and deploying key assets
1	GETTING ALONG Being cooperative, pleasant, and rewarding to deal with	4	BUILDING CONNECTIONS Creating strategic networks and relationships	9	LEADING PEOPLE Motivating others to pursue shared goals



LEADERSHIP EMERGENCE



LEADERSHIP EFFECTIVENESS

MY RECOMMENDED FOCUS AREAS

HIGHEST SCORES			LOWEST SCORES		
SECTION	RANK	COMPETENCY	SECTION	RANK	COMPETENCY
FOUNDATIONS	1	GETTING ALONG	EMERGENCE	7	STANDING OUT
FOUNDATIONS	2	THINKING BROADLY	EMERGENCE	8	INFLUENCING OTHERS
EFFECTIVENESS	3	LEADING THE BUSINESS	EFFECTIVENESS	9	LEADING PEOPLE

John Doe | UH555936 | 11.16.2016

HIGH POTENTIAL TALENT REPORT

REPORT SECTION SUMMARY



SECTION 1 LEADERSHIP FOUNDATIONS

Leadership potential is based on certain personal attributes that form the building blocks for career effectiveness. Before people can lead others, they must first demonstrate their ability to contribute to a team and they must establish a personal reputation as dependable and productive.

COMPETENCY AREA	LOWER SCORES	HIGHER SCORES
Following Process: following rules and respecting convention	Flexible and fast-moving; may be impulsive and limit testing.	Consistent, dedicated, and dependable organizational citizens.
Thinking Broadly: solving a wide range of business-related problems	Grounded, pragmatic, tactical, and less visionary.	Inventive, open minded, strategic, and more visionary.
Getting Along: being cooperative, pleasant, and rewarding to deal with	Willing to challenge others; may seem blunt and direct.	Cooperative and friendly; may seem tactful and diplomatic.



SECTION 2 LEADERSHIP EMERGENCE

Leadership potential depends significantly on the degree to which people are perceived as leaders. People who emerge as leaders are able to create a leader-like impression by standing out, being noticed, and seeming influential.

COMPETENCY AREA	LOWER SCORES	HIGHER SCORES
Standing Out: making others aware of one's contributions	More interested in being productive than in being recognized; may be reluctant to promote themselves.	Charming, confident, charismatic, and comfortable taking credit.
Influencing Others: persuading others to pursue certain desired outcomes	Competent and self-reliant, but unable or unwilling to influence others in a particular direction.	Generous, outgoing, and concerned about developing networks and strategic relationships.
Building Connections: creating strategic networks and relationships	Confident, independent, self-reliant, and reluctant to depend on others.	



SECTION 3 LEADERSHIP EFFECTIVENESS

Leadership potential involves being able to build and maintain high performing teams. Effective leaders attract, retain, and develop talented team members, and then secure resources, remove barriers to success, and achieve strategic-business goals.

COMPETENCY AREA	LOWER SCORES	HIGHER SCORES
Leading the Business: achieving critical business outcomes	Less assertive when selling ideas to others; may show little interest in taking charge and directing others.	Willing to set charge, set goals, provide direction, and push others toward desired outcomes.
Managing Resources: securing, optimizing, and deploying key assets	Seeks to minimize risks; may struggle with forecasting resource needs and resist committing to plans.	Decisive and comfortable taking smart risks; plans ahead but remains flexible under pressure.
Leading People: motivating others to pursue shared goals	Independent and task-oriented, may avoid trying to galvanize others to pursue shared goals.	Engaging and patient; inspires commitment, and identifies appropriate group goals.

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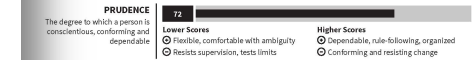
HIGH POTENTIAL TALENT REPORT



SECTION 1: LEADERSHIP FOUNDATIONS

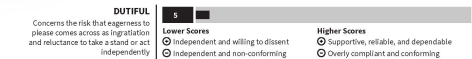
6 FOLLOWING PROCESS Following rules and respecting convention

People with higher scores on this dimension tend to be conscientious, hard working, careful about details, and good organizational citizens. People with lower scores tend to be flexible, adaptable, and comfortable with uncertainty, but they may also test limits and not attend closely to detail.



Development Tips

- Stop using tried-and-true methods or following rules without asking where they came from why they were formulated. Although you execute well, your preference for clear process parameters may cause you to overlook possible improvements or new approaches. Ask others for input on opportunities for improvement or when changing course may be beneficial.
- Ask your direct reports for feedback regarding your level of involvement in their work and how they feel about it. People learn more when they are responsible for their work and mistakes. Give them permission to tell you when you are getting too involved in implementation details. If they bring this up, thank them, and adjust your behavior.
- Your work ethic, attention to detail, and responsible performance are a real strength in roles that require careful and precise execution. Your team members will appreciate the structure you create in the work environment as well as your ability to set clear expectations. Capitalize on these skills by seeking operational leadership responsibilities.



Development Tips

- Avoid using phrases such as "that will never work...here's what we need to do...the truth is..." which may cause your message to be lost. Try to substitute more diplomatic language such as "May I suggest...if it were my decision, I might...my point of view is..." which will encourage others to listen to your input. This will be especially important when you are working input when you are in higher-level positions.
- Start monitoring your language and communication style with others. When you have strong opinions on a topic, practice shifting your focus from what you think to what others need to hear during your interactions. Begin each interaction by assuming that others know something that you do not.
- Your willingness to challenge authority, stand up for your direct reports, and make independent decisions are valuable career assets. But it is important to be able to disagree with superiors and challenge received opinion in ways that are respectful and that don't offend or embarrass them.

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Ressources de mise en œuvre

- **Atelier de développement** de carrière — évolutif de 5 à 20 HiPo par atelier.
- **Manuel pédagogique** pour le formateur.
- **Matériel de restitution et exercices** pour le développement de la carrière.
- Le **guide d'entretien comportemental** peut-être utilisé:
 - Plan de développement
 - Session de coaching
 - Interventions spécifiques auprès des salariés
- **Bilan général synthétique et diagnostic** pour l'équipe de gestion des talents.