Expanding Our View of Potential

Robert Hooijberg
Professor of Organizational Behavior at IMD
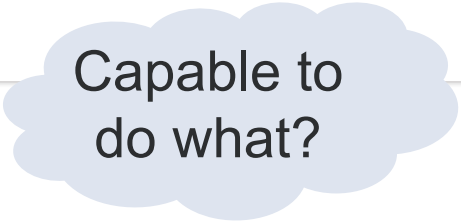
- Director of the Breakthrough Program for Senior Executives
- Director of the Negotiating for Value Creation program

Potentials and Youth

Why do we have a bias towards youth when we think about potential?
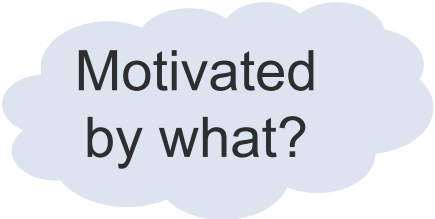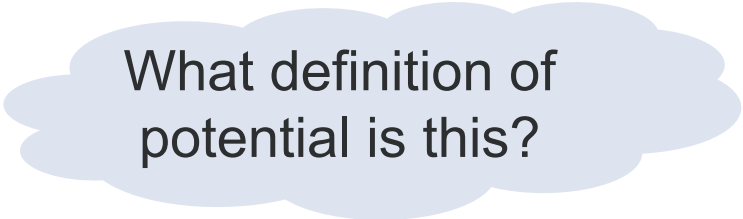
High Potentials and Youth

Definition:

A **high**-**potential** employee is usually in the top 5% of employees in an organization.

These people are thought to be the organization's most capable, most motivated, and most likely to ascend to positions of responsibility and power.

Capable to do what?

Motivated by what?

What definition of potential is this?

Potential and Youth

	Capability	Motivations	Potential
Younger	• More recent knowledge • Social media savvy • Energy • New ideas	• Ambition to go up in the hierarchy • Change • Personal success • Type A personality	• Most likely to ascend to positions of responsibility and power

Middle and Senior Executives

Middle and Senior Executives

- **Middle management** is the intermediate management of a hierarchical organization that is subordinate to the executive management and responsible for at least two **lower** levels of junior staff.

- A typical **senior executive** is well respected within their company and has either been well educated in business matters or has worked their way up through the ranks of their company to gain an extensive range of experience

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An extensive range of experiences

Potential and Seniority

	Capability	Motivations	Potential
Older			

Potential and Seniority

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Older	• Proven performance • Hiring mistakes • Union negotiations • Crises • Product launches • M&A • Reorganizations		

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Potential and Seniority

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Older	• Proven performance • Hiring mistakes • Union negotiations • Crises • Product launches • M&A • Reorganizations • …..	• Ambition to contribute • Change that matters • Organizational success • Assist other in their career success • …..	• Launch new businesses • Deal with turnaround situations • Key projects • Change management • Develop others • ……

Key Tested Capabilities

Changed Motivations

Potential for meaningful contributions

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Potentials and Different Levels of Experience

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Younger	• More recent knowledge • Social media savvy • Energy • New ideas	• Ambition to go up in the hierarchy • Change • Personal success • Type A	• Most likely to ascend to positions of responsibility and power
Older	• Proven performance • Hiring mistakes • Union negotiations • Crises • Product launches • M&A • Reorganizations	• Ambition to contribute • Change that matters • Organizational success • Assist other in their career success	• Launch new businesses • Deal with turnaround situations • Key projects • Change management • Develop others

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Potentials and Different Levels of Experience

		Potential
Younger	Complementary	• Most likely to ascend to positions of responsibility and power
	Capabilities	
	And	
Older	Motivations	• Launch new businesses • Deal with turnaround situations • Key projects • Change management • Develop others

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How To Take Advantage Of This Potential Opportunity

- Expand your view of potential
- Invest in senior employees to ensure engagement and productivity
  - *and* senior employees seek to continuously learn themselves
- Traditional and reverse mentoring
- Intergenerational teams

Potential Opportunity

- Theme of the conference:
  - The Future of Europe: Against All Odds
- Theme of this session:
  - Leadership in a global market

- This is **not a nice to have**
- This is about **improving your own odds**
- So that you, as a Danish / European Company can **lead in a global market**