Identifying and Developing Potential Leaders in your Organization

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Abstract — *Identifying high potential employees for future leadership roles is essential for any business. If done correctly an organization can benefit with higher profits and product innovation. For this, talent farms are needed in organizations and providing methods to assess performance, development support to potential leaders despite them failing and looking for personality traits that can show the potential of an employee will greatly add value and give corporations an edge in the industry. Three employees will be sub divided into three groups containing different attributes with a set value. Bias will be removed in order to best identify leaders in and organization. After using data and successfully classifying each employee, It was found that employee #3 falls under group 'Top' with an attribute gran total of 60. Employee #2 falls under group 'Mid' having a grand total of 52 and employee #1 falling in group 'Last' having a total of 35.*

Key Terms — *Potential Leaders, Innovation, Data Analytics, Cultural Impact.*

POTENTIAL LEADERS IN YOUR ORGANIZATION

Leaders are those that make changes, influence people and drive solutions to any problem. Therefore, it is of outmost importance that all organizations support their leaders. If done correctly an organization can benefit with higher profits and product innovation. Typically hiring managers try to hire leaders with many years of experience that are already tailored around a specific industry with the hopes of using their experience to guide a team. This practice could be effective in the short run but when it comes to further developing their skills and finding the best fit in the culture of the organization problems may arise. That's why managers need to look at an alternative route. One where potential reign over experience, managers need to be able to quantify leader traits in their early career employees and fuel them with the proper guidance, training and mentorship that will drive the future leader to their potential. Early career employees can be considered as a notebook where their leadership traits can be tailored together with the organizations culture, mission and vision. Some possible short coming may arise at first, early career employees lack of experience can lead to possible turn overs and many coworkers may not see the value added in them. Also, lack of experience can lead to employee burn out. If a well path is shown to early career leaders in development and feedback is giving in a consistent manner you will see that these employees will start to grasp many concepts faster. Using an agile methodology for the development of early career leaders will add value to your organization empower the team and create a unified trust.

IDENTIFYING POTENTIAL LEADERS: ORGANIZING AND QUANTIFYING

Identifying high potential employees for future leadership roles is essential for any business. The need of businesses to set clear criteria for promotion, use objective and reliable methods to assess performance, provide development support to potential leaders despite them failing and looking for personality traits that can show the potential of an employee for a new role [1]. Therefore, a talent farm in your organization is important rather than constantly looking for new hires. Grouping your talent into three specific groups that will lead an organization to develop employees with most potential. Top, mid and last level [2], with the top level being the level of more eager and creative

employees. Having talent separated in groups can minimize the need of gathering data to selected future leaders to develop. This stress the importance of removing bias from decision making by using data driven assessment to best identify potential. This way, the potential of identifying hidden gems increase exponentially [3]. This will help push the idea of implementing current technology to help make a more accurate and specific decision.

DATA DRIVEN SELECTION

To best quantify talent using data all subjects will be divided into three levels (groups):

- Top Level – High Potential
- Mid-Level – Potential
- Low Level – Normal Potential

Potential will be defined as the capability to grow into leaders. These capabilities will be sub divided into categories and will give potential its numerical values as attributes based on observation, feedback and wiliness. These categories consist of 'Emotional Intelligence', resilience, cultural impacts. A total of three employees (Data Points) will be evaluated and classified to these levels.

Attributes of Potential Employees

Each category that will classify the potential of leadership will have five attributes. Emotional Intelligence or the capacity of having dominance of each emotional aspect will have the following attributes demonstrated on Figure 1:

Emotional Inteligence				
Comunication	Empathy	Trust	Team Work	Open/Close Mind Set

Figure 1
Emotional Intelligence Attributes

Resilience or the capacity of getting things done and responding to failure will have the following attributes demonstrated on Figure 2:

Resiliance				
Resposive To Failure	Stress Management	Quality of Work	Organization	Energy

Figure 2
Resilience Attributes

Finally, Cultural impact or the ability of influencing will have the following attributes demonstrated on Figure 3:

Cultural Impact				
Creativity	Teacher	Identity	Realatonships	Surrounding Impact

Figure 3
Cultural Impact Attributes

Scientific Process & Data Analysis

Each employee will be measured for each attribute by observation and analysis. The value to each attribute will range from 5 (Max) to 1 (Min). A total sum of each attribute will give the rank of each employee in the respective classification.

- **Emotional Intelligence:** From the data gather see figure 4, it is seen that employee #1 (Blue) excelled at communication, employee #2 (Orange) excelled at empathy and employee #3 (Grey) was average on all attributes.
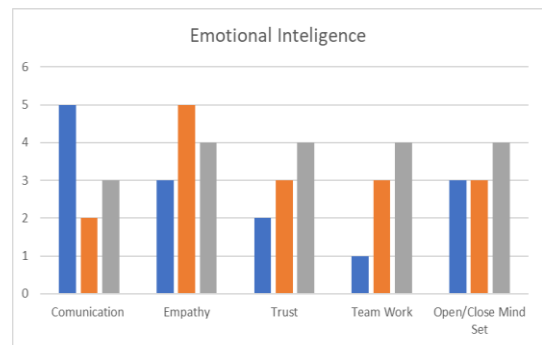

Figure 4
Emotional Intelligence Bar Graph

The sum off the values found on the Table 1 below demonstartes employee #3 has the highest total given that a more balanced EQ was observed.

Table 1
Emotional Intelligence Total

Employee	Total
#1	14
#2	16
#3	19

- **Resilience:** From the data gather see figure 4, it is seen that employee #1 was below average on both stress management and organization employee #2 excelled at energy and employee #3 excelled on stress management.
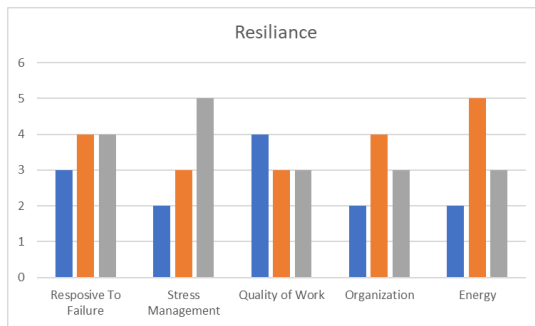
Resiliance

Figure 4
Resilience Bar Graph

The sum off the values found on the Table 2 below demonstartes employee #2 has the highest total given that energy corrolates well with all resiliance attributes.

Table 2
Resilience Total

Employee	Total
#1	13
#2	19
#3	18

- **Cultural Impact:** From the data gather see figure 5, it is seen that employee #1 was below average on all attributes, employee #2 excelled at all attributes and #3 excelled at creativity, relationships and impact.
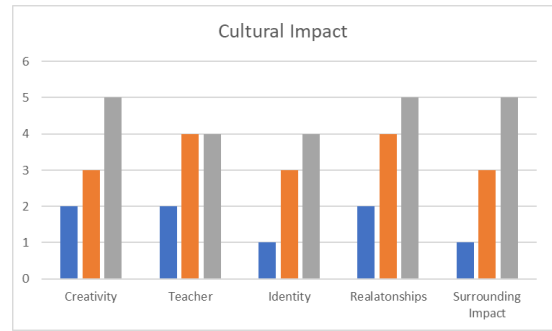
Cultural Impact

Figure 5
Cultural Impact Bar Graph

The sum off the values found on the Table 2 below shows that employee #3 has high cultural impact in the organization.

Table 3
Resilience Total

Employee	Total
#1	8
#2	17
#3	23

Leadership Potential: After sorting the data we can classify by total each employee on each category and list them from highest value to lowest value. See Table 5 below.

Table 4
Leadership Potential Rank

Leadership Potential		
Emotional Inteligence	Resilience	Cultural Impact
#3	#2	#3
#2	#3	#2
#1	#1	#1

Employee #3 ranked top in both 'Emotional Intelligence', 'Cultural Impact' and mid in 'Resilience'. Opposite to employee #3, employee #2 ranked top in 'Resilience' and mid on both 'Emotional Intelligence' and cultural impact. Employee #1 ranked last in all

categories showing lowest leadership potential based on the data

CONCLUSION

After successfully measuring and quantifying each employees' attributes and comparing them in the categories of 'Emotional intelligence', 'Resilience' and 'Cultural Impact. A more accurate selection can be made when selecting top talent by there leadership potential. It was found that employee #3 falls under group 'Top' with an attribute gran total of 60. Employee #2 falls under group 'Mid' having a grand total of 52 and employee #1 falling in group 'Last' having a total of 35. (See Table5 below)

Table 5
Leadership Potential Group Grand Total

Leadership Potential		Grand Total
Top	#3	60
Mid	#2	52
Last	#1	35

Granted that the data shown does reelect potential in an employee, it is important as a manager to see how best develop each one based on the group. While it is hard to teach an employee how to have a cultural impact in the work place other categories like resilience can be trained to build not only leaders but the best team possible with trust worthy leaders to guide them and find ways to innovate and impact the industry. Each employee brings a specific set a skill to the table and while some may fall in the 'Last' group, that does not mean that they do not excel in specific attributes. For example, employee #1 does not appear to have potential even though he excelled in communications how a manager vies that opportunity and develops the employee will be crucial to the growth of the company and the future of the service or product.

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