



CHRO Roundtable

HIPO Identification and Retention

Survey speaks

Total Responses - 17

Importance of HIPO Program

88% responses indicate
Significantly Important

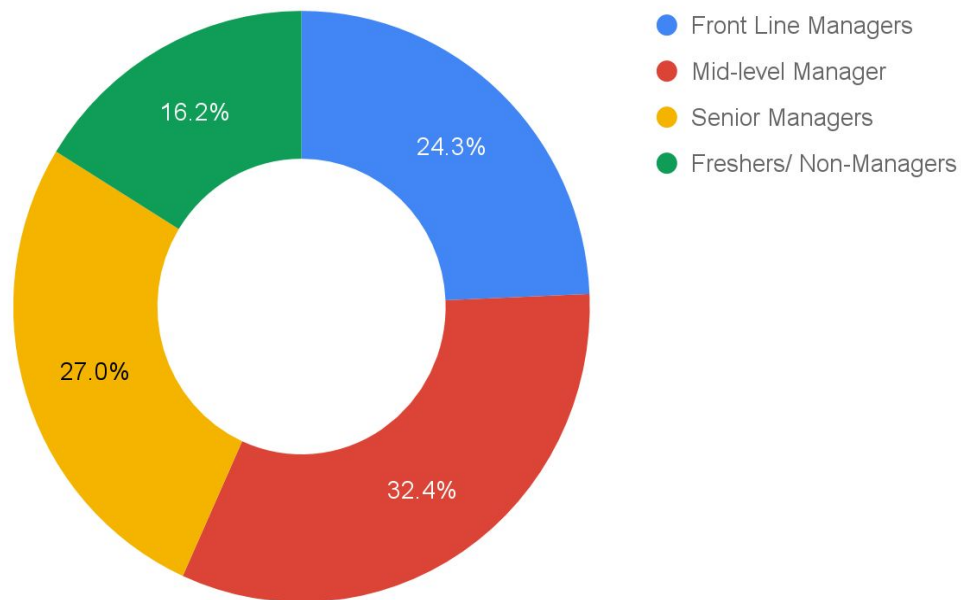
Expected Impact from HIPO Program

50% indicate **Leadership in future roles**
31% indicate **Innovation & Ideation**

Most weighted criteria for selecting HIPOs

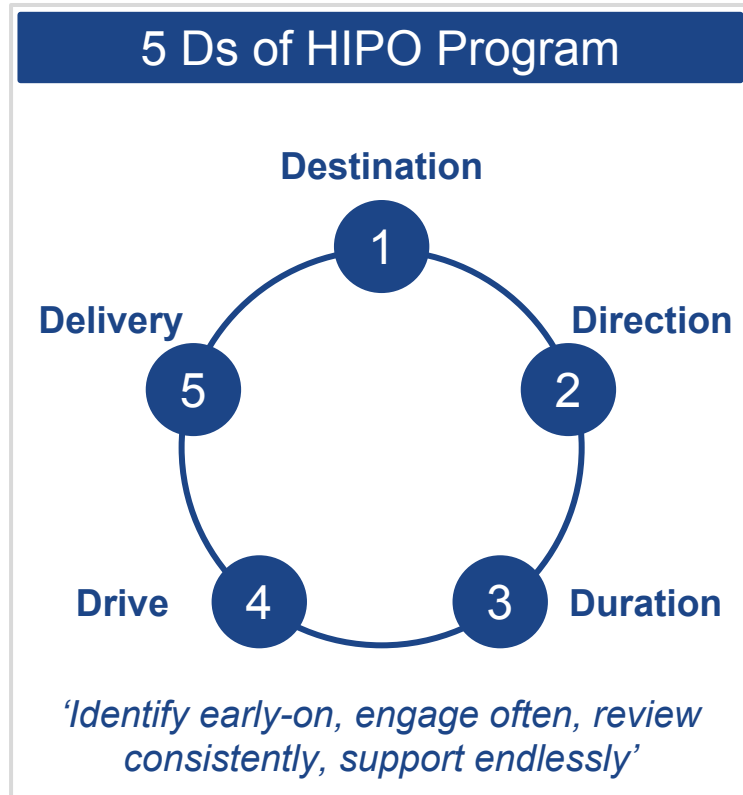
Behavioural Traits
Performance in Current Role
Initiative for new assignments

Average Composition of HIPOs in various organisations



Existing approaches to HIPO Programs

- Traditional HIPO programs
- Business Group as HIPO Unit
- All employees as HIPO (in startups)
- Recruitment process for HIPO identification
- Creating Talent Pools, earmarking HIPOs
- Freshers as HIPOs (Back-stage programs)
 - Working with universities to modify curriculum
 - Structured internships for business exposure
 - Groom and monitoring progress once recruited



Existing processes for identifying potential HIPO

- Human processes - cultural shift from objective to
- Individualistic approach - must move from scale approach
- Identifying through demonstrated Skills & behaviours
- Competency-based Hiring process
- Performance + Panel Review + IDP + OJT + Self-SWOT

Type of HIPOs

Hyper Type

Silent Type

‘Catch them doing things right, generating and developing new ideas that have high value & high impact’

What the leaders said

‘Performance can only draw attention to a HIPO, evaluation must be done to identify the potential’

‘If we can’t identify a HIPO on a daily basis and need to sit in a meeting room to identify one, there is a serious problem’

‘Readying our organisation for exponential changes and disruptive workplaces through HIPOs’

Traits displayed by HIPOs

Knowledge, Skills, Aptitude (core role)
Aspiration to make an impact
Ability to work with People
Learnability & Learning Agility
Handling Pressure
Innovative Thinking
Alignment to Change

Existing processes for developing HIPOs

- Long-term and strategic Developmental programs
- Cross-skilling by giving shadowing opportunities with other industries
- Professional Programs, certifications and memberships
- Tie-up with Universities for structured IDPs
- Fast-track Programs

Development Tools for HIPOs

MDP

Job Rotation

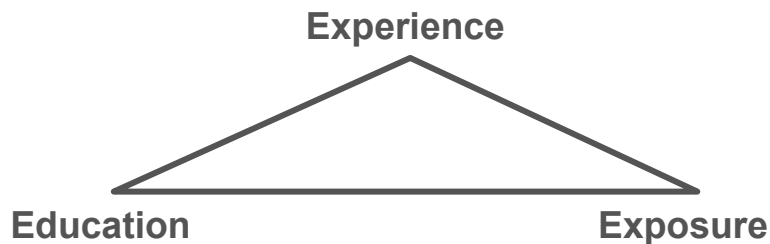
External Exposure

Job Enlargement

Coaching

Mentoring

3 E Approach



Traits Developed in HIPOs

Entrepreneurship
 Innovative Thinking
 Cognitive Ability
 Sense of Ownership
 Strategic Thinking
 Leadership Mindset

Existing processes for reviewing & rewarding HIPOs

- GE–McKinsey nine-box matrix
- Multi-rater Model
- Challenging assignments to turn around
- Retention of ‘velocity of excellence’
- Recording performance in drastically different environments (Armed forces)

Outcomes of HIPO program

Innovation

Top/Bottom-line

Adaptability to Change

High-performing Teams

Criteria for assessing HIPOs

Perspiration

Inspiration

Competence

Patience

Leadership

Perseverance

Value

Business Impact

Team Play

Rewarding HIPOs

Log terms incentives

ESOPs

Help build personal wealth

Differentiated C&B

Differentiated Promotion programs

Challenges and Barriers to HIPO Program

- Front Line HIPO flatten by the time they reach mid-level
- Retaining HIPO is time, effort and resource consuming
- Keeping HIPOs engaged and feeling challenged
- Keeping non-HIPOs motivated
- HIPO under a non-HIPO Manager could be a barrier to success

Downside of HIPO program

HIPO could become competition

Trigger for attrition in non-HIPOs

Uninspired HIPO = Deflected HIPO

HIPO in a wrong role



Setting up a HIPO for failure

Losing brand value of HIPO program

Impact on Organisation goals

What the leaders said

'HIPO program could be a double-edged sword'

'Leadership readiness is critical to assess or the HIPO will fail'

'HIPOs are hyper but not all hyper are HIPO, evaluate this or it's wasted effort'

Making a HIPO Program successful

- Organisational Culture change to adopt HIPO program
- Clear the path for a HIPO to grow and stay
- Segregate HIPO identification and Annual Appraisal cycle
- Do not use HIPO program as a reprimanding tool
- Exercise sensitivity and transparency while communicating the HIPO program and the HIPOs

Must-do for a HIPO program

Brand it Right

Build Image of HIPO

Communicate Right

Engage Often

Challenge with role

Inspire all

What the leaders said

'Be specific and clear with non-HIPO, as to why they were not selected'

'Structured workshop with employee groups on HR function and HIPO program, changed understanding'

'Weed-out negative, non-HIPO elements through correction or moving them out'

'Don't just look at numbers delivered by HIPOs but the impact made to the organisation'

'Create a community of distinguished HIPOs or role-models, who could be an inspiration for aspiring HIPOs'



Industry Research on HIPO Program

A Bold New World of Talent, Learning, Leadership, and HR Technology Ahead - Deloitte

- Companies are promoting young leaders at an accelerated rate, enabling them to learn on the job
- New tools developed by Kaisen (recently acquired by Deloitte) point out that intelligence, agility, self-management, and self discipline are the characteristics of HiPos, not work experience

More on the research - <https://www2.deloitte.com/content/dam/Deloitte/at/Documents/human-capital/bersin-predictions-2016.pdf>

Building High-Potential Leaders - Korn/Ferry

- Worldwide demand is rising for leaders who can succeed in today's volatile, uncertain, complex, and ambiguous (VUCA) business environment
- Up to 40 percent of internal job moves made by high potentials end in failure
- PDI Ninth House High-Potential Experience Cycle™

More on the White Paper - <https://www.kornferry.com/institute/download/download/id/8/aid/844>



Thank you for your valuable inputs