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a MESSAGE from SYLVIA

Developing Your High Potentials

We all know that it's more efficient and cost effective to retain true talent. So if we accept this as fact, then why aren't more of us taking steps to do it? Over the last couple of months several solid people in different industries have told me they walked. Their leaving is a loss to their companies in some very big ways.



Consider this recent client story. For five years Tracie worked long hours for an organization whose mission she valued. She intended to stay there, proving her worth and rising through the ranks. But here's the rub: Her employer was less invested in her than she was in them. Despite their periodic offerings of verbal praise for Tracie's many desired accomplishments that moved the team's work forward, her immediate bosses continuously shut her out of important decision making processes. Occasionally they asked her opinion about something, but they rarely used it.

My client got tired of sitting on the sidelines. She felt like her managers didn't take her seriously. By demonstrating unquestionable commitment, building strategic relationships, showcasing essential skills, and acquiring meaningful experience, she knew she deserved more than what she was getting. After more than a year of deliberating about what to do with such a stymieing situation, she jumped ship. I didn't blame her.

This is a prime example of an employer who chose not to develop a star staffer. Day after day a pot of gold—Tracie-- sat in their midst. They took her for granted, but then were upset when she quit.

Do you have a couple of high achievers in your department? What are you doing with them? My feature article below provides seven recommendations that you can use to create a development plan.

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FEATURE ARTICLE

7 Recommendations for Growing High Achievers

Who on your staff consistently exceeds expectations? Who demonstrates an ability to make significant contributions both now and in the future? If you're wise, you'll make a conscious decision to develop these folks. Until you make it a priority, nothing much is going to happen.

Assess their abilities.

Get clear about their strengths. Sit down together and identify their natural gifts and talents, their choice hard and soft skills, their unique differentiator, their best personality traits. Know what the total package looks like.

Define growth for them and how it will happen.

If you want to promote the person to a top level management position within six to twelve months, figure out how you will prepare him for the step up. Will he shadow other managers, enroll in a management certification program, read articles and books, be assigned to a mentor, or all of the above?

Help them understand all aspects of the organization.

High achievers don't need to learn how to *do* everybody's jobs, but they ought to have a reasonable understanding of what goes on—and why--in each department. Further, they should know how the work of each department

impacts every other department and how all of it feeds the mission.

Provide stretch assignments.

After someone masters her current job duties, consider giving her new or additional responsibilities. You don't need to change her title to open the door to sideways or upward expansion. As she learns more and accomplishes more, she is better positioned to be successful when the promotion actually occurs. The key is to move her outside of her comfort zone.

Engage them in strategic planning.

By inviting the person to participate in the planning process that may involve senior leadership, Board members, and other employees, you get to observe his strategic thinking skills, his awareness of the bigger picture, his collaboration expertise.

Show them you care.

Here is a fundamental reality: Employees usually choose to stay with a company that shows a definite interest in both their personal happiness and career trajectory. To matter, this demonstration must come primarily from the individual's direct supervisor. You must interact with your high achiever in a way that allows her to *feel* your investment.

Coach them regularly.

Although you don't have to use the word *coaching* per se, you must do it with your high potentials on a regular basis. Don't be shy about taking on the roles of partner, wake-up caller, champion, sounding board, co-designer, and fan. Your achievers aren't going to rise to new heights alone.

Want to accelerate the growth of your people who are constantly proving their value and worth? Then develop a plan that meets your goals and theirs. The longer you wait, the greater the risk of promising talent submitting letters of resignation.

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What Clients Say

For a while I had thought that I wanted to promote one of my mid level nurse managers to a position with more responsibility, but I saw that she wasn't quite

ready for a number of reasons. After I got to know Sylvia through some volunteer work in the community and learned more about her business, I decided to engage her services for my employee. Six months later I was pleased to offer the promotion to this woman who had proven to me—and others around her—that she could take on a more significant leadership role and be successful. My initial concerns were laid to rest, thanks to her genuine commitment to growth and Sylvia’s wise guidance.

- Sarah C., Large Health Care System, Harrisburg, PA

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Offers and Opportunities

High Achiever Acceleration Consultation

Want some specific guidance around how to accelerate the growth and development of a particular high potential employee on your team or staff? Take advantage of this FREE offer to hop on the phone with Sylvia for thirty minutes to get the clarity you seek. You must send her an email at sylvia@launchinglives.biz expressing your interest in scheduling this session no later than Friday, March 11th, at midnight EST.

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RESOURCES

Checklist to Identify High Potentials

Think about each of your direct reports in terms of the traits, qualities, attributes, interests, and skills on the checklist below. You may want to create a spreadsheet to do this exercise. After you finish, not only will your high potentials jump out at you, but you will be able to make more comprehensive observations about all of the individuals on your staff. There’s a lot of value in that.

- Willing to do most anything, even when it’s inconvenient
- Eager to be held accountable for all behaviors and all aspects of work performance
- Self confident, self empowered
- Pleasant, amicable personality

- Relationship builder
- Service minded
- Goal oriented
- Results focused
- Time conscious
- Organized
- Healthy interpersonal skills
- Empathetic
- Effective communicator (both oral and written)
- Willing to try new things
- Problem solver
- Decision maker
- Lifelong learner
- Collaborator
- Influencer
- Creative, innovative
- Willing to ask key questions
- Open to change
- Inspirational to others
- Supportive to peers and supervisors

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TIP

Once you identify your top achiever—the person you most want to retain—schedule a meeting with that person to discuss your desire to develop her, your reasons behind that desire, and your specific ideas about the path. The content of such a conversation shows the employee that you value her enough to invest time, energy, and money into her professional growth.

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Where in the World is SYLVIA?

On March 17, 2016 Sylvia will present a thirty minute talk on the topic of likeability in the workplace to members of the Harrisburg Chapter of Executive

Women International during their regular monthly meeting. Sylvia has been actively engaged with this organization, serving on several committees and conducting national webinars for the EWI corporate office, since 2014.

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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.

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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**

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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.

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