



February, 2014 Volume 5, Issue 2

Number 45

Click for section: [Features](#) [Offers](#) [Resource](#) [Tip](#) [Where](#) [About](#)

a MESSAGE from SYLVIA

EMERGING LEADERS: How to Identify and Develop Them

If you manage people, you can be sure that at least one emerging leader stands in your midst. Probably more. Emerging leaders, also known as “high potentials”, are your organization’s **best performers** who demonstrate ability to move up when the time is right. In short, **they** are your future managers and executives. Peppered throughout the company, you can find them if you look.

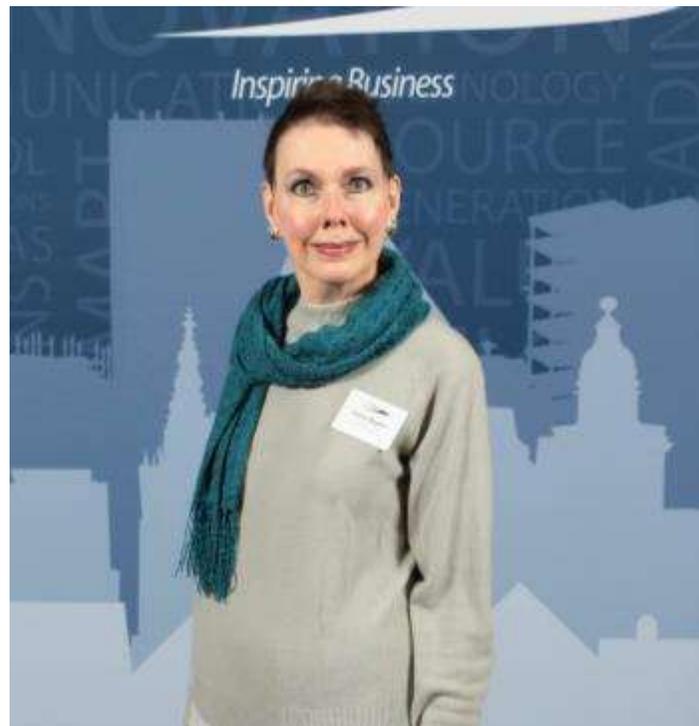


Photo courtesy of Roger That Photography

Beware: Not all of your technical “stars” are high potentials. In fact, only a few of those folks may fit into this category.

I remember a programmatic genius on my staff back in the late 90s who ran circles around her peers with work ethic and critical thinking skills. No kidding, this woman possessed uncommon WOW factor when it came to executing job nuts and bolts. But there was a problem. Lacking emotional intelligence, she talked too much about herself. She failed to build relationships. She had a need to be right. And she was rigid. Eventually I let her go.

So if SHE wasn't a high potential, then who is? As you observe your employees closely, look for the following clues:

- Go getter, can do attitude
- Personal accountability
- Healthy self confidence
- Communicator
- Interpersonal and social savvy
- Service minded
- Results focused
- Inspire others to action
- Influence colleagues and supervisors
- Collaborator
- Innovator
- Decision maker
- Problem solver
- Change agent
- Networker
- Student
- Mentor

Do you see most of these characteristics and qualities in someone on your team? It doesn't matter how long that person has been on the payroll. Do what it takes to keep her there. Believe me, this isn't somebody you want to lose.

[back to Ezine top](#)

FEATURE ARTICLE

How to Raise and Keep Your Rising Stars

A few years ago a management consulting firm conducted a survey through which they discovered that 84% of American employees intended to leave their jobs within twelve months. Further, most of these folks were not

people to whom companies would have been glad to wave good-bye. They were employees with potential, eager to climb to the next level if given the opportunity.

What are you doing to retain your own rising stars? More than half of all organizations believe they aren't doing enough. Let me give you some ideas:

1. Enhance job specific skills and competence.

While this can be accomplished to some extent through formal onsite training such as workshops or seminars, note this word of caution. Unless you follow up with regular team discussions and/or individual conversations, much of what is gained during these kinds of group situations may be lost quickly. To get optimal value you must keep the training alive after the presenter goes home. This is what organizations typically fail to do.

2. Expand and deepen individual self knowledge.

All credible leadership begins with an understanding of self. Challenging and painful as it may be, the most effective way people learn about themselves and the impact of their behavior is by proactively seeking meaningful feedback from colleagues, bosses, and other stakeholders. Once you identify a high potential, create opportunities where he can proceed to do just that. Hold him accountable, then talk about the results.

3. Offer—or reimburse fees for--online courses.

In this digital age lots of folks opt to learn online. It's easy, convenient, and fast. But like live workshops and seminars, you must follow up with your high potential both during and after the course concludes. Make time to discuss real life application on the job.

4. Stretch people beyond their comfort zones.

The least common strategy for developing emerging leaders, perhaps this is the most important one. Allowing your rising stars to continue to operate in familiar territory stunts their growth. Choose a couple of competencies your high potential should develop and present her with an assignment that gives her the chance to use those competencies. Anything short of this is merely a game.

5. Connect your rising stars.

Bring all of your high potentials together in the same room for some specific purpose. Perhaps it's a retreat, a quarterly meeting, a complex project, an action learning team, a social gathering, or a summit.

Facilitate the free exchange of ideas. Let them interact with each other.

6. Establish a mentoring program.

With the right framework and consistent oversight, a company wide mentoring program brings benefits to both high potential individuals and the organization at large. The pairings between mentors and mentees, however, must be appropriate matches on several levels in order for this strategy to be effective.

7. Provide private coaching.

Six months of individual coaching with an outside executive coach can work wonders, but you or others in the top leadership team can coach your high potentials too. No matter which route you choose, ongoing focused strategy is the ticket to results. To grow your people you've got to invest in them. There aren't any valid shortcuts.

Serious about retaining your emerging leaders? Think about designing a structured development plan that includes a variety of layers. Yes, time constraints, organization size, staffing shortages, revenue stagnation, or other issues may get in the way. Yet without some kind of plan, it's hard to stay on track. Considering that only 15% of North American companies say they have enough qualified talent for key positions tomorrow, you can't afford to derail.

[back to Ezine top](#)

What Clients Say

ANOTHER KIND OF SUCCESS STORY

As a result of hiring Sylvia, I've rediscovered and reconnected with my life passions and core strengths—both personally and professionally. I've gained valuable tools that I can use to move forward as I build the career of my dreams. Further, through the coaching process I was able to release some old baggage that was holding me back from being all that I can be. This was a much needed, added benefit. Sylvia's guidance, advice, and support have positioned me to enjoy a renewed sense of purpose, enthusiasm, drive, and hope.

Meghan Skelly, Harrisburg, PA

[back to Ezine top](#)

Offers and Opportunities

DON'T MISS THIS!

Not clear about how to develop one of your “high potentials” you can’t afford to lose? Not sure how to do it? Stop the struggle. I’m here to give you the guidance you need. Contact me to schedule a **free** twenty minute phone conversation in the month of February. Send me an email at:

Sylvia@launchinglives.biz. Let’s do it!

[back to Ezine top](#)

RESOURCES

Talent Leadership: A Proven Method for Identifying and Developing High Potential Employees

This 2012 publication by John Mattone with Luiz Xavier is a must read for anyone who is leading and/or managing employees, regardless of industry. The content also deals with succession planning, an often overlooked but critical activity for all types of organizations. Check out this book on Amazon.com; available in a range of price points from \$9.00-\$22.00.

[back to Ezine top](#)

TIP

Create a learning culture that supports growth and development for everyone working within it. Contrary to what many in authority believe, developing people begins with a certain mindset—not money. When you build your budget in alignment with your emphasis upon helping employees become all they can be, you may discover dollars you didn’t think you had. There’s real magic in that!

[back to Ezine top](#)

Where in the World is SYLVIA?

Victory for Veterans

On February 8, 2014 Sylvia presented a live seminar entitled: “Taking the Mystery Out of Resumes” for veterans of the Afghanistan and Iraq Wars during a free professional skills building and resume writing conference especially designed for veterans. The event, “Victory on the Home Front: Landing a Job in the USA”, was held at the Lawnton American Legion Post 998 in Harrisburg, PA.

NEXT MONTH: Beginning on March 4, 2014 Sylvia will conduct a free 4-part weekly teleseminar series entitled: “Emotional Intelligence: How to Use It, Grow It, and Leverage It to Succeed in Business” for the West Shore Chamber of Commerce. Interested persons must be official members of the Chamber and may register via the Chamber’s website.

[back to Ezine top](#)



Join Sylvia on these social networks!

About This Ezine

The purpose of this Ezine is to: 1) Provide readers with valuable FREE content which contributes to personal and professional growth as well as overall career development; and 2) Invite readers to take next steps toward working directly with Sylvia.

Back issues are [available here](#). Send an email by [clicking here](#) to manage your free subscription. Sharing content with attribution is encouraged as is forwarding the Ezine email. Include launchinglives.biz in your list of safe senders or friends, depending upon your email software, to be sure you receive the monthly emailed issues.

Launching Lives Ezine is dedicated to “building people ... building businesses.” ©2010, 2011, 2012, 2013, 2014

[back to Ezine top](#)

About SYLVIA

Sylvia Hepler, Owner and President of Launching Lives, LLC, specializes in career development for both corporate and nonprofit executives and managers. Based in South Central PA, she specifically supports clients as they upgrade their current job performance, seek a promotion, or plan/navigate a career transition. What makes her services unique is that Sylvia helps people to cope with change, loss, and grief as they work on developing their careers. Her professional background includes: nonprofit executive management/leadership, nonprofit community health program start-up, program evaluation, public speaking, business and freelance writing, teaching, and retail sales.

A certified executive coach through The Rescue Institute in Golden, Colorado and Quantum Endeavors in Chicago, Illinois (plus a participant in extensive continuing education opportunities with several coaches of national notoriety), Sylvia offers individual and group coaching, assessments, teleseminars, workshops, keynote speeches, and retreats. She also has created tangible and downloadable products that augment her coaching and speaking services.

For more information and to connect with Sylvia try:

[Launching Lives Website](#)

[Click to contact Sylvia by Email](#)

Reach Sylvia by phone at **717-761-5457**

[back to Ezine top](#)

Launching Lives SERVICES

Launching Lives, LLC is a full service career development company for managers and executives located in South Central PA. Utilizing a holistic approach to service provision, Launching Lives focuses on supporting clients as they create the platinum level career they desire by upgrading their job performance, seeking a promotion, or planning/navigating a career transition

Often people don't really know HOW they might benefit from coaching. Quite simply, ask yourself these questions: "What can't I seem to resolve on my own? What is keeping me awake at night? What am I missing when I look at a certain situation? How can I get to the next professional level? How can I learn

certain skills quickly? How can I narrow my professional gaps? How can I motivate my staff? How can I communicate more effectively so I serve myself and others better? How can I reduce my work-related frustration? How can I develop a viable plan of action for myself and/or my organization? How can I obtain greater job satisfaction? Coaching may be the SOLUTION to any of these issues.

[back to Ezine top](#)

© Launching Lives Executive Coaching 2014. Forwarding and sharing content is permitted with attribution. Be certain that you receive each issue of this monthly ezine by-including LaunchingLives.biz in your list of safe senders.

[Click here to Unsubscribe](#)