

A hand is shown placing a wooden block on a Jenga tower. The tower is made of light-colored wooden blocks, and the hand is positioned to the left of the tower. The background is a blurred office setting.

# Welcome To Leadership-Live-In-45!

## Introduction:

- **Series Host:**

- Leadership Variations, [www.Leadershipvariations.com](http://www.Leadershipvariations.com)
- Amy Bladen Shatto; Gail Anderson

- **LL45 Goals:**

- Opening conversations with senior internal executives about critical leadership topics (nuggets & networking)
- Invite you to put your name/email in chatbox
- Role of guest facilitator – part of the conversation/ POV

- **Notes/Ground Rules:**

- Safe space
- Format, kickoff with a guest < 10 min; open for all
- Your views and opinions matter!

# Selection into Hi-PO programs: Impact of Diversity



with Dana Hariton McQuade



# Shifts in selecting into high po programs:

Typically, high potential program were nomination based, now...

Our lens on diversity has expanded

Gen Z values are different than Millennials.

High potential talent have a shorter "stickiness factor"



It is  
expensive to  
develop  
talent

5-10% of an organization is deemed "high potential"

Organization size: 5,000  
Hi-po talent: 250 employees  
Number of hours: 39  
Cost per person: 4,000



**\$1M to develop 250 people**

"[Gartner's research](#) shows that 73% of HiPo programs don't yield *any* ROI because the talented leave no matter how much was spent on them" Source: Gallup, 2018





# Shifts in hi-po program design

## 6 shifts according to Gallup research

- ✓ From nominations to objective selections
- ✓ From assignments to experiences
- ✓ From weaknesses to strengths
- ✓ From captive classrooms to on-going learning
- ✓ From isolated paths to shared journey
- ✓ From local to global



## "Diversity-Driven Dynamics: Rethinking HiPo Selection Today"

- **Holistic Potential:** Value diverse experiences and cognitive diversity for innovative and global market relevance.
- **Bias Mitigation:** Prioritize tools and training to ensure a fair, merit-based HiPo selection that's truly inclusive.
- **Social Alignment:** Align Hi Po programs with societal diversity goals to enhance ethics and brand reputation.

# "Diversity in Hi Po Selection: Progressive Paradigm or Problematic Premise?"

## Advocates

- **Innovation Boost:** Diverse HiPo groups bring varied perspectives, driving creativity and innovation.
- **Market Representation:** A diverse leadership team better represents a global customer base.
- **Talent Pool Expansion:** Emphasizing diversity widens the pool of HiPo candidates, avoiding talent shortages.
- **Social Responsibility:** Reflects organizational commitment to equality and social justice.

## Critics

- **Meritocracy Concerns:** Some argue diversity initiatives could undermine a purely performance-based selection.
- **Risk of Tokenism:** The potential for selections made to meet diversity metrics rather than based on potential.
- **Cultural Fit:** Diversity-focused selections may clash with prevailing company culture or values.
- **Complexity in Implementation:** Adding diversity into selection criteria can complicate the Hi Po identification process.



# Questions and Discussion

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- What changes have you noticed in your organization?
- What challenges have you faced with designing programs?
- What is your POV on the impact of diversity?

Please be candid!





# Thank you!



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## APPENDIX:

# "Critiquing the Criteria: Challenges in Selecting High Potentials"

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- **Definition Ambiguity:** Unclear standards for HiPo qualifications.
- **Identification and Bias:** Subjectivity and biases in HiPo selection processes.
- **Morale and Inclusivity Impact:** Negative effects on team dynamics and feelings of exclusion.
- **Performance vs. Potential Debate:** Balancing current achievements with future growth potential.
- **Development Opportunities Equity:** Disparities in resources and growth opportunities.
- **Pressure and Retention of HiPos:** The impact of high expectations on HiPo employee turnover.
- **Evolving Workforce Dynamics:** Adapting HiPo selection to a diverse and changing workforce.

