



Additional resource

High potential talent: leadership characteristics

Leadership talent: Diagnosing impact

The four questions below come from Hay Group's research into effective companies. The questions are used to assess readiness to progress based on an individual's impact in their current job. They are designed to generate feedback from colleagues/stakeholders and to provide assessment not only of the scale of contribution, but the shape as well. This enables evidence-based choices about the timing and direction of the next steps, and a strong sense of accountability for delivery.

1 What is the single greatest contribution x has made in the last term?

2 How would you describe the nature and style of the specific contribution?

Select any description that apply from the following:

- intellectual/policy/creative
- delivery of results/follow-through
- inspiration and motivation of colleagues
- co-ordination or resources and information.

3 How would you rate the level or scope of this specific contribution?

Select any description that apply from the following:

- delivers alone or contributes to others goals
- operates a single, well-defined area of responsibility
- directs and co-ordinates a few wider, more complex strategic themes
- directs and co-ordinates many diverse strategic themes within a broader vision
- provides the overall sense of direction for a complex organisation or group
- generates system-level principles, structures, and initiatives.

4 If x wishes to increase her leadership effectiveness or move to the next level of leadership what must s/he learn, develop or do differently to get there?