

NOVEMBER 2025
EDITION



SUCCESSION PLANNING

A special issue from ITD World Vietnam



TABLE OF CONTENTS

01

Letter from the Editors

02

Building a Robust Succession Planning Process

03

Turning High-Potentials into Successful Leaders

04

Senior Leadership Development Plan (SLDP)

05

Let's Coach for a Better World

06

Upcoming Training Workshops & Webinars

Letter from the Editors

Dear our valued readers!

We are pleased to present our next newsletter edition, focusing on the crucial strategic topic of **Succession Planning**.

In the journey of building a resilient and forward-thinking organization, ensuring a strong pipeline of future leaders is paramount. This edition is dedicated to exploring the essential elements of effective succession planning and leadership development.

Our first section, **Building a Robust Succession Planning Process**, dives into the core of creating a solid foundation for identifying and preparing future leaders. We will cover the key steps in the succession planning process, guide you on how to build a comprehensive strategy, and share valuable best practices to ensure your efforts are impactful.

Following this, we feature insightful perspectives from Claudio Fernández-Aráoz, Andrew Roscoe & Kentaro Aramaki, originally published in the Harvard Business Review, in a section titled **Turning High-Potentials into Successful Leaders**. This piece offers expert guidance on how to effectively nurture and develop individuals with high potential into the successful leaders your organization needs for the future.

We hope this edition provides you with practical insights and actionable strategies to strengthen your succession planning efforts and cultivate the next generation of leaders within your company.

Warm regards,

ITD World Vietnam Team



**BUILDING A ROBUST
SUCCESSION
PLANNING PROCESS**

(Original source: <https://itdworld.com/blog/human-resources/succession-planning/>)

Building a Robust Succession Planning Process

Succession Planning Process

The succession planning process is a strategic framework that can be categorized into four distinct phases, each with a specific set of activities and goals. Here is how it works:

1. Identification

- **Determine the scope:** The first step has to do with defining the extent of succession planning needed. For instance, a small business may focus on the owner's replacement, while a large corporation may need to plan for various management and leadership levels.
- **Identify key positions:** The people in charge must then pinpoint critical roles essential for the company's success and continuity. This often includes positions like the CEO, CFO, department heads, or any other roles vital to its core functions.
- **Establish competency profiles:** To evaluate potential successors effectively, competency profiles are developed for each critical position. These profiles outline the competencies, skills, and experience required for successful performance in the role – whether it's technical knowledge, leadership capability, or strategic acumen.
- **Assess talent pool:** The organization then evaluates the current employee base to identify those with the potential to fill key positions in the future.

Building a Robust Succession Planning Process

Succession Planning Process

This can be done through performance reviews, 360-degree assessments, and consideration of external candidates who meet the qualifications.

2. Development

- **Create individual development plans (IDPs):** High-potential employees earmarked as potential successors receive tailored Individual Development Plans – which outline specific development goals, training opportunities, and mentorship arrangements designed to prepare them for specific roles within the organization.
- **Provide leadership training:** Leadership development programs are offered to enhance the skills, knowledge, and competencies of potential successors. These may include workshops, seminars, and online courses focused on leadership skills, decision-making, strategic thinking, and effective communication.
- **Encourage coaching & mentoring:** Mentorship and coaching are key components of succession planning. Experienced leaders and experts are involved in providing guidance, support, and knowledge transfer to potential successors, helping them develop the necessary skills and insights for future positions.

Building a Robust Succession Planning Process

Succession Planning Process

- **Foster job rotations & stretch assignments:** Potential successors are given opportunities to gain experience in different roles and expand their skill sets. Job rotations and stretch assignments enable them to apply their skills in new contexts, develop broader perspectives, and prepare for more complex leadership challenges.
 - **Evaluate development programs:** The effectiveness of training, mentorship, and other development initiatives is evaluated to ensure they meet the needs of potential successors and contribute to their growth. Feedback is gathered from participants, performance metrics are analyzed, and adjustments to programs are made as necessary.
 - **Conduct regular reviews:** Succession plans are regularly reviewed and updated to reflect changes within the organization and the talent pool. This involves reassessing critical positions, identifying new potential successors, stretch assignments, and gather feedback from mentors and supervisors.
- ### 3. Evaluation
- **Track progress and performance:** Regular monitoring of potential successors' development and readiness for leadership roles is essential. For this purpose, the organization must come up with plans to assess their progress against their IDPs, evaluate their performance in

Building a Robust Succession Planning Process

Succession Planning Process

and adapting development plans to align with evolving organizational needs.

successors. Examples include mentoring sessions, knowledge-sharing workshops, or the creation of knowledge repositories.

4. Transition

- **Implement succession plans:** When key positions become vacant, the organization executes the succession plan to ensure a smooth transition of leadership. This involves formally appointing the identified successor, providing them with necessary support and resources, and communicating the transition to the organization.
- **Facilitate knowledge transfer:** Formal processes are implemented to capture and pass on critical knowledge from departing leaders to their successors.
- **Provide ongoing support:** New leaders receive ongoing support as they transition into their roles, including continued mentorship. Such support helps them navigate the challenges of their new positions, gain confidence, and effectively fulfill their leadership responsibilities.

Building a Robust Succession Planning Process

How to Build a Succession Planning Strategy

Building a robust succession management strategy is essential for ensuring an organization's long-term success and sustainability. Here is a checklist of key factors to consider when developing one:

- **Clear vision:** A successful program should demonstrate a clear vision and direction that communicates its purpose, goals, and objectives – as well as the roles and responsibilities of all stakeholders. For example, a global tech company may articulate its program's purpose as to develop future leaders who embody and drive innovation.
- **Organizational culture:** Ensure that the succession planning

strategy supports and reinforces the organization's cultural principles.

- **Scope:** Determine the scope of your succession plan – how detailed it should be, and which positions are critical for the organization's success and continuity. The scope should align with the organization's vision, mission, values, and goals. Aside from that, establish a set of criteria for selecting successors – including the skills, competencies, and attributes required for each key position, as well as how they can be measured and evaluated.

Building a Robust Succession Planning Process

How to Build a Succession Planning Strategy

- **Transparent communication:** Clearly communicating the succession planning process and expectations to all employees – such as via open forums. Transparency ensures that everyone is aware of the organization's commitment to nurturing future leaders.
- **Stakeholder buy-in:** Secure strong leadership commitment to support and drive the process. Additionally, involve employees in the process by seeking their input and feedback. This inclusion fosters a sense of ownership and ensures that diverse perspectives are considered.
- **Talent pool:** Cultivate a talent base that reflects the diversity of the organization's customers and markets. A diverse and inclusive pool enhances creativity, innovation, adaptability, reputation, and image. Depending on factors such as availability and suitability, sometimes organizations may want to consider sourcing successors externally instead of from within.
- **Flexibility:** Customize development plans to meet the unique needs and goals of each candidate. These initiatives should align with the requirements and expectations of each role, providing ample opportunities for learning and growth.

Building a Robust Succession Planning Process

How to Build a Succession Planning Strategy

- Smooth transition process:** Develop a seamless transition procedure that facilitates the handover of responsibilities from the incumbent to the successor. The process should involve communication, announcements, support, feedback, and recognition to ensure a successful leadership changeover.

SUCCESSION PLAN

TEAM NAME:
 DIVISION/DIRECTORATE/SERVICE NAME:
 DATE OF COMPLETION:
 DATE OF NEXT REVIEW:

POSITION					
CURRENT INCUMBENT					
LEAVING DATE (if applicable)					
Number of Direct Reports					
TEMPORARY/SHORT-TERM COVER					
READY NOW					
READY IN 6 - 12 MONTHS					
READY IN 1 - 2 YEARS					
READY IN 2+ YEARS					
CONTENT IN CURRENT ROLE OR NOT APPLICABLE					

Building a Robust Succession Planning Process

Succession Planning Best Practices

Implementing effective succession planning best practices can be a game-changer for a company's long-term success. By following these strategies and avoiding common pitfalls, organizations can build a robust talent pipeline and ensure a smooth transition of leadership:

1. Start early

Succession management should not be a last-minute activity; rather, it should be a continuous, proactive process. Anticipating future needs and challenges helps avoid disruptions, gaps, and conflicts that can arise from sudden or unplanned leadership departures. The earlier the organization starts, the better prepared it will be.

2. Understand market dynamics

Consider external factors that can affect the business environment, such as market trends, customer demands, and competitor actions. This ensures that the organization's leadership pipeline aligns with the evolving landscape.

For instance, an educational company recognizes that the pace of technological innovation is accelerating, and new technologies are constantly disrupting the training market. To ensure their leadership pipeline is equipped to navigate this dynamic environment, they consider external recruitment to bring in fresh perspectives and expertise – those who are updated on the latest emerging trends.

Building a Robust Succession Planning Process

Succession Planning Best Practices

3. Involve stakeholders

Another principle of succession planning is to engage relevant stakeholders in the process, including senior management, board members, HR professionals, and external consultants. Their buy-in, expertise, and insights can contribute to a more robust plan and foster communication with employees, gaining their feedback and engagement.

4. Think out of the box

Customize your approach to suit the unique characteristics and requirements of each position and situation. Generic or standardized approaches may lead to the oversight of critical role-specific elements.

Additionally, don't limit your choices to obvious

candidates. Sometimes, the best successors may not be readily apparent. Explore a wide range of potential options to find the right fit for each role.

Now, let's say a manufacturing company is seeking a successor for the position of Chief Operating Officer (COO). The traditional approach would be to focus on candidates with extensive experience in operations management and a proven track record in the manufacturing industry. However, instead of looking only to those with direct experience in operations, this time the company also considers members from other departments who have a strong understanding of the company's overall business strategy and the ability to collaborate across functions.

Building a Robust Succession Planning Process

Succession Planning Best Practices

This change significantly increases their chances of finding the best possible successor for the role.

5. Do not idealize the role

Avoid creating an idealized version of the role that doesn't match reality. Otherwise, one may come up with unrealistic or irrelevant criteria for selecting/evaluating successors, as well as potentially ignore challenges/difficulties associated with the position.

For example, a retail company is looking for a successor for the role of Regional Sales Manager. The organization has a history of high sales growth and a reputation for aggressive sales tactics. In the past, the ideal Regional Sales Manager was seen as a charismatic, hard-charging individual who could drive sales at any cost.

That said, given the changing market dynamics and customer preferences, it would be better for them to pick one who demonstrates a more sustainable and customer-centric approach – as well as qualities such as strategic thinking, [empathy](#), and the ability to build long-term relationships.

6. Factor in changes

Change has the power to significantly impact a role's requirements in the future. Underestimating change would lead to selecting or developing those who are ill-prepared to adapt to new situations or demands. For instance, a financial services company is planning for the future of the Chief Technology Officer (CTO) role. Traditionally, the CTO focused on maintaining IT infrastructure and ensuring system stability.

Building a Robust Succession Planning Process

Succession Planning Best Practices

However, the organization recognizes that the role will evolve significantly in the coming years due to technological advancements and changing customer expectations. As such, change agility becomes a key leadership trait for future CTOs – and anyone who fails to demonstrate adaptability (no matter how experienced they are) is excluded from the selection process.

7. Invest in training

Provide candidates with ample opportunities for skill and knowledge development – so that they are best prepared for their future roles. Coaching, job rotation, cross-training, and other development methods are invaluable for grooming successors.

8. Make use of analytics

Utilize workforce data and

analytics to make data-driven decisions. Analyze workforce demographics, retirement projections, and anticipated organizational changes to predict future leadership needs. Such data points are crucial for identifying potential gaps in the talent pipeline and proactively addressing them.

Some metrics that can be measured to prepare for succession planning are:

- **Potential:** This measures the ability and motivation of employees to succeed in senior positions in the organization. Tools such as the 9-box grid may help evaluate the potential of employees based on two criteria: their current contribution to the organization, and their future capability to grow and take on more responsibilities.


Building a Robust Succession Planning Process

Succession Planning Best Practices

- **Number of high potentials identified for each critical role:** In other words, this reflects the size and quality of your talent pool for each key position in the organization.
- **Percentage of critical positions filled internally:** You can calculate this metric by dividing the number of critical positions filled internally by the total number of critical positions in the organization.
- **Risk of loss:** Risk of loss measures the probability of losing key employees or candidates due to factors such as retirement, resignation, disability, etc.

9. Leverage positions, not people

Relying solely on a few selected successors can introduce vulnerability and risk. Instead, focus on developing a talent pipeline for critical positions. Ensure you have contingency plans, and consider multiple candidates for key roles. This approach ensures that the organization remains resilient in the face of unexpected changes – as well as encourages healthy competition that potentially drives excellence and innovation.



TURNING HIGH- POTENTIALS INTO SUCCESSFUL LEADERS

Credit: Claudio Fernández-Aráoz, Andrew Roscoe, Kentaro Aramaki

Original source: <https://hbr.org/2017/11/turning-potential-into-success-the-missing-link-in-leadership-development>

Turning High-Potentials into Successful Leaders

Organizations around the world are failing on one key metric of success: leadership development. According to research from the Corporate Executive Board (CEB), 66% of companies invest in programs that aim to identify high-potential employees and help them advance, but only 24% of senior executives at those firms consider the programs to be a success. A mere 13% have confidence in the rising leaders at their firms, down from an already-low 17% just three years ago. And at the world's largest corporations—which each employ thousands of executives—a full 30% of new CEOs are hired from the outside.

The problem isn't a lack of internal talent. At Egon Zehnder we've been measuring executive potential for more than 30

years, and we've identified the predictors that correlate strongly with competence at the top. The first is the right motivation. This generally means a fierce commitment to excel in the pursuit of big, collective goals but, to a great extent, is contextual. For example, the leaders of a large charity and of an investment bank will need different kinds of motivation. This predictor can't easily be rated or compared meaningfully across individuals. However, the other predictors—curiosity, insight, engagement, and determination—can be measured and compared.

And when we look at how managers in our global database (who come from thousands of companies in all sectors and are mostly in the top three levels of the hierarchy)

Turning High-Potentials into Successful Leaders

score on those four key hallmarks, we find that 72% of them demonstrate the potential to grow into C-suite roles. In addition, 9% have what it takes to become competent CEOs.

Unfortunately, many organizations haven't figured out how to fully develop their prospective leaders. That limits these people's advancement and eventually their engagement and, ultimately, leads to turnover. Recent research from Gallup shows that 51% of U.S. managers feel disconnected from their jobs and companies, while 55% are looking for outside opportunities. And the problem cascades down: According to two comprehensive studies from Indeed.com, the most popular U.S. job-search

website, 71% of employees are either actively hunting for or open to a new job, while 58% review postings at least monthly. The average rate of employee turnover (of which about three-quarters is voluntary) has been growing steadily for the past six years. In 2016 it hit a new high of 20.3% in the United States, and it's much higher in the most attractive sectors. The stats in other countries are comparable.

Low engagement and high turnover are extremely costly for organizations, especially if the people jumping ship are high potentials in whom much has already been invested. How can companies prevent this massive waste of talent and create more-effective development programs?

Turning High-Potentials into Successful Leaders

- First, by determining the most important competencies for leadership roles at their organizations. In our leadership advisory services at Egon Zehnder, we've identified seven that we believe are crucial for most executive positions at large companies: results orientation, strategic orientation, collaboration and influence, team leadership, developing organizational capabilities, change leadership, and market understanding. In addition, many leading companies are finding that an eighth— inclusiveness—is essential to executive performance.
- Second, by rigorously assessing the potential of aspiring managers: checking their motivational fit and carefully rating them on the four key hallmarks— curiosity, insight, engagement, and determination.
- Third, by creating a growth map showing how a person's strengths in each of the hallmarks aligns with the competencies required in various roles.
- Fourth, by giving high potentials the right development opportunities—including job rotations and promotions they might not seem completely qualified for but that fit their growth maps—as well as targeted coaching and support.

Turning High-Potentials into Successful Leaders

Companies like Japan Tobacco and Prudential PLC, the British multinational life insurance and financial services group, have used this approach to enhance their talent development programs and boost their internal leadership pipelines. Following it requires deep commitment from senior executives and some investment in the human resources function. But the cost of inaction is greater: As competition for smart and able managers heats up around the world, organizations can't keep ignoring and demoralizing internal talent while filling their C-suites with expensive external hires. They must learn to grow their own leaders.

Getting a Read on Needs and Skills

Before an organization can begin mapping managers' potential to required competencies, it must determine what exactly it needs. That will vary from business to business. A company recently acquired by a private equity firm would probably want to make results orientation a priority, while the management of an old-fashioned bank trying to stay relevant in a digital age might need keen market understanding and a strategic orientation.

Requirements will vary from role to role within firms as well. Let's consider the competencies that the board of one pharmaceutical company

Turning High-Potentials into Successful Leaders

we worked with projected that its CEO, CFO (who was also the chief strategy officer), and business unit heads would need three years down the road, given its midterm strategy. Like all chief executives, the CEO had to have strong strategic and results orientations. But this particular company was trying to adapt to the digital era and to become more diverse in its people and more flexible in its way of working, so the board also highlighted inclusiveness and team and change leadership as priorities. For the CFO—who would be tasked with overseeing the implementation of the new strategies—collaboration and influence, change leadership, and strategic orientation were deemed must-haves. And for the unit heads, who

would be on the front lines of strategic and cultural change and also responsible for hitting demanding budgets, the key competencies were results orientation, developing organizational capabilities, team leadership, and inclusiveness.

Your organization should similarly aim to identify the competencies that are most crucial for its top roles in light of its own challenges and goals. We suggest rating the level of proficiency needed in each competency for each role on a scale from 1 to 7. (For a more detailed explanation of how to translate skill levels into numerical scores, see the exhibit “Levels of Competence.”) C-level positions typically require a rating of at least 4

Turning High-Potentials into Successful Leaders

in the competencies critical for those roles, and CEO positions, a rating of at least 5.

COMPETENCY PREDICTED BY: **C** Curiosity **D** Determination **E** Engagement **I** Insight

LEVEL 1 LEVEL 2 LEVEL 3 LEVEL 4 LEVEL 5 LEVEL 6 LEVEL 7

RESULTS ORIENTATION **C** **D** ○ ○

Completes assignments	Works to make things better	Achieves goals	Exceeds goals	Improves firm's practices and performance	Redesigns practices for breakthrough results	Transforms business model
-----------------------	-----------------------------	----------------	---------------	---	--	---------------------------

STRATEGIC ORIENTATION **C** ○ ○ **I**

Understands immediate issues	Defines plan within larger strategy	Sets multiyear priorities	Defines multiyear strategy for own area	Changes business strategy in multiple areas	Creates high-impact corporate strategy	Develops breakthrough corporate strategy
------------------------------	-------------------------------------	---------------------------	---	---	--	--

COLLABORATION AND INFLUENCE **C** **D** **E** ○

Responds to requests	Supports colleagues	Actively engages with colleagues	Motivates others to work with self	Facilitates cross-group collaboration	Establishes collaborative culture	Forges transformational partnerships
----------------------	---------------------	----------------------------------	------------------------------------	---------------------------------------	-----------------------------------	--------------------------------------

TEAM LEADERSHIP **C** ○ **E** ○

Directs work	Explains what to do and why	Gets input from team	Inspires team commitment	Empowers teams to work independently	Motivates diverse teams to perform	Builds high-performance culture
--------------	-----------------------------	----------------------	--------------------------	--------------------------------------	------------------------------------	---------------------------------

DEVELOPING ORGANIZATIONAL CAPABILITIES **C** ○ **E** **I**

Supports development efforts	Encourages others to develop	Actively supports team members' growth	Systematically builds team's capability	Aids development outside team	Builds organizational capability	Instills culture focused on talent management
------------------------------	------------------------------	--	---	-------------------------------	----------------------------------	---

Turning High-Potentials into Successful Leaders

CHANGE LEADERSHIP **C** **D** **E** **I**

Accepts change	Supports change	Points out need for change	Makes compelling case for change	Mobilizes others to initiate change	Drives firmwide momentum for change	Embeds culture of change
----------------	-----------------	----------------------------	----------------------------------	-------------------------------------	-------------------------------------	--------------------------

MARKET UNDERSTANDING **C** **O** **O** **I**

Knows immediate context	Knows general marketplace basics	Investigates market and customer dynamics	Deeply understands market	Generates insights about market's future	Identifies emerging business opportunities	Sees how to transform industry
-------------------------	----------------------------------	---	---------------------------	--	--	--------------------------------

INCLUSIVENESS **C** **O** **E** **I**

Accepts different views	Understands diverse views	Integrates other points of view	Functions well across diverse groups	Facilitates engagement between factions	Strategically increases employee diversity	Creates inclusive culture
-------------------------	---------------------------	---------------------------------	--------------------------------------	---	--	---------------------------

SOURCE EGON ZEHNDER

FROM "TURNING POTENTIAL INTO SUCCESS: THE MISSING LINK IN LEADERSHIP DEVELOPMENT,"

NOVEMBER-DECEMBER 2017. BY CLAUDIO FERNÁNDEZ-ARÁOZ, ANDREW ROSCOE, AND KENTARO ARAMAKI

© HBR.ORG

You should cascade this process down through the ranks so that you have a clearer idea of the key skills needed to do lower-tier managerial jobs, too. With all positions, however, you must resist the temptation to demand high levels of all competencies, because you'll never find leaders who are perfect. In a study of more

than 5,000 executives at 47 companies we conducted with McKinsey, we found that only 1% had an average proficiency score of 6 or better, and just 11% had an average score of 5. So even for the most senior positions, you should seek above-par scores in most competencies and stand-out scores in just two or three.

Turning High-Potentials into Successful Leaders

The next step is to comprehensively assess future leaders' current competencies and their potential for growth. You can do this through a deep review of their work experience; direct questioning; and conversations with their bosses, peers, and direct reports. To get the best information out of people and their colleagues, pose open-ended questions and probe. For instance, to get a read on how much determination managers have, ask about a time something went badly for them and how they responded. To assess their competence at developing organizational capabilities, press for details about the people they've mentored. You should score each person on each hallmark of potential; at

Egon Zehnder we use a scale of 1 (emerging) to 4 (extraordinary) for this. You should also score each person on his or her current level of each core competency (using the 1-to-7 scale), creating a snapshot of where he or she stands.

Resist the temptation to demand high levels in all competencies.

With this information, you can now take the critical third step: predicting where each executive is likely to succeed. Having compared our 30 years' worth of executives' baseline scores with information about their eventual career growth, we can tell you that there are patterns in how individual hallmarks translate to the eventual mastery of leadership competencies.

Turning High-Potentials into Successful Leaders

Curiosity is significantly correlated with all eight, so strong scores in it are a prerequisite for anyone being considered for development and promotion. However, the three other hallmarks are each correlated with different competencies and can therefore help us project how leaders will develop. For example, and perhaps not surprisingly, insight is a good predictor of the ability to develop a strategic orientation and market understanding. On a more granular level, we estimate that someone with a score of at least 3 (out of 4) on that hallmark (and on curiosity) should be able to achieve, with the right support, a level 5 competency (out of 7) in strategic orientation. We've also found that people with high determination scores can build the strongest

results orientation and change leadership competencies, while those with high engagement scores are likely to be strongest in team leadership, collaboration and influence, and developing organizational capabilities.

Armed with assessments of your emerging leaders' current competencies and potential for growth in each area, you will be in a much better position to make development and succession plans throughout your organization. And that will help you ensure that you have a strong pipeline of people to fill C-suite roles in the future.

The experiences of a major global manufacturer we advised illustrate how this works.

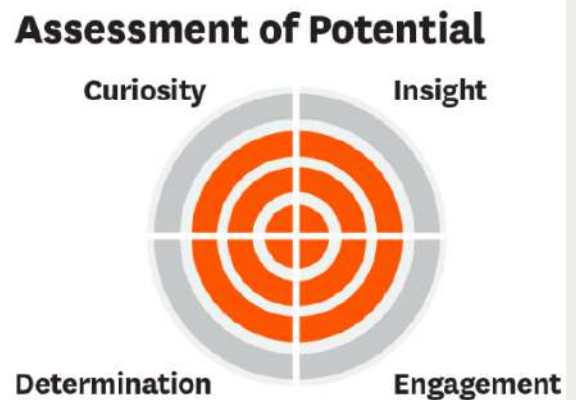
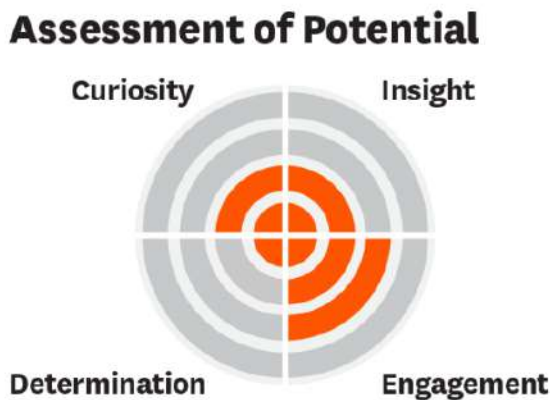
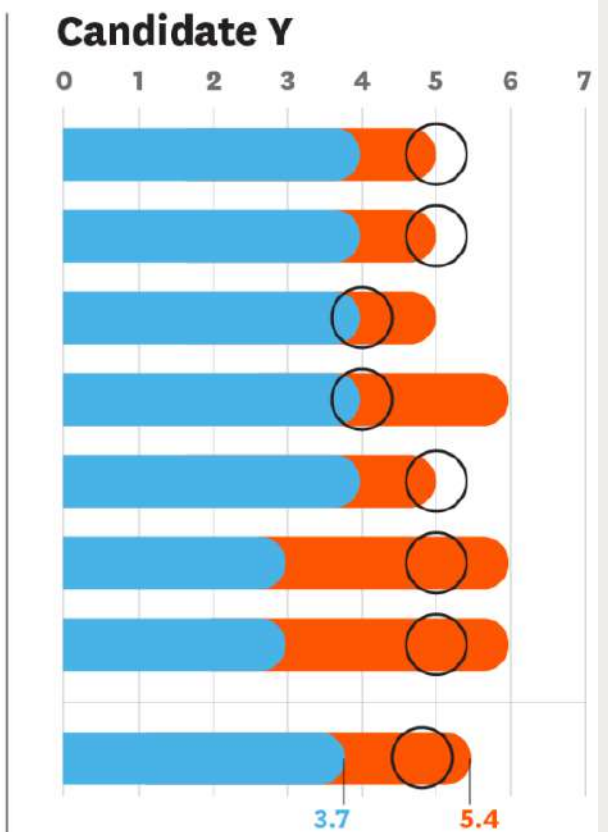
Turning High-Potentials into Successful Leaders

The company's CEO was due to retire in a year, and the board was trying to decide who should replace him. When we appraised two internal candidates, X and Y, we found that they had comparable strengths but very different profiles. At the time X, a veteran operator in the company's core business, had a higher level of two competencies critical to the CEO job—results orientation and market understanding. But his lower scores on determination, insight, and curiosity revealed that his potential for growth was more limited. Y, who had come up through the ranks in an emerging business, was by contrast slightly weaker on current competencies but, with strong scores on all the hallmarks, showed significantly more potential to perform well as a CEO.

When the board reviewed these findings, a heated discussion ensued. One senior director argued adamantly for the appointment of X, who had slightly stronger competencies and had deep exposure to the core business. Another director strongly favored Y because of his higher potential. A third director favored an external search given the need for a fully qualified, competitive CEO in just one year. Eventually, the group landed on a creative solution: Ask the current chief executive to stay an extra year, during which he and the board could offer customized development programs to both internal candidates and then monitor their growth.

Turning High-Potentials into Successful Leaders

● Current level of competence
 ● Potential for growth
 ○ Desired level of competence



SOURCE EGON ZEHNDER
 FROM "TURNING POTENTIAL INTO SUCCESS: THE MISSING LINK IN LEADERSHIP DEVELOPMENT,"
 NOVEMBER-DECEMBER 2017, BY CLAUDIO FERNÁNDEZ-ARÁOZ, ANDREW ROSCOE, AND KENTARO ARAMAKI

© HBR.ORG

Turning High-Potentials into Successful Leaders

This is the fourth key step in turning high potentials—at all levels—into leaders: Give them the opportunities, coaching, and support they need to close the gap between their potential and their current competencies. For example, a highly curious, insightful person might be assigned to strategic-planning and innovation projects. Highly determined people should be involved in business-unit turnarounds and cultural-change efforts. Employees with high levels of engagement should be asked to manage small teams and work with key clients.

Well-planned job rotations are also crucial. A survey of 823 highly successful senior executives conducted by Egon Zehnder revealed that the vast majority of them consider stretch assignments

and job rotations to be the most important way to accelerate a career. Yet according to a yearly survey of 500 companies by HBS professor Boris Groysberg, these talent practices are actually ones that organizations are the worst at.

The most effective rotations are tailored to individuals' development needs. To strengthen results orientation, for instance, you should move managers through jobs where they'll have P&L responsibility, oversee a start-up initiative, or help implement a restructuring. If the goal is to strengthen someone's inclusiveness competency, rotations through regional businesses and corporatewide functions are a good approach.

Turning High-Potentials into Successful Leaders

Matching the Hi-Po to the Job

Specific kinds of stretch assignments help executives build individual leadership

competencies. To strengthen their results orientation, for instance, you can put them in jobs where they'll manage a P&L, run a start-up, or oversee a restructuring.

	Leading a large organization	Managing a P&L	Leading multiple regions or businesses	Managing a corporate-wide function	Running a start-up operation	Overseeing a restructuring
Results orientation		•			•	•
Strategic orientation				•	•	
Collaboration and influence			•	•		
Team leadership	•	•				•
Developing organizational capabilities	•				•	
Change leadership				•		•
Market understanding		•	•		•	
Inclusiveness			•	•		

SOURCE EGON ZEHNDER.

Turning High-Potentials into Successful Leaders

To help your high potentials build their strengths and make the most of opportunities, you can provide individual coaching and group interventions (which might, say, help their teams create a better sense of identity and purpose). At the global manufacturer that was preparing to replace its CEO, candidate X was given coaching to help him build people-related competencies, while candidate Y was tasked with leading P&L improvements in multiple regions to increase his market understanding and his inclusiveness, which were significantly below the level the firm thought a “fully qualified” CEO should have. A year later the executives were assessed again, and while both had improved, Y’s growth well outpaced that of X, to the point where their

competencies were nearly equal. The board decided to offer the CEO job to Y, who went on to successfully implement major change programs and growth initiatives, including mergers and acquisitions. He quadrupled the company’s operating income while increasing return on equity from 3% to 11%.

An example of how targeted development works at lower levels comes from an Asia-based global manufacturer, whose CEO was concerned about the slow progress of a diversity initiative. One of its goals was to propel women up the ranks, but none had so far been identified as high potentials by their bosses. The CEO decided to launch a pilot program that involved assessing 10 female managers selected by

Turning High-Potentials into Successful Leaders

the head of HR for both potential and competence. The results were striking: The assessments showed that most of them had the attributes necessary to succeed in senior executive roles down the road.

Z, a 30-something corporate planning officer, was one of the women selected. Because of her strong curiosity and engagement, her average potential competency was a high 4.7, but her average current competency score was a low 2.6. And in a couple of areas—strategic orientation and the development of organizational capabilities—she fell well under the target levels for her next possible role and far short of those needed for more-senior jobs. However, further research showed that the company

had failed to help her build those skills. She'd never been asked to manage her own team or lead strategy projects. Her bosses worried about "burdening" someone so "junior" with such big assignments, and Z herself admitted that she lacked confidence.

But the assessment results helped change those attitudes. As the person with the strongest potential scores among all her peers in her department, Z started to get—and embrace—more challenging work. The CEO soon appointed her to head up strategy at a large U.S. subsidiary and supported her by enrolling her in an executive business program and asking the chief human resources officer to serve as her mentor.

Turning High-Potentials into Successful Leaders

Z spent a year and a half overseeing multinational projects and proved to be an excellent team builder and strategist. The CEO then asked her to return to headquarters and promoted her to head of alliance management, where she is now effectively leading a sizable group.

Organizations must make trade-offs between current competence and potential.

The stories of Z and X and Y highlight the fact that for most executive appointments, and especially successions at the top, organizations must make trade-offs between current competence and development potential. A sound estimate of how far each of your top leaders can go will allow you to do that in a less

risky, more effective way.

Real Results in Practice

When companies take this approach to leadership development—focusing on potential and figuring out how to help people build the competencies they need for various roles—they see results.

Shortly after Japan Tobacco's privatization, in 1985, the company decided to globalize and to diversify into various businesses, including food and pharmaceuticals. Because of this it needed a new class of leaders. But in Japan hiring executives from the outside has long been highly unusual. In addition, most companies still tend to favor tenure over competence or potential in promotions.

Turning High-Potentials into Successful Leaders

Japan Tobacco decided to stick with the first tradition but abandon the second. It began to rigorously assess current leaders' potential and accelerate their development through frequent rotations and focused training. Since then, the company's high potentials have been "owned" by HR and "leased" to key departments under an initiative, currently labeled New Leadership Program, that is constantly tweaked with an eye toward future business scenarios. This approach to leadership development, together with sound strategic decisions, has produced impressive corporate results: After acquiring the British company Gallaher, in 2007, Japan Tobacco became the third-largest global player in the cigarette sector, and thanks to its profitable

diversification across geographies and industries, it became the sixth-largest Japanese company in corporate value across all sectors.

Four years ago, Prudential PLC also decided to redesign its leadership development practices to match its global ambitions. At the time, management acknowledged that the existing talent-review process was "assessment-heavy but insight-light" and too focused on current capabilities. Senior leaders set out to revamp it by emphasizing rigorous succession planning across all divisions and regions. Though this change was led by the executive committee and board, development now cascades up rather than down and starts with conversations between HR leaders and line managers,

Turning High-Potentials into Successful Leaders

who have been trained to spot future stars. Team managers openly discuss business imperatives, critical roles, and successors, all through the lens of potential, and unit leaders report back up to the group's CHRO and CEO, Tim Rolfe and Mike Wells, sharing details about why people were deemed high potentials and how over time they can grow into different roles across the organization. What have the results been? In 2016, Prudential had 19 openings in its top 100 global roles, including five at the executive committee level, and all but one were filled through internal promotions. The new approach has helped the firm find great leaders even for its most quantitative and analytical businesses, such as asset management, and allowed it to put unexpected people in

highly critical roles. For example, Prudential recently announced that it would move Raghu Hariharan, the director of strategy and capital market relations in the group head office, into a position as CFO of the firm's Asia business.

More organizations should follow these models. A scientific approach to talent development—focused on spotting high potentials, understanding their capacity for growth in key competencies, and giving them the experience and support they need to succeed—will be an extraordinary source of competitive advantage in the coming decades. And it will help many more managers transform themselves into the great leaders they were always meant to be.

GLOBAL ELITE

LEARN
FROM
THE
BEST

TO
BE
THE
BEST

ITD WORLD
Your Global Coaching &
Leadership Development Partner

SENIOR LEADERSHIP DEVELOPMENT PROGRAM

**World #1 Executive Coach
& Leadership Thinker**

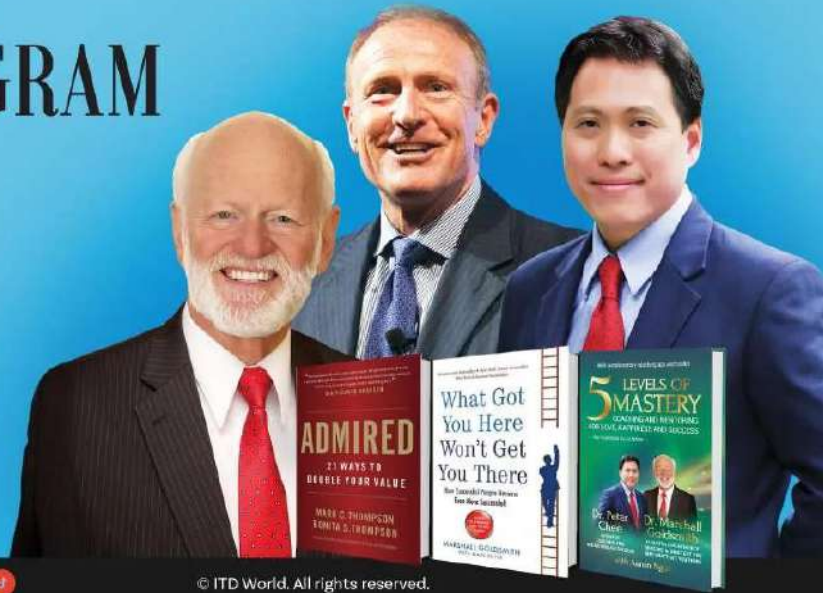
DR MARSHALL GOLDSMITH

World #1 CEO Coach

DR MARK C THOMPSON

World #1 Strategic Innovation Coach

DR PETER CHEE



www.itdworld.com/sldp

Follow us on [in](#) [f](#) [t](#) [d](#)

© ITD World. All rights reserved.

The Global Elite Senior Leadership Development Program (SLDP) is a customized mega-guru signature solution designed for senior top level executives who are committed to differentiate their leadership impact to enable sustainable growth in their organizations and community.

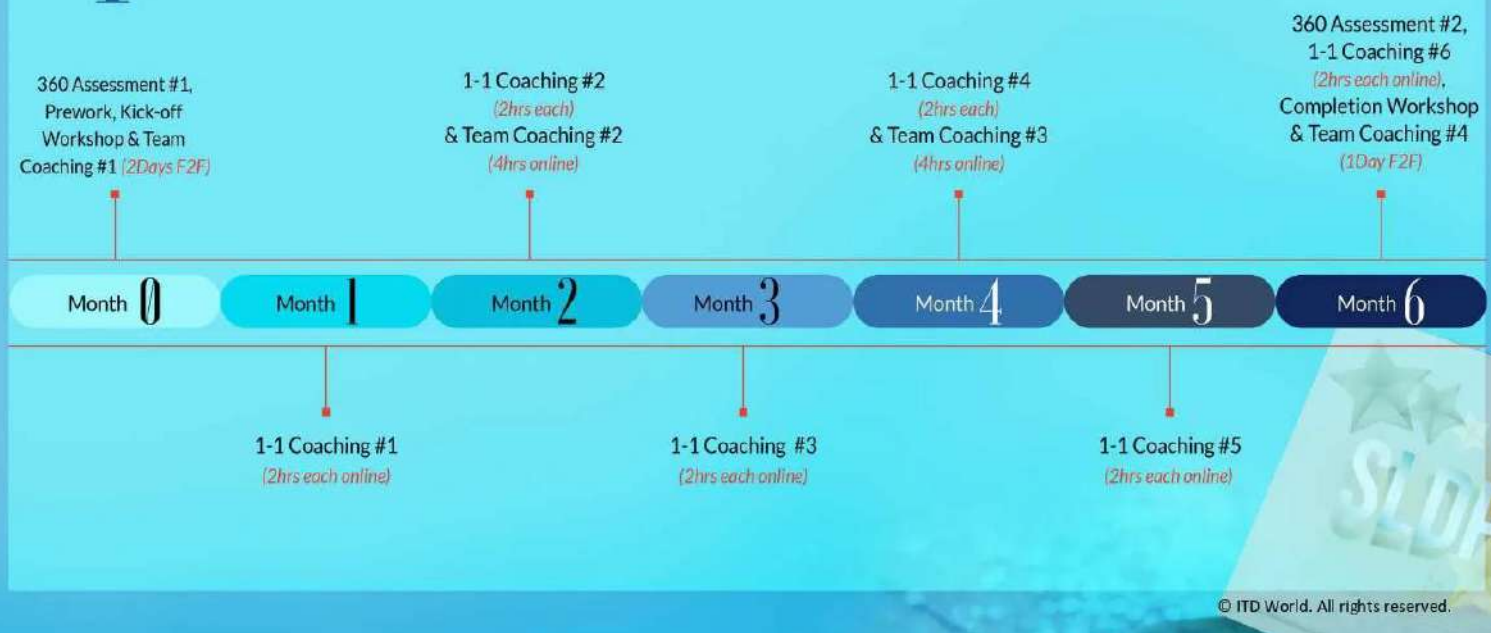
The SLDP is masterfully created to vitalize CEOs, C-Suite Executives, Business & Department Heads for exponentially multiplying their contributions, influence, and profound impact in work and life for a better world.

What Makes Global Elite SLDP Outstanding?

- 360 feedback diagnosis & discovery
- Transformative 1-1 executive coaching
- Elite team coaching with top gurus
- Cutting-edge learning, app, & senior leaders alliance
- Multiply growth by becoming a master coach
- All of these are delivered within 2 separate phases as outlined below.

roadmap

PHASE SLDP



360 Feedback Diagnosis & Discovery

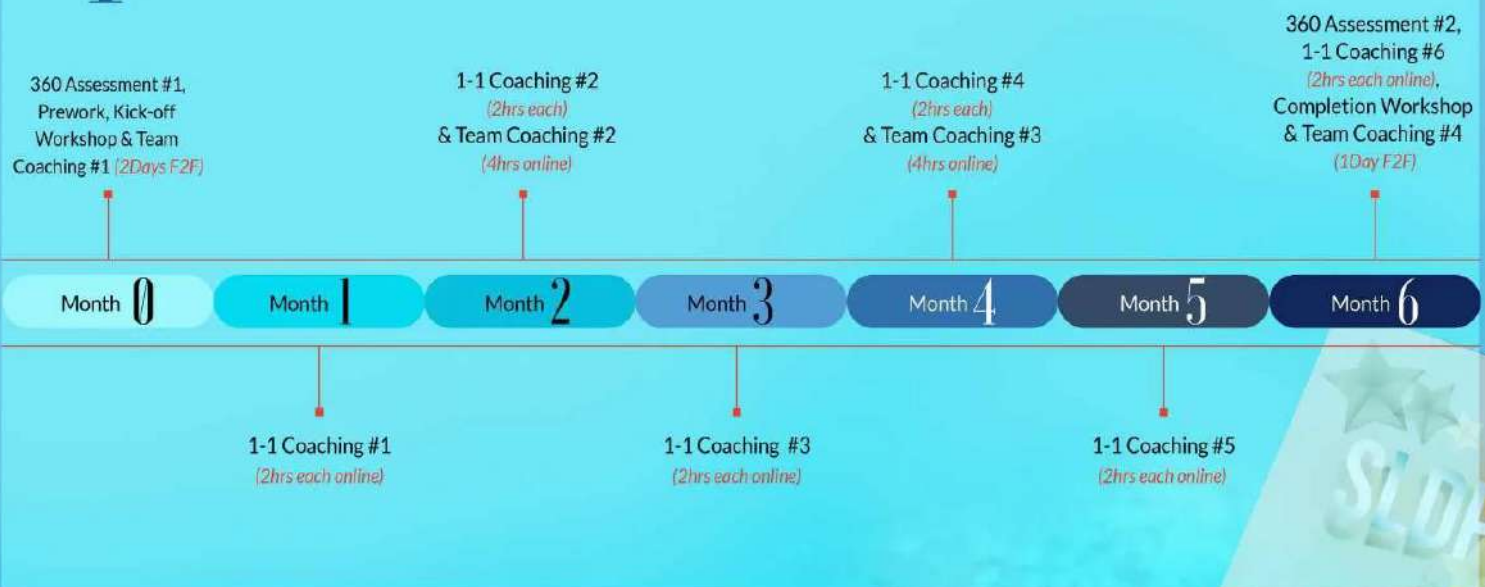
- Tested and proven diagnostic tool to evaluate global leadership excellence capabilities
- Gain insights on strengths to multiply and crucial areas for development
- Discover solutions for effective collaboration and influence with key stakeholders
- Identify areas to focus on during 1-1 and team coaching
- Demonstrate leadership growth, and transformation through the pre-and-post assessment.

Transformative 1-1 Executive Coaching

- Unlock Leadership Excellence ~ Transform leaders through personalized coaching with the world's top coaching gurus.
- Achieve Breakthrough Results ~ Drive positive transformation by instilling behaviors and habits that benefit both leaders and their organizations.
- Amplify Organizational Impact ~ Equip leaders to inspire and empower their teams, achieving ambitious goals and remarkable outcomes.
- Lead by Example ~ Transformed leaders become role models, inspiring others to pursue growth and excellence.
- Sustain a Legacy of Success ~ Foster sustainable leadership excellence that drives organizational transformation and long-term sustainable growth.

roadmap

PHASE 1 SLDP



Elite Team Coaching with Top Gurus

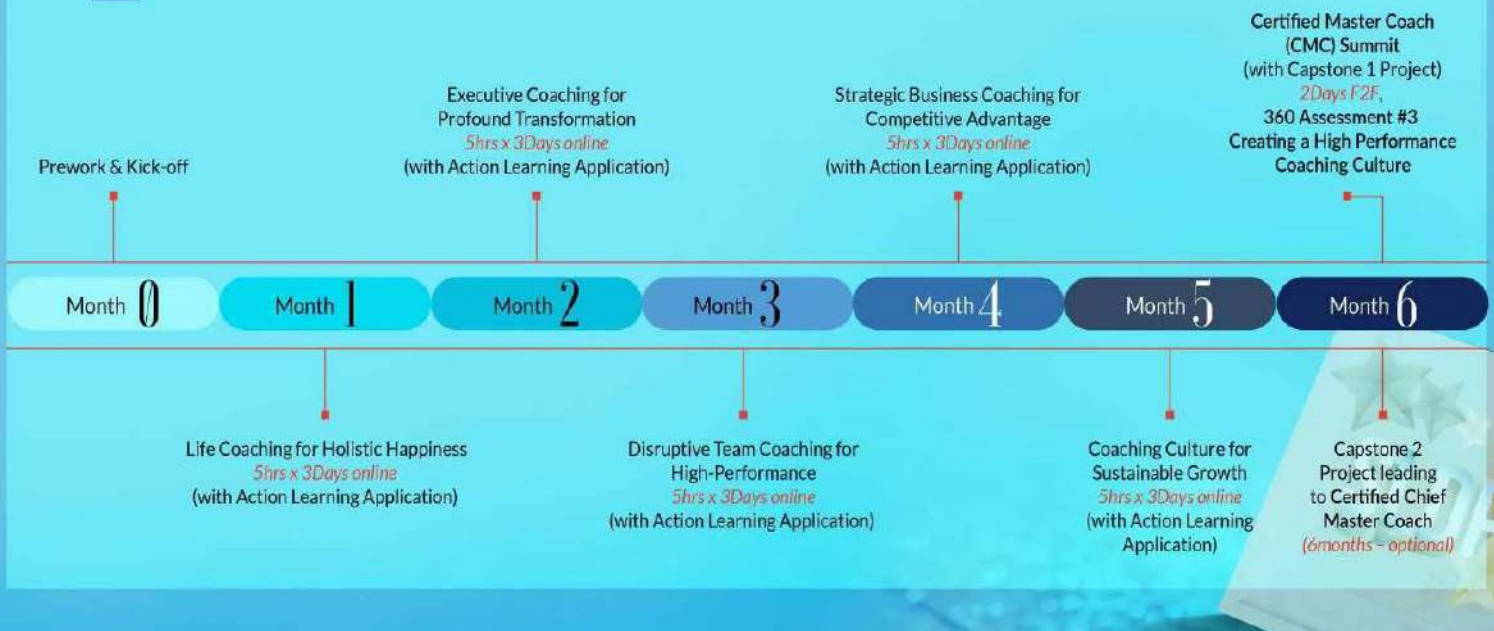
- Build High-Performing Teams ~ Foster trust and collaboration to create cohesive, results-driven teams.
- Align and Execute with Excellence ~ Integrate team goals with organizational priorities to achieve maximum impact and execution.
- Navigate Team Dynamics ~ Overcome challenges effectively with strategies to maximize unity and productivity.
- Inspire Peak Performance ~ Equip leaders with actionable tools to drive accountability, innovation, and exceptional team results.
- Learn from Thought Leaders ~ Gain exclusive insights and strategies from global experts to empower team transformation.

Cutting-edge Learning, App & Senior Leaders Alliance

- Innovative Learning Methods ~ Gain from a customized blend of in-person, team, and online methodologies.
- Access Valuable Resources ~ Utilize cutting-edge mobile app, toolkit and materials for outstanding results.
- Practical Application Focus ~ Engage in workshops, virtual sessions, and hands-on projects for real-world impact.
- Global Network Alliance ~ Collaborate with senior leaders from other leading organizations during Phase 2 of the SLDP journey.
- Leverage on Global Gurus ~ Tap the wisdom of mega-guru mentor-coaches throughout the SLDP journey.

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



1. Life Coaching

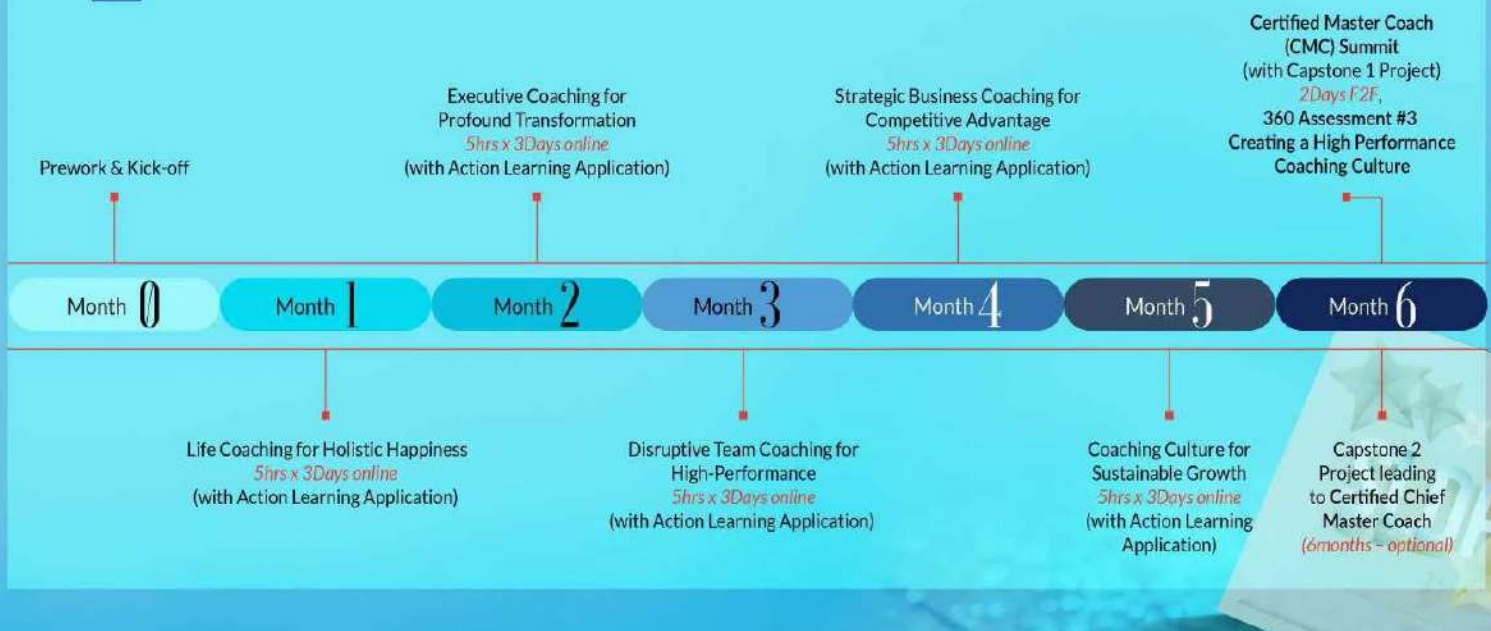
- Gain deep insight into the psychology of coaching and the different approaches to powerful coaching
- Understand the Coaching Mastery Model (CMM) and the Situational Coaching Model (SCM)
- Apply the 9 best practices of master coaches to deliver outstanding results
- Deploy 5 Levels of Mastery assessment advantage to identify priorities, competencies gaps in work & life
- Embrace coaching techniques and tools to enable the Disciplines of Love, Happiness and Success
- Use the 5 Phases of Purpose Alignment to enable a most fulfilling purpose-driven life
- Master the 8 Elements of Life Synergy, KASH, PFIR Model, and the 7 Patterns of Joy and Love
- Utilize the 5 Levels of Mastery System and toolkit to coach people to reach World Influence Mastery

2. Executive Coaching

- Understand the executive coaching process and the secrets of enabling lasting behavior and habit change

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



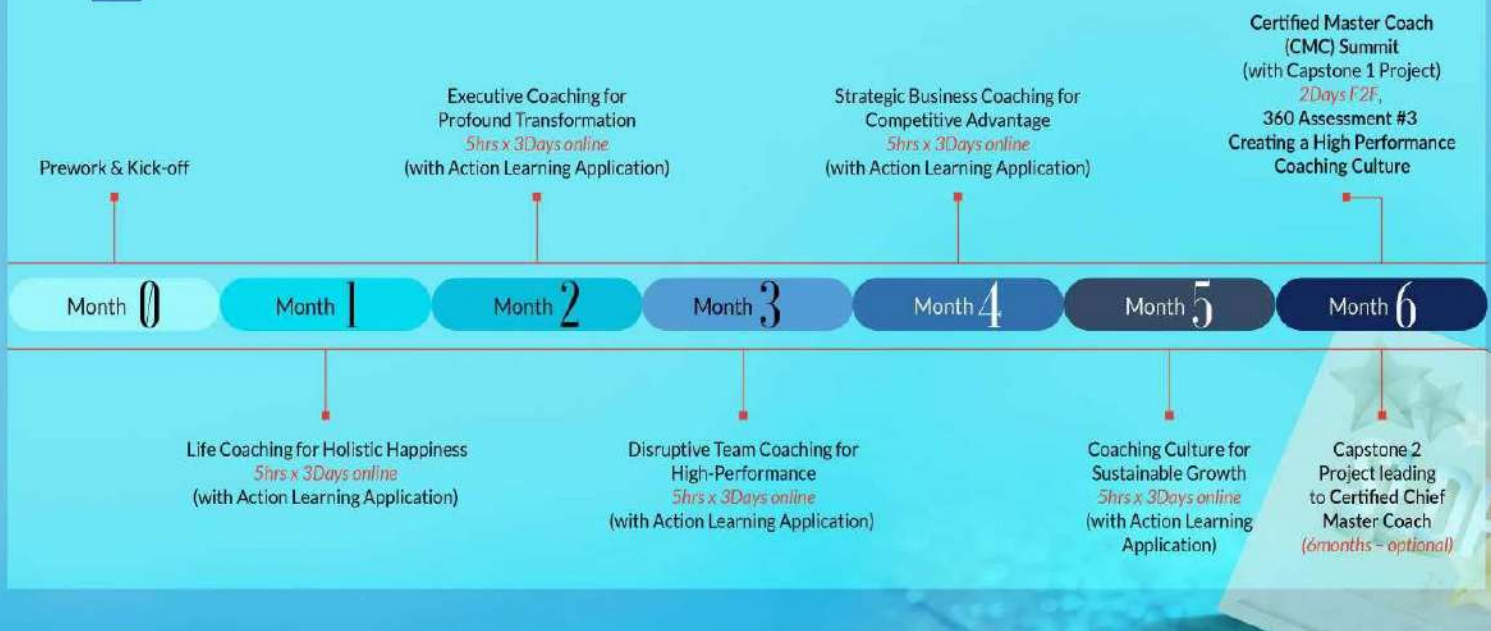
- Apply the 360 Feedback interview and surveys to enable awareness, acceptance and transformation
- Align executive coaching with life purpose, passion, values and vision for sustainable growth
- Deploy tools and techniques for executive career coaching for high performance
- Enable coaching for different groups of top executives, key talents, successors, average-performers
- Gain insights into coaching executives in times of great need (e.g. radical changes, crisis, big vision)
- Learn how to overcome resistance to coaching and coach the uncoachable
- Create coaching tools for specialized areas (e.g. leadership authenticity, leadership presence, stakeholder influence)

3. Disruptive Team Coaching

- Understand the value of team coaching and the creation of high-performance teams
- Apply effective assessments and best practices of disruptive coaching and high-performance teams
- Know when and how to select the suitable team coaching solution and design options

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



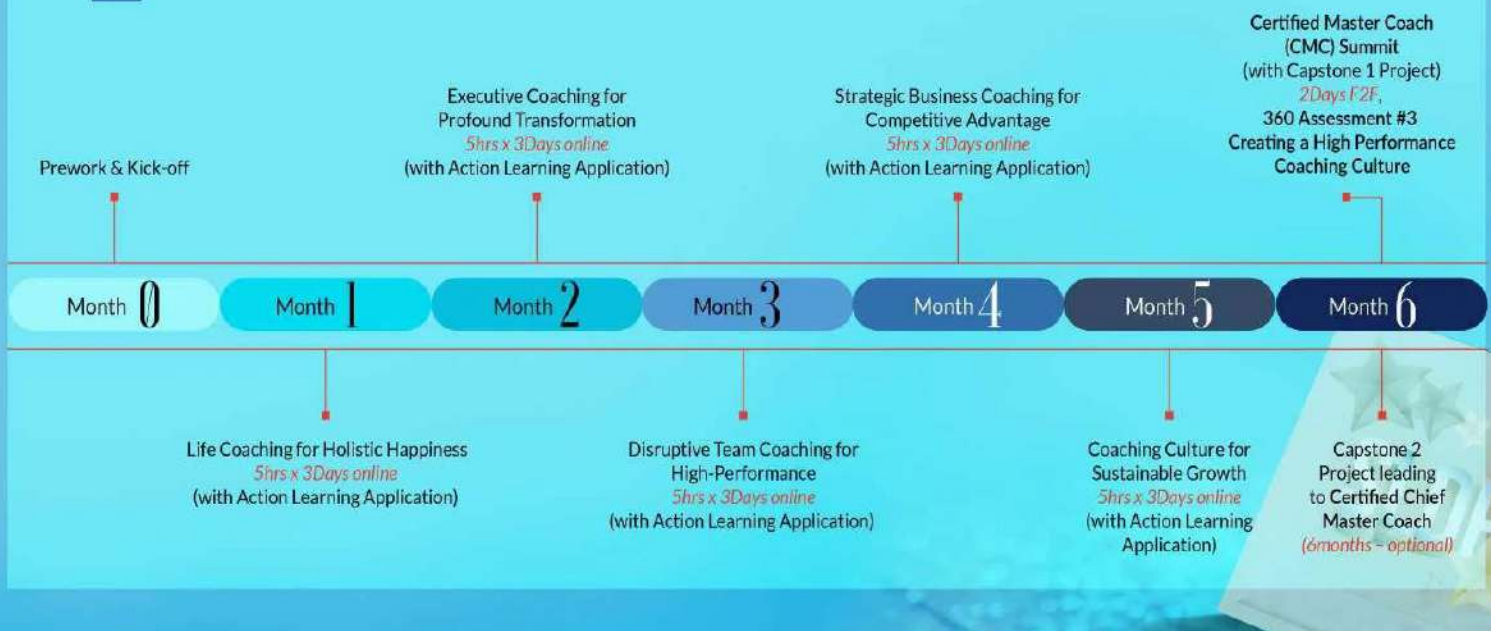
- Gain insights on disruptive team coaching processes, methods, and tools
- Practice disruptive design thinking team coaching applications for game-changing results
- Equip individual team members to ensure habit change for high-performance
- Enable high-performance leadership team retreats for senior leaders and key talents
- Unleashing the full potential of diverse, virtual, cross-functional, projects and top teams

4. Strategic Business Coaching

- Understand best practices of team coaching for strategic competitive advantage
- Apply team coaching using the strategy process to unleash the potential of strategic leaders
- Use team coaching authoritatively in the context of corporate and functional strategy
- Employ Scenario planning and Scenario based team coaching to win in a VUCA world
- Use team coaching in the face of crisis, business turnaround, realizing a compelling vision, and Strategic change

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



- Engage in Coaching for innovative business model, ventures, and disruptive business startups
- Master strategic group coaching techniques and processes

5. Coaching Culture

- Gain insights on organizational change, and effective culture transformational methods and processes
- Understand and embrace the role as Chief Master Coach and CEO to coach and grow internal coaching talent
- Apply best practices to create a high-performance coaching culture for sustainable growth
- Aligning coaching culture with organizational vision, mission, values, strategies, and objectives
- Implement effective coaching culture assessment methods and processes to ascertain progress and achievements
- Establish results matrix, rewards and recognition schemes to accelerate culture change
- Execute the right coaching intervention for quick, big, and continuous wins in transformation
- Create communities of practice, coaching systems, champions, and tools for sustainability



LET'S COACH

BY ITD WORLD

EVERYONE CAN COACH
freely

POWER OF COACHING

AT YOUR FINGERTIPS



Everyone Can Coach for a Better World

The **LETs Coach** app enables powerful coaching every time, everywhere, and everyone. Use the app to inspire people to bring out the best in people so they can lead their best lives. Leverage on powerful tools to help individuals discover their life purpose, set compelling goals, create actionable plans, foster personal and professional growth, and unlock their full potential, making a positive impact on the world.

EVERY LEADER CAN BE A *Great Coach*



GAME-CHANGING SYSTEMS

- 365 – Daily Inspiration for a Better World
- STORIES – Uplifting Soul for a Better World
- LEARNING – Profound Wisdom for a Better World
- MASTERY – 5 Levels of Mastery for a Better World
- TOOLKIT – Empowering Leaders for a Better World
- RESULTS – Rapid Progress for a Better World
- GAME – Fun Challenges for a Better World
- MARSHALL AI – Mentor Coach for a Better World





**UPCOMING
TRAINING WORKSHOPS
& WEBINARS**

Thrive with ITD World's e-Certification

2025

**OCT
-
DEC**

e-Workshops >



< e-Workshop
& e-Certification

OCT 30-31

**Certificate in Talent
Acceleration**
(F2F in Malaysia)

Fee USD 1,200/pax
By Dr. William J.
Rothwell

OCT 24, 31
NOV 07, 14, 21,
28

e-CTP
CERTIFIED TRAINING PROFESSIONAL

Fee USD 3,500/pax
By Dr. Mario Aquino del
Castillo

NOV 25-28
DEC 04-05
DEC 08-10

e-CTLP
CERTIFIED TALENT DEVELOPMENT AND LEARNING
PROFESSIONAL

Fee USD 2,800/pax
By Dr. William J.
Rothwell
Dr. Mario Del Castillo

Early bird: Discount 10% Standard fee



Follow us



Scan
here

LEARN ANYTIME AND ANYWHERE!



SAVE
COST



SAVE
TIME



STAY
SAFE



STAY
AHEAD

Explore ITD's Publications

Stay updated with the latest trends & insights in coaching, HR and leadership development with ITD World Vietnam's monthly issues – compiled based on various research & publications from our team of experts and other world-renowned authors in the industry.



October 2025

Topic: *Organizational Transformation*



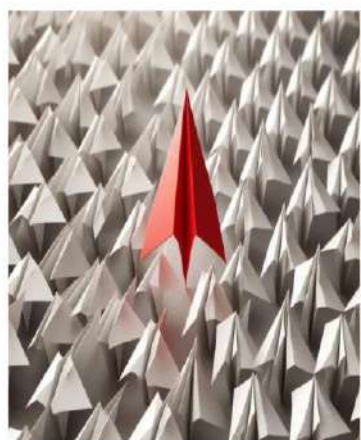
September 2025

Topic: *Learning & Development*



August 2025

Topic: *Talent Acceleration*



July 2025

Topic: *Leading through Disruption*



June 2025

Topic: *Competency Management*



May 2025

Topic: *Digital Leadership*



MALAYSIA

ITD PENANG (Head Office)

Tel: +604 228 3869

E-mail: itdpg@itdworld.com

ITD KUALA LUMPUR

Tel: +603 6203 3880

E-mail: itdkl@itdworld.com

SINGAPORE

ITD INTERNATIONAL PLE LTD

Tel: +65 85 556 001

E-mail: itdsg@itdworld.com

THAILAND

INTERNATIONAL ITD LTD

Tel: +662 116 9336 to 7

E-mail: itdbkk@itdworld.com

VIETNAM

ITD VIETNAM

Tel: +84 28 38 258 487

E-mail: itdhcmc@itdworld.com

PHILIPPINES

ITD CONSULTING GROUP INC

Tel: +63 916 33 47 248

E-mail: itdmanila@itdworld.com

CAMBODIA

ITD-LDC

Tel: +855-23 555 0505

E-mail: itdcambodia@itdworld.com

INDONESIA

ITD-GLC

Tel: +6221 2930 8710

E-mail: itdjakarta@itdworld.com

MYANMAR

ITD - BCTC

Tel: +959 765 222 103

E-mail: itdmyanmar@itdworld.com

MEDITERRANEAN

ITD MEDITERRANEAN

Tel: +90 532 263 6666

E-mail: itdmediterranean@itd-world.com

BRAZIL

ITD BRAZIL

Tel: +55 11 99961 9706

E-mail: itdbrazil@itdworld.com

EUROPE

ITD EUROPE

Tel: +55 11 99961 9706

E-mail: itdeurope@itdworld.com

AUSTRALIA

ITD AUSTRALIA

E-mail: itdaustralia@itdworld.com

AFRICA

ITD AFRICA

E-mail: itdafrica@itdworld.com

Mission

Transforming Leaders and Changing the World for the Better.

Vision

The #1 Global Coaching and Leadership Development Partner.

Core Values (LISTEN):

Love, Innovation, Synergy, Trust, Excellence and Nurture.

Competitive Advantage Statement:

ITD World is an award-winning Multinational Corporation that provides the world's best coaching and leadership development solutions to leading global organizations. We offer comprehensive & innovative solutions that produce superior results

Core Activities and Resources:

Talent and Leadership Development; Corporate Training, and Consulting; Team and Executive Coaching, Professional Competency Certification; Mega Events and Seminars; Coaches, Mentors and Speakers Bureau; Community Services and Campaigns. Over 308 world-class programs and more than 200 dedicated mega gurus, top international resource persons, trainers, speakers, coaches and consultants from around the world.

Exclusive Mega Gurus:

Dr. Marshall Goldsmith, John Mattone, Dr. William Rothwell, Dr. Peter Chee, Thomas G. Crane, Dr. John C. Maxwell, Marcia Reynolds, Darelyn DJ Mitsch, Arthur Carmazzi & Brenda Bence

Quality Certification, Awards & Publications:



Winner of the **ARTDO International HRD Excellence Award** in recognition for outstanding contribution to international Human Resource Development.



Bestowed the Brand Laureate International Award for the Best Brand in Training.



Cutting edge books co-authored with the world's Top Mega Gurus- "5 Levels of Mastery", "Coaching for Breakthrough Success", "12 Disciplines of Leadership Excellence", "Becoming an Effective Mentoring Leader," and "Leader's Daily Role in Talent Management".

Clients:

Intel, IBM, United Nations Missions, American Embassy, Western Digital, Agilent, Dell, AMS, Motorola, Nike, First Solar, Accenture, Citibank, Central Bank of Malaysia & Philippines, ThaiBev, LinkedIn, Adobe, Micron, DHL, OSRAM, Infineon, Siemens, B Braun, Bosch, Schneider, Toyota, Ajinomoto, Samsung, UOB Bank, AEON, Swire Shipping, Dominos, Siam Cement Group, CP Group, Sacombank, PetroVietnam, Petron, SM Supermalls, Malaysia Airlines, Vingroup, Philippine Airlines, Shangri-La Hotels, Sheraton, Prudential, AIA, GSK, MSD, Bayer, Johnson & Johnson, Unilever, Nestle, Coca-Cola.



Follow us on



ITD WORLD

www.itdworld.com