

# 9<sup>th</sup> Annual Assessing & Developing High Potentials Virtual Summit

*Talent Assessment, Leadership Development  
and Succession Planning in the Era of Uncertainty*



zoom

September 15 - 17, 2020



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The coronavirus pandemic has abruptly reminded us how “VUCA” the future is and will inevitably continue to be. Volatility, Uncertainty, Complexity and Ambiguity are the realities of today. However, with more danger may come increased opportunity. Leaders must do more than just respond to the whirl of events, they must be positive change agents amid chaos, creating the future.

VUCA environment requires leaders to possess more complex and adaptive thinking abilities. It also notes that the methods used to develop these new skill requirements have not changed much, and as a result, leaders are not developing fast enough or in the right ways to keep up with the “new normal”. HR and talent management professionals must position their organizations to succeed in today’s turbulent business environment by developing agile leaders. Re-tooling leadership development models can enable HR and talent management professionals to identify and foster the leaders their organizations need now and in the future.

If your organization is to survive and thrive in a VUCA world, you need to rethink the way you develop your leaders. The traditional role of a leader is to anticipate change, identify opportunities, create strategic plans, motivate and direct people, manage risks, solve problems and make effective decisions. However, these tasks are made much more difficult in the current context.

Volatile, uncertain, complex and ambiguous markets demand a different style of leadership, one which actively engages with uncertainty.

To instill this, organizations will have to look beyond on-the-job training, job assignments, coaching and mentoring. What’s needed now is a new approach to leadership development.

The 9th Annual Assessing & Developing High Potentials Summit will share strategies for HR and talent management practitioners to reframe leadership development activities to accommodate the faster-paced VUCA world.

Join our high-level speaking faculty as they share experiences from organizations that are seeking a new model of leadership for the age of agility.



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# Confirmed Speakers Include



**Jason Weber**,  
Associate Vice President People  
Development Health Sciences Center,  
**Texas Tech University**



**Wanda Hayes**,  
Assistant Vice President Learning &  
Organization Development, **Emory University**



**Jessica Aviles**,  
Vice President Talent Management,  
**The ALS Group**



**Cheryl Kerrigan**, Vice President People,  
**BlueCat**



**Sheila Austin**,  
Director Learning & Development,  
**BlueCat**



**Dr. Hitendra Wadhwa**,  
Professor, **Columbia Business School**  
and Founder and CEO, **Mentora: The  
Institute for Leadership**



**Kathleen King**,  
Vice President Learning and Talent,  
**Omnicom Health Group**



**Lisa Manegold**,  
Vice President Talent,  
**National Express**



**Tamra Chandler**,  
Principal People Advisory, **EY** and  
Founder and CEO, **PeopleFirm**



**Allan Church**,  
Senior Vice President Global Talent  
Management, **PepsiCo**

# Confirmed Speakers Include



**Mary Meston,**  
Vice President Talent Management,  
**Concentrix**



**Dynasti Hunt,**  
Managing Director Talent & Equity,  
**Third Sector Capital Partners**



**Polina Zlatev,**  
Vice President Global Talent  
Management, **Novelis**



**DeRetta Rhodes,**  
Senior Vice President Human Resources,  
**Atlanta Braves**



**Connie Bustamante,**  
Director High Potential Programs,  
**Pfizer**



**Robin Willis,**  
Director Talent Development and  
Learning, **Piedmont Healthcare**



**Chad Carlile,**  
Senior Consultant, **DeGarmo**

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## Session Topics Include:



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- o Developing HiPo's through social and action learning
- o Building/revamping a comprehensive talent management strategy
- o Using assessments to identify and measure potential
- o Leveraging talent data and analytics
- o C-Level Succession Planning Best Practices
- o An innovative approach to talent review
- o Measuring the ROI of HiPo and Leader Development
- o The Intersections of Diversity and Inclusion and talent management
- o Retaining and engaging high potentials
- o Using behavior science to develop a new leadership model
- o Communicating HiPo status





# Pre-Conference Workshop Day | September 15, 2020

10:00am -  
1:00pm ET

## **Workshop A: Creating the Environment Where Your High Potentials (and everyone else!) Will Thrive**

**Tamra Chandler**, Principal People Advisory, **EY** and Founder and CEO, **PeopleFirm**

Research shows us that investing in the systems we work in influences performance by a factor of four-to-one over our targeted investments in talent. Hence, as we strive to elevate the performance of our key talent, it's vital that we take a holistic view of the core elements that define the ecosystem in which we work. Join M. Tamra Chandler in exploring the DNA of High Performance. In this session, we'll walk through the factors that influence organizational and individual performance. You'll be guided through an assessment of your own organization and get started on building a prioritized plan to take action when you return home. As part of the workshop journey, we'll take a deeper dive into three highly connected, and highly influential drivers: ***culture, performance management, and feedback***.

Learning Outcomes:

- Understand the Seven Domains of High Performance – why they are critical and what you can do to influence them
- Assess your organization against the drivers of performance within each domain.
- Explore the array of levers that influence organization culture and your employee's daily experiences
- Consider if you're ready to move away from unpopular, overused, and low impact tactics in the arena of performance management and take away leading practices to create a true culture of feedback
- Build an action plan for your organization, then leave with a solid idea of where to start and how you can influence stronger team and individual performance by creating a healthier environment for everyone to thrive.

2:00pm –  
5:00pm ET

## **Workshop B: Reimagining Leadership in the 21st Century - Tapping the Latest Scientific Breakthroughs to Develop a Path to Leadership Mastery that is Authentic, Agile and Attainable**



**Dr. Hitendra Wadhwa**, Professor, **Columbia Business School** and Founder and CEO, **Mentora: The Institute for Leadership**

The world as we know it is changing, rapidly and radically. Leaders are being pushed to drive change without knowing the rules of the new game. Along the way, as established giants fall and new giants arise, leaders are learning a humble truth: to transform their organization and their people particularly during times of change, they need to transform themselves. What are the 20th-century mindsets, values and behaviors that are holding us back today? How should leadership - and leadership development - be reimagined for the 21st century?

Prof. Hitendra draws from his research at Columbia Business School, his innovations in digital learning, and his consulting and training work with Fortune 500 corporations to lay out the thesis that leadership in the fast-evolving 21st century will require a new approach that is:

1. Authentic - have our behavior arise from our inner core
2. Agile - allow us to engage in a wide array of behaviors, much beyond the competency models of the past
3. Attainable - radically simplify the different frameworks and tools we have trained leaders on in the past

The audience will walk away with four learnings:

1. What 21st-century science is revealing about our leadership abilities - and our capacity to change
2. The five core energies of a leader
3. A method for gaining mastery across a wide range of leadership behaviors - through a simple set of actions
4. The power of MicroPractice(TM) to close the learning-doing gap

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# Main Conference Day 1 | September 16, 2020

10:00am ET

## **Opening Keynote: Succession Planning DISRUPTED**



**DeRetta Rhodes**, Senior Vice President Human Resources, **Atlanta Braves**

During a time of complete disruption, how do you continue to drive the importance of succession planning and the focus on your high potential talent to keep them engaged. During this session we will discuss continuing the momentum of succession planning through a disruption and the tools you can take away to support the sustainability of succession planning.

10:45am ET

## **Leadership Has the Same Lends - How to Create Leadership Training that is Applicable and Valuable for All People Leadership Levels**



**Cheryl Kerrigan**, Vice President People, **BlueCat**

**Sheila Austin**, Director Learning & Development, **BlueCat**

Is leadership really that different in the various hierarchies of an organization? Should we be separating leaders during development based on experience, responsibility and level? How can you create a culture of vulnerability between leaders learning from each other? Technology organization BlueCat will take you on their journey of how and why they held a Leadership Summit with over 80 people leaders from all levels of the organization on fundamental leadership concepts. They will communicate what they learned, in what way they got everyone involved and how the result positively impacted their organizational engagement scores as well as helped to create a culture of vulnerability in their leaders.

This session will focus on how to:

- Obtain alignment throughout all levels on what it means to be a people leader
- Gain buy-in on leadership development up to the Executive Level
- Begin to create a culture of vulnerability with your leaders



11:30am ET

## **High Potential Leaders - Eight Great Traits**



**Chad Carlile**, Senior Consultant, **DeGarmo**

Identifying and developing high potential employees (HiPos) continues to be a topic that dominates discussion among the talent management community. Business researchers and executives have invested considerable time trying to pinpoint the competencies, characteristics and related work styles that HiPos have in common – that is, their behavioral DNA. This has resulted in different emerging HiPo models – some that are oversimplified and others that are far too complex.

During this session, we'll present data that decodes how high potentials are different in a simple, logical way. DeGarmo conducted research with over 750 leaders from different organizations that helped to answer two separate but related questions: (1) how do organizations describe high potential leaders, and (2) what are the specific behaviors and experiences that HiPos have that are different from others?



# Main Conference Day 1 | September 16, 2020

12:15pm ET

## **Break**

1:00pm ET

## **Leveraging High Potentials to Develop Full Cycle Leader Development Programs**



**Jason Weber**, Associate Vice President People Development Health Sciences Center, **Texas Tech University**

Creating a sustainable leader development program requires buy-in and support from all levels of an organization. However, rather than asking for employee insight, sharing a framework for development will create an experience where high potential employees can engage each level of a full-cycle development program. This session will provide a framework for leaders to implement a full cycle development program to support the growth of their organization. The value of high potential employee involvement and ownership of these programs will be discussed, and strategies will be shared from lessons learned on how leaders can engage and retain interest from those high potentials within their organization.

By the end of this session, learners will be able to:

- i. Identify the framework needed to create high potential employee driven development programs
- ii. Discuss elements to consider when obtaining buy-in
- iii. Evaluate lessons learned to influence design of a framework for their organization

1:45pm ET

## **Career Development – An Inside Look at How an Intern Program can Help “Home Grow” Talent**



**Jessica Aviles**, Vice President Talent Management, **The ALS Group**

Finding the right talent at the start of their career with little to no experience can be difficult when trying to shape the next generation of leaders in an organization. Some talent may join a team bringing with them the habits or knowledge they picked up somewhere else at the start of their career... this is all they know.

Needless to say, experiences acquired in previous roles may not be aligned with your organization now or where it is headed according to its 5-year plan. The session will focus on what an internship program or internal professional development can do in shaping the entry level talent in your organization along with what a new hire really looks for in reaching their full potential.

- Learn how to develop, nurture and source for “home grown” candidates in a specific industry
- Identify which employees are the right fit for you and if you’re the right fit for them
- Identify the critical thinking skills necessary to be successful in their role
- Identify a new hire’s work ethic and overall culture fit within your organization; they can talk the talk but can they walk the walk?

# Main Conference Day 1 | September 16, 2020

2:30pm ET

## ***Career Development – An Inside Look at How an Intern Program can Help “Home Grow” Talent***



**Dynasti Hunt**, Managing Director Talent & Equity, **Third Sector Capital Partners**

In today's working environment, hi-potential talent is being quickly identified and recruited out of organizations before a company even realizes that this internal talent exists.

There is a need for organizations to understand how to build systems that will help hi-potential leaders to grow and feel they have clear pathways for continued growth within the organization so that they are not constantly needing to rebuild their internal talent pipeline.

This session will focus on how organizations can build internal talent systems through mentoring, coaching, and training that have limited impact on an operating budget and high-value return on retaining your hi-potential talent.

- Learn how to identify hi-potential talent earlier and how to build structures for engaging them
- Understand how to build 3 different systems to help retain hi-potential talent
- Learn how to integrate strategies of racial equity and inclusion into the identification and development of hi-po talent systems
- Learn how to leverage your entire organization to retain top talent

3:15am ET

## ***Building Top Talent from Within***



**Wanda Hayes**, Assistant Vice President Learning & Organization Development, **Emory University**

In today's world, we have recently seen so many changes. First, we saw record low unemployment where securing the best external talent was difficult. Then, there was the sudden and unexpected shift to record high unemployment and hiring freezes in many organizations. In both scenarios, developing your internal high-potential leaders is an excellent way to establish a pool of top talent that is prepared to move your organization forward and already has a proven fit with your organization's culture. This session will present a case study of how one organization is developing their high potentials for the executive level.

Participants will learn:

- How to identify employees with potential to move into senior leadership positions.
- Strategies to develop both skill sets and mind sets.
- How to incorporate action learning that moves the strategy of the organization forward.
- How to measure the impact of internal development programs.

4:00pm ET

## ***Conference Day 1 Sessions Conclude***

# Main Conference Day 2 | September 17, 2020

10:00am ET

## **Creating and Implementing High Potential Programs that Deliver Results**



Lisa Manegold, Vice President Talent, National Express

In today's war on talent, keeping your high-potentials in house, contributing to the bottom line and ensuring their readiness for next level roles is an evolving challenge. To respond, organizations can re-evaluate their high-potential development programs to ensure they are real-time, relevant, pragmatic yet robust and include a variety of learning experiences to accelerate development, drive results build leadership depth. The focus of this session is to share best practices from three successful high-potential programs that include effective selection processes, assessment tools and developmental opportunities which continue to produce a strong pipeline of emerging, first line and middle-level leaders.

10:30am ET

## **What it Takes to "LeAD" at PepsiCo - Building a High-Potential Leadership Assessment and Development Program**



Allan Church, Senior Vice President Global Talent Management, PepsiCo

While leadership is a critical component to success in organizations, many leaders fail when promoted to higher level positions. This raises the question – is there a better way organizations can determine which leaders will be successful in the future? This session will illustrate how one large, global Fortune 100 company is addressing this challenge via PepsiCo's Leadership Assessment and Development (LeAD) program. The purpose of LeAD is to identify, develop, and move talent across the enterprise using a rigorous and consistent approach. LeAD uses a multi-trait multi-method approach to assessment tailored at different levels of leadership spanning from early career to the most seasoned leaders. Participants receive overall strengths and opportunities against PepsiCo's leadership model, as well as an assessment index score which is a validated predictive score of future potential.

### Learning Objectives

- Identify the building blocks of leadership potential
- Learn how using assessments can help identify and measure potential
- Understand what impact an assessment and development program may have on talent processes

# Main Conference Day 2 | September 17, 2020

11:00am ET

## **Not Your Average Talent (Self)Assessment - A Disruptive Approach to Talent Reviews**



Kathleen King, **Vice President Learning and Talent, Omnicom Health Group**

We've all flocked to the sessions titled "Blow up the 9-Box" and "Why Talent Reviews Don't Work." This isn't that. In industries where talent is deployed and redeployed often due to client demands, changing scopes of work, promotions, and turnover it is important to have a current measure of not only the performance of talent but also an understanding of their degree of potential. In this session, we will explore the somewhat radical and disruptive way in which we measure potential at Omnicom Health Group (OHG) through the use of self-assessments.

At OHG, an organization with growth mindset in its DNA, our talent review begins with each employee self-assessing their degree of potential. Upon assessment submission, employees are provided opportunities for self-directed development around the key metrics used as our measure of potential.

- Explore the supporting neuroscience behind the OHG Talent Profile
- Learn how results are paired with self-directed learning
- Follow the data to the talent mapping and calibration process
- Discover how we leverage results in talent and business decisions

11:30am ET

## **Talent Optimization - Developing Leaders thru High Performance Coaching**



Mary Meston, **Vice President Talent Management, Concentrix**

While much of the focus in more traditional learning and development approaches is on skill enhancement - real growth, development and optimization for executive and hi pots happens through high performance coaching. High performance coaching focuses on key levers that optimize the potential within both hi potential and leadership levels.

High Performance Coaching accelerates the return on both business outcomes as well as employee engagement metrics and is providing a next generation source for employee engagement, retention and recruitment.

This approach works in all industries, size of organizations and target audiences. This session will focus on how high-performance coaching is both a key strategy as well as differentiator, creating an environment where development becomes part of an effective full cycle talent management strategy.

- Learn the key high-performance levers in this optimization approach
- Identify where this strategy best fits in the talent cycle
- Learn how to assess best fit for the program.
- Learn how to initiate a high-performance optimization program
- Better understand the role it plays in talent management, employee engagement and business strategy

# Main Conference Day 2 | September 17, 2020

12:00pm ET

## **Break**

12:45pm ET

## **Rethinking the Nine Box and The Talent Review Process**



Robin Willis, Director Talent Development and Learning, **Piedmont Healthcare**

Over the last 40 years, the Nine-Box has become the most commonly used succession planning tool with employees placed into one of nine boxes based on the amount of potential and performance he/she demonstrates.

However, increasingly talent management professionals are expressing challenges with the tool such as not enough differentiation between the box descriptions, too many choices leading to confusion among people leaders and excess time spent in talent review sessions debating employee placement instead of focusing on development opportunities.

This session will focus on a validated process and tool to identify high potentials and high performing employees across all key functions and prepare them for advancement.

- Examine why the talent review process should be 'decoupled' from performance evaluations
- Explore a new tool that provides clear differentiation between categories and is more intuitive to people leaders
- Discuss the effectiveness of pre-talent review huddle meetings and calibration sessions
- Pave the way to effective talent review sessions with senior leadership

1:30pm ET

## **Breaking the Vicious Cycle - Retire Opinions and Bring Data into Your Talent Management Process'**



Polina Zlatev, Vice President Global Talent Management, **Novelis**

Accurately identifying and accelerating top talent's growth to their destination roles has become more critical than ever during this time of limited resources across different industries and the ever-increasing needs for top talent in critical roles. Our traditional talent review tools and processes have been failing us- research shows that large percentage of the 9-box 'top talent' is actually not top talent at all and sharing opinions during talent review discussions still largely influences top talent identification.

This session will focus on how to fundamentally change your talent review approach by introducing data in the conversation and shifting it to targeted development plan commitments to accelerate development towards destination roles.

- Learn how talent profiles and data can help increase top talent identification accuracy
- Identify the right career paths with critical bridge roles to accelerate successors' readiness for their destination roles
- Balance the right level of transparency in messages to your top talent about their potential



# Main Conference Day 2 | September 17, 2020

2:15pm ET

## **Transformative HiPo Programs - Developing Talent to Meet the Changing Needs of the Business**



Connie Bustamante, Director High Potential Programs, Pfizer

When a company enters an exciting period of growth and transformation, leadership development needs to be reimagined in parallel. The aim of this session is to exemplify a case in which a novel purpose, blueprint and organizational values, created the need for an innovative approach to high-potential development.

Despite the success of the existing learning programs, the challenge was to create an alternative with significant impact in readiness and performance of HiPos, and at the same time, supportive of organizational values. Learn more about the resulting learning architecture for high potential development that starts with a greater reach when identifying talent and is infused with experiences that are personalized, social and grounded in technology.

3:00pm ET

## **Conference and Day 2 Sessions Conclude**

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