



## MANAGER'S TOOLKIT

# Do Your Top Performers Have What It Takes to Be High-Potential Leaders?

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*Use this toolkit to reflect on whether each of your strongest performers has what it takes to be a high-potential leader.*



## Do Your Top Performers Have What It Takes to Be High-Potential Leaders?

Strong performers are often assumed to have high potential, but, in fact, research indicates that generally only one in seven high-performing individuals actually is a high-potential leader. To identify high-potential leaders, it is helpful to consider the following qualities: *ability*, *aspiration*, and *engagement*. Consider the following questions and reflect on whether each of your strongest performers has what it takes to be a high-potential leader.

### Indicators of Ability – Can the individual think and learn?

Thinking Skills	Yes	To Some Degree	No/Don't Know
Capable of conceptual and strategic thinking and thought leadership — possesses raw, analytical horsepower			
Effectively constructs fundamental logic, identifies underlying issues, and formulates hypotheses			
Consistently uses creative and innovative thinking and problem solving			
Learning Skills	Yes	To Some Degree	No/Don't Know
Routinely demonstrates capability to learn and master new knowledge and skills of greater complexity			
Able to gain insights quickly and flexibly			
Recognizes patterns to enable anticipation and resolution of analytic roadblocks			

**Indicators of Aspiration** – Does the individual want it?

Learning Skills	Yes	To Some Degree	No/Don't Know
Possesses strong work ethic			
Demonstrates resilience			
Is ambitious to advance higher in the district, seeking opportunities to influence and shape how things get done			
Enjoys working in fast-paced, multi-tasking environments			
Desires increased autonomy and is eager for more responsibility			
Willing and motivated to do whatever it takes to get the job done – willingness to sacrifice			

**Indicators of Engagement** – Can the individual relate to and motivate others?

Learning Skills	Yes	To Some Degree	No/Don't Know
Possesses strong interpersonal and social skills			
Able to build and maintain strong network of contacts and alliances			
Able to be influential and persuasive with a range of different stakeholders			
Has strong EQ and understanding of what drives other individuals			
Demonstrates humility			
Possesses cultural competency skills			
Possesses ability to relate to the district more broadly and has demonstrated healthy engagement with the district to date			
Is committed to the future of the district and aligned with the mission, values, and direction of the district			