

High-Potential Program Increases Bench Strength

Situation

The management team of a construction material producer was going through a period of transition. This 40-year Client of RHR had just promoted an internal candidate who then invited RHR to review the company's current management needs. One of the company's key concerns was succession planning. Two senior executives had recently retired and a number of high potentials at the next level had already been absorbed into new assignments. As a result, the company's leadership bench was thin.

Intervention

- During interviews with the top 12 senior executives, RHR consultants asked each of them to nominate high potential managers in their respective areas.
- RHR then asked them why they viewed those individuals as high potentials, and what they considered to be the critical leadership dimensions necessary for the company to move forward. The consultants used this information to create a Leadership Profile, which was approved by the executive committee and communicated throughout the company. It was also translated into a 360° survey instrument.
- RHR then conducted 360° surveys with a large group of high potentials. Results from this and the interviews clearly identified the strengths and weaknesses of each high potential and led to customized Leadership Development Plans™ (LDP) and an executive education program.

Outcome

- Disseminated the leadership profile to communicate leadership expectations throughout the organization.
- Identified and developed the next cadre of leaders.
- Created an on-going development process to include high potential leaders throughout the organization.