

TOOL DESCRIPTION

Key People Potential Assessment



This tool provides a process that can be followed to evaluate and analyze the capabilities, skills and potential of individuals in an organization.

This tool can help you to determine the suitability of these individuals for specific roles or development opportunities in change processes. This assessment is typically used to identify and nurture talent, align individuals with roles that match their strengths and plan for succession within the organization.

The assessment can be used to identify talent and plan a succession or for personal development, role alignment and strategic decision-making.

It may also be used in leadership development programs to identify the current status and potential/needs of leaders in the company. By applying this tool, it also is possible to assess who qualifies for new leadership roles. It can be used to identify key people who can navigate and lead the organization through major changes such as mergers and acquisitions or restructuring. It can also support potential assessments in performance reviews and their use for individual development.

Duration

30 min for assessment
4–6 hours for workshop





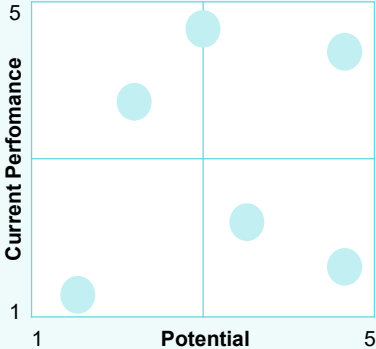
Participants

5–10 people

Facilitation

template for preparation

Key People Potential Assessment | Process

Align assessment criteria 20 min 	Individual assessments 15 – 30 min per person 	Assessment Workshop 4–6 h 	Reflect on the results 60–90 min 												
<p>Before assessing leaders develop a customized list of criteria and people (adapt attached template)</p> <p>Examples for criteria:</p> <ul style="list-style-type: none">• Attitudes: passion for the business, customer orientation, learning attitude.• Shaping the future: acting entrepreneurially, thinking and acting “end to end”.• Lead people: challenge and encourage employees, communicate honestly.• Steer results: managing performance, professional competence.	<p>As an assessor, consider your own observations or experiences with an employee and carry out an initial assessment according to the defined criteria.</p> <p>Fill in the template. Do not let yourself be guided by a general overall judgment or by general sympathy/non-sympathy.</p> <p>Provide a summary of special qualities and deficits and add development ideas for the employee based on this.</p>	<p>Organize a dialogue-style workshop with the other assessors:</p> <ul style="list-style-type: none">• Compare the individual assessments and facilitate an exchange of different views and comparisons with other people.• Find a common view of each person.• Position each person in a portfolio using 2 axes (i.e., performance and potential).  <table border="1"><caption>Data points from the Potential vs. Current Performance matrix</caption><thead><tr><th>Potential</th><th>Current Performance</th></tr></thead><tbody><tr><td>1</td><td>1</td></tr><tr><td>2</td><td>4</td></tr><tr><td>3</td><td>3</td></tr><tr><td>4</td><td>5</td></tr><tr><td>5</td><td>2</td></tr></tbody></table>	Potential	Current Performance	1	1	2	4	3	3	4	5	5	2	<p>After completing all assessments, reflect on the overall picture</p> <ul style="list-style-type: none">• Where do we need development actions?• Where are the potentials? Where do we need people from outside?• Agree on further steps, such as 1:1 feedback and development meetings with each person.• Organize recruiting activities.
Potential	Current Performance														
1	1														
2	4														
3	3														
4	5														
5	2														

Key People Potential Assessment | Template

Name: _____

No.	Criteria	Current performance	Potential	Notes
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
Average				

Special qualities	Critical deficits	Ideas for development