



High Potential Model

Global Talent and Succession
Management 2020

life-
changing
careers

Agenda

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- 3 **High Potential Assessment Tool Guidance**
- 4 **Appendix**



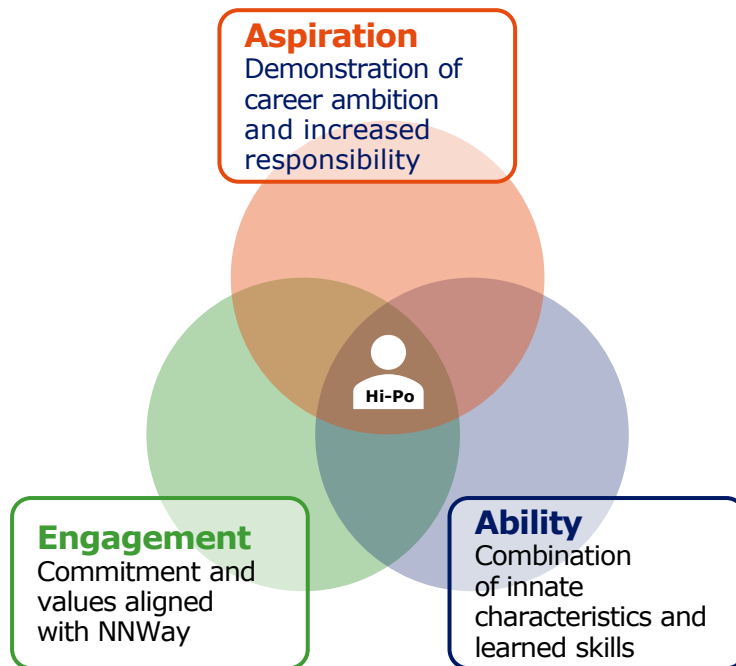
High Potential Model

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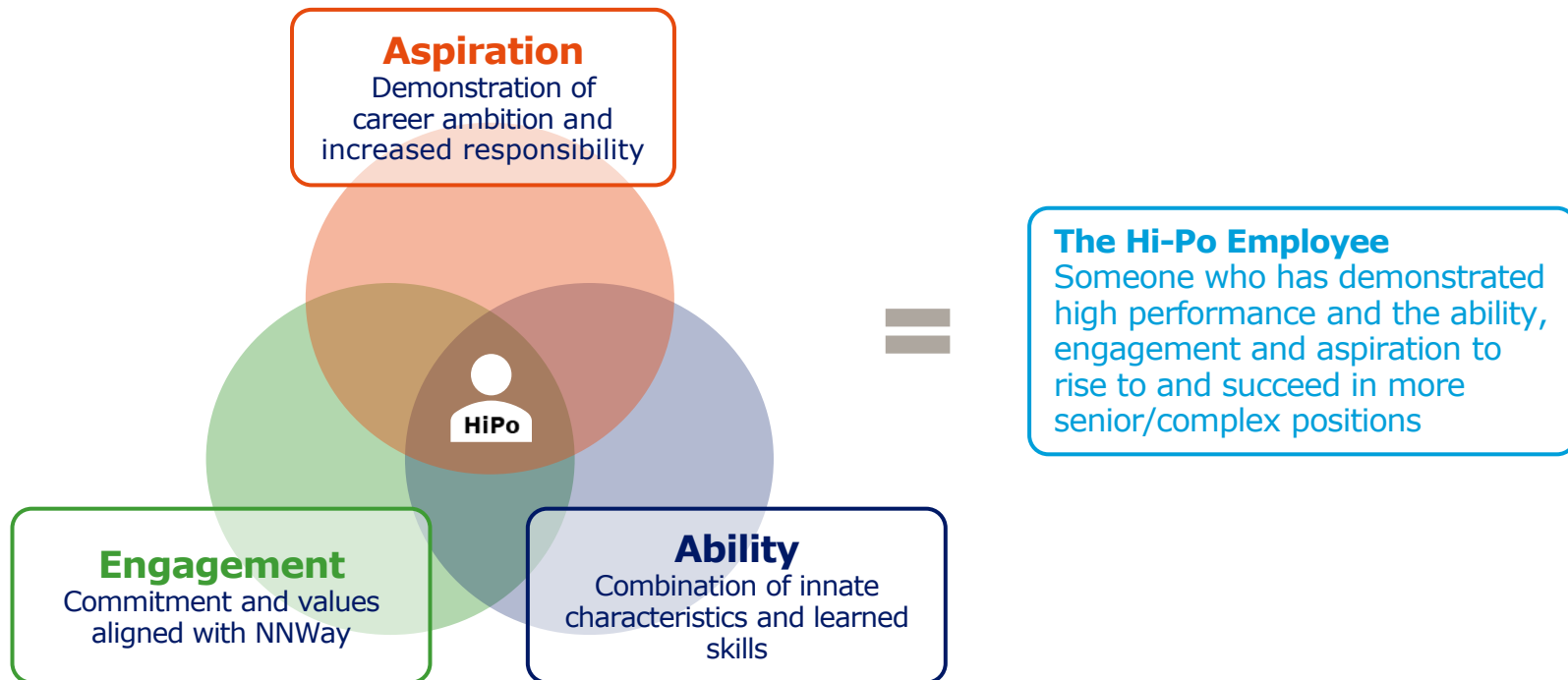
An integration of key elements that will predict future potential

Global Approach - structured, scalable and practical framework to support High Potential identification.

Holistic View - helps managers to understand an employee's aspiration, ability and engagement to succeed in more complex roles in the future.



High potential model



Details of High Potential Model

Aspiration

Demonstration of career ambition

- Strong ambition for career growth
- Desire for increased responsibility and impact
- Wish to further develop new skills and competences

Engagement

Commitment and aligned values and norms

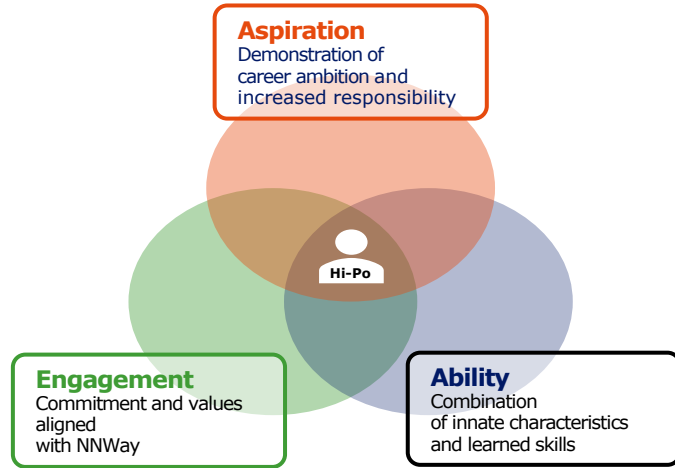
- Values aligned with the Novo Nordisk Way
- Commitment to Novo Nordisk
- Willingness to go “above and beyond”

Ability

Combination of innate characteristics and learned skills

- Leadership/functional competencies
- Interpersonal skills/emotional intelligence
- Cognitive ability

The High Potential Employee



High Potential Employee
*Someone who has demonstrated **high performance and high levels of ability, engagement and aspiration** to rise to and succeed in more senior/complex positions*

By Assessing Aspiration, Engagement and Ability of High Potential employees it makes the odds of success much higher

High-Potential Assessment Guide

Aspiration

Manager to consider each of the following statements:

1. Employee aspires to rise to a more complex position and actively develops himself/herself to achieve it
2. Employee consistently seeks or volunteers for increased responsibility
3. Employee desires to influence and shape how things are done in the organisation
4. Employee is committed to investing time to support personal development and career

High-Potential Assessment Guide

Engagement

Manager to consider each of the following statements:

1. Employee is committed to Novo Nordisk and its success
2. Employee frequently collaborates with others and builds good relationships with colleagues and stakeholders
3. Employee assumes accountability beyond his/her role
4. Employee builds trust by delivering on their commitments acting as a role model in line with NN behaviours

High-Potential Assessment Guide

Ability

Manager to consider each of the following statements:

1. Employee learns (or unlearn) from experiences and then applies that learning to perform successfully in new situations
2. Employee consistently manages ambiguous situations and easily adapts to change
3. Employee has a high level of curiosity and innovation
4. Employee takes calculated risks
5. Employee thinks strategically and makes timely decisions
6. Employee communicates effectively, influences stakeholders and manages their emotions even in difficult situations
7. Employee inspires others to achieve more



High Potential Model Reflection Guide

OPTIONAL - these questions are not part of the online High Potential Assessment tool but may support line managers in better understanding the statements before assessing the employee

Aspiration

Strong ambition for career growth, reaching more complex roles and desire for increased responsibility and impact in the organisation

HiPo Model Aspiration Statements



Inspirational questions

1. Employee aspires to rise to a more complex position and actively develops himself/herself to achieve it

What are the employees professional aspirations? Does the employee ask for more responsibility and more complex roles? Are there any changes in the employees aspiration that should be considered?

2. Employee consistently seeks or volunteers for increased responsibility

What are the projects or initiatives that the employee does outside his/her comfort zone in order to generate learning related to his/her aspirations? What about the frequency that he/she does this?

3. Employee desires to influence and shape how things are done in the organisation

How important is autonomy to him/her? How much independency does he/she apply on the job? To what extent does he/she seek to lead changes in his/her area or organisation? Does he/she prefer more fluid ways of working?

4. Employee is committed to investing time to support his/her personal development and career when necessary

To what extent is he/she willing to make the required trade-offs for the benefit of his/her career aspirations? Does he/she take into account his/her performance, capabilities and the requirements to grow in the Company?

Engagement

Commitment and aligned values of the person with the Company, seeking to collaborate beyond the role

HiPo Model Engagement Statements



Inspirational questions

1. Employee is committed to Novo Nordisk and its success	How is he/she personally connected to the goals of the company and team? Does he/she display willingness to pursue objectives with long-term goals?
2. Employee frequently collaborate with others and build good relations with colleagues and stakeholders	Does he/she build relations based on trust with others? What behaviours does he/she display when under pressure? How does he/she respond to colleague's who are under pressure or with a high workload?
3. Employee assumes accountability beyond his/her role	What level of engagement does he/she show when working on activities or projects, outside his/her area of responsibility? Does he/she show the ability and attitude to go the extra mile, even if this requires leaving his/her comfort zone?
4. Employee builds trust by delivering on their commitments and acting as a role model in line with NNWay behaviours	Is he/she perceived as a role model of our culture and values? What concrete examples do you have of these role modelling behaviours? What level of coherence exists between what he/she says and what he/she does?

Ability

Combination of innate characteristics and learned skills

HIPO Model Ability Statements



Inspirational questions

1. Employee learns (or unlearn) from experiences and then applies that learning to perform successfully in new situations

How is he/she at making decisions? Does he/she demonstrate the ability to lead the changes required to implement what's decided?

2. Employee consistently manages ambiguous situations and easily adapts to change

Is he/she analytical? Can anticipate or predict problems? Does he/she show comfort with complexity, ambiguity and resolution of new problems?

3. Employee has a high level of curiosity and innovation

What level of curiosity does he/she demonstrate? Do they explore ideas, new approaches or best practices? Is there evidence of comprehensive and innovative solutions that he/she has developed? How does he/she challenge status quo to bring forward bold ideas?

4. Employee takes calculated risks

Is he/she willing to take risks and learn from mistakes?
Does he/she consider the advantages and disadvantages of taking the risks?
How does he/she identify risks, evaluate the impact of potential failures and find the best way forward ?

5. Employee thinks strategically and makes timely decisions

Can he/she identify patterns and connections? Does he/she show a systemic vision of the business? Is there evidence of a high level of contribution in multiple contexts (roles, areas, projects)?

6. Employee communicates effectively, influences stakeholders and manages their emotions even in difficult situations

Does he/she demonstrate good communication skills and the ability to influence? What level of active listening does he/she show? Does he/she manage his/her emotions effectively?

7. Employee inspires others to achieve more

Can he/she inspire and develop diverse teams, integrating multiple points of view, to achieve outstanding solutions?



High Potential Assessment Tool Guidance

High Potential Assessment Tool Guidance

Recommended for Managers



- **Target Group:** Line Managers
- **Purpose:** Helps identify High Potential employees' and provides insights based on the High Potential Model to support discussions during Talent Reviews
- **Format:** Online tool
- **Output:** Supports talent nominations and stakeholder buy-in

Embedded into Talent Review Process - 'Assess and Identify'

Managers to pre-assess and identify high potentials

High Potential Assessment Tool Guidance for Managers

Before you start the assessment:

- Determine the group of employees that should be assessed
- Be familiar with the High Potential Model, Assessment Guide, and that the assessment scale goes from Strongly Disagree to Strongly Agree
- Seek input from other key stakeholders' before you start the assessment

After the assessment is done:

- Consider the combination of above average results in each of the three pillars to identify the employee as a High Potential
- Reflect on the integration of those key elements that will predict future potential and calibrate behaviours during Talent Review discussions
- Input employee as High Potential in SuccessFactors – 'Manager input'

Note: Please refer to 'SuccessFactors User Guide' on AskHR for a step by step guide on how to use the High Potential Assessment Tool



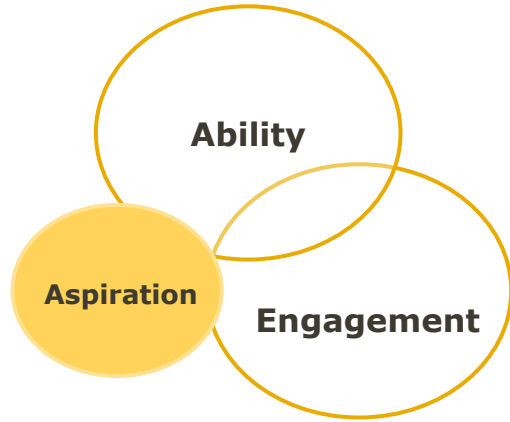
Appendix

Potential, Performance and Readiness

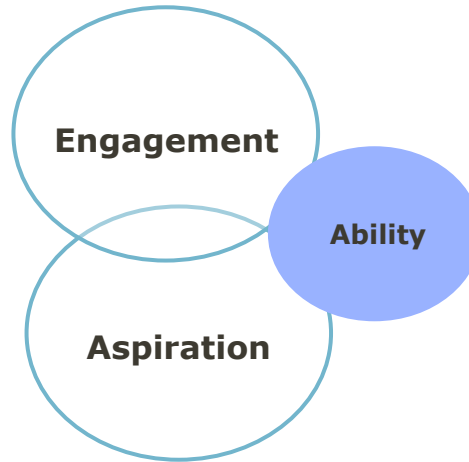
- Potential is based on whether the individual has the aspiration, engagement and ability for more senior and complex positions in the future.
- Readiness, on the other hand, is a determination of how ready the high potential is to perform in several target or stretch roles, when compared against specific Key Position business and leadership requirements.

CONCEPT	WHAT IT MEANS	KEY PROCESS COMPONENTS
Performance	An employees level of success in executing activities in current (or past) roles based on the holistic performance approach (What and How)	Usually assessed as part of the performance management process (process should include evaluation of objectives and competencies) but focusing feedback on looking forward
Potential	The likelihood that an employee can successfully develop into a more senior/complex role based on aspiration, engagement and ability	Focused high-potential nomination, evaluation, and consensus-building process using predictive factors of potential
Readiness	The step to which an employees competencies, experiences, knowledge, and personal attributes meet the requirements for a role	Assessment against the success profile for a role or job family or a Key Position

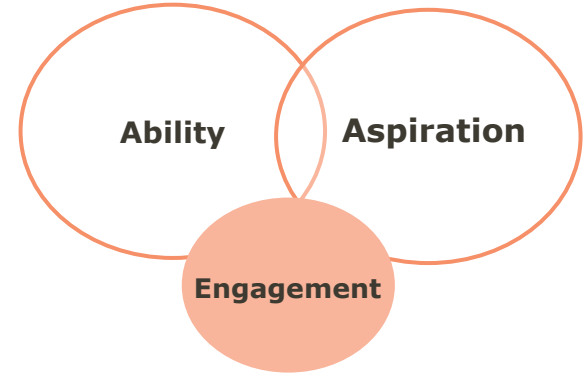
When an employee shows high levels on only two of the 3 elements



Are unlikely to move into more senior roles because they simply don't want them enough or don't feel motivated towards increased responsibility and impact in the organisation



Want more complex roles and are engaged but do not show ability to succeed in more complex roles. Unless requisite skills can be developed the chance of success in a more challenging role is lower



Great deal of aspiration and ability, however they are not fully committed to their work or organisation and may not be willing to assume higher accountability beyond his/her role

High Potential discussion focus areas for HRBP

Empower Managers in High Potential Model

Ensure managers understand their role and can distinguish between high performance and high potential

Discussion includes ability, aspiration and engagement

Encourage key stakeholder inputs

Incorporating sources of feedback, with the best insight of employee's capability to ensure objective high potential identification

Challenge by mitigating bias

During Talent Reviews support raising and eliminating potential sources of bias that could be impacting the assessment of high potential employees

Support ongoing dialogue and development

Feedback and feed-forward

Learn together from failures/successes

Collective efforts that drive development and retention