

> Turning Potential Into Profit:

An Action Guide to Unleashing Leadership Potential for Business Results

Practical advice, best practices, and resources to surface, activate, and accelerate leadership potential in your organization.



inBrief

The Situation

This eBook is a companion piece to *The Revolutionary Guide to Rethinking Leadership Potential*. In that eBook, we described why traditional approaches to developing high-potential leaders are no longer sufficient in today's disruptive business environment. While companies should continue to enhance their existing high-potential initiatives, they must also move beyond approaches that only focus on developing a few "high-potential heroes" to unleash leadership potential on a broader scale throughout the organization.

Our Approach

DDI recommends a holistic approach to **surface**, **activate**, and **accelerate** leadership potential in individuals, within teams, and across the full force of your organization.

Practical Implementation

In this guide, we will provide practical steps organizations should take to begin implementing a better approach to unleashing leadership potential. We will also present examples of how our clients have taken these steps to revolutionize their approach to unleashing leadership potential and the impact the changes have had on their organizations.



Are You Doing Enough to Unleash Leadership Potential?

► In our eBook, *The Revolutionary Guide to Rethinking Leadership Potential*, we argued that competing in today's disruptive business environment requires a fundamental shift in the way we think about leadership potential. While traditional high-potential initiatives focusing on a few select people chosen for their early demonstration of leadership skills remain relevant, the world—and the world of leadership—has changed. In an era of agile teams and dotted-line reporting structures, the need for leadership itself has moved beyond supervisory and management levels. Given this new reality, to drive growth and positive business results we believe that organizations must move beyond current approaches that focus a disproportionate amount of their efforts on developing a few “high-potential heroes” and instead develop leadership potential more broadly across the organization. As part of this shift in thinking, we need to expand our approach to uncover and unleash the potential that exists across the whole organization. This includes potential found in:

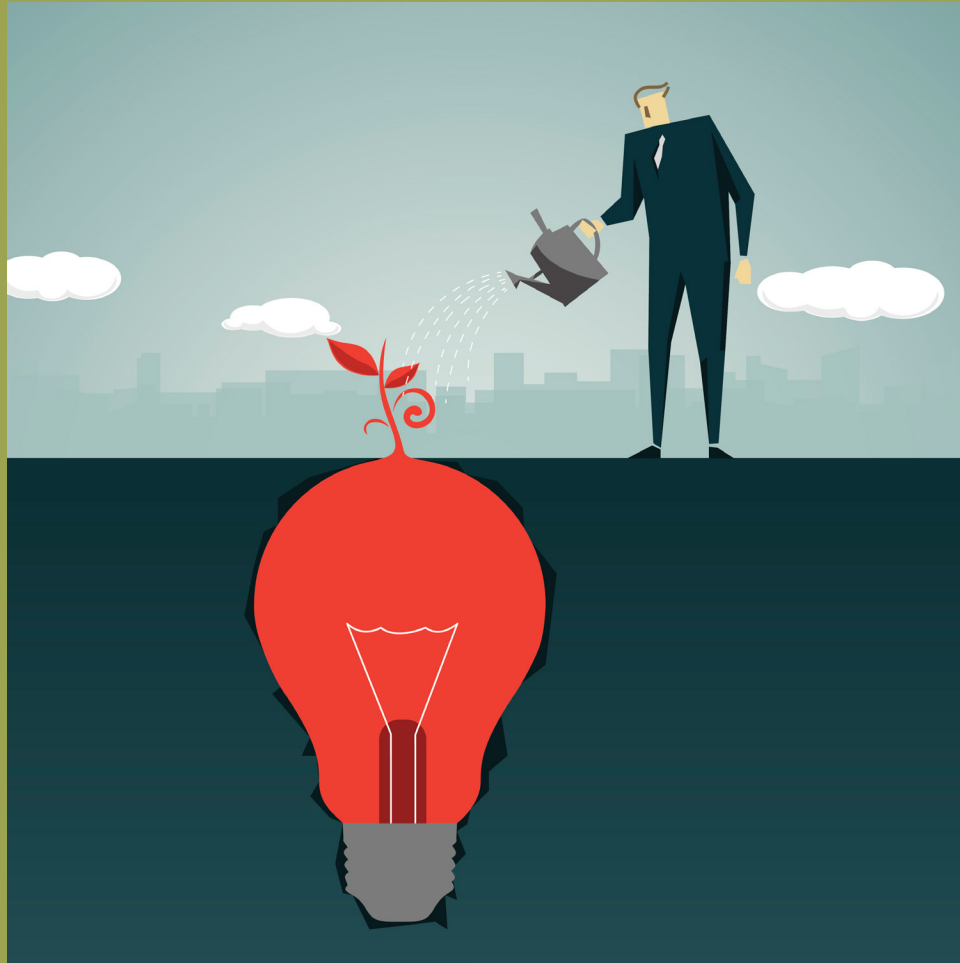
- Groups (based on gender, ethnicity, age, or other factors) that are often underrepresented in the leadership ranks. For example, women, who make up more than half of the workforce hold a relatively small share of senior leadership roles in most industries.

- Individuals who may lack experience or not fit the “typical” leadership demographic.
- Those working in departments, functions, or locations that are not viewed as rich sources of leadership talent.
- People with “quiet” personal interaction styles who aren't given to self-promotion and therefore get overlooked for leadership or development opportunities.
- Individuals who bring perspectives and approaches that differ from the “dominant” leadership profile within an organization.

Tapping into all this potential requires a holistic approach. In the *Revolutionary Guide*, we introduced our approach to **surfacing, activating, and accelerating** leadership potential in individuals, and across the full force of your organization.

In this guide, we will share practical steps you can implement to unleash this potential. We'll also offer real examples of how DDI clients have taken steps to reinvent their approaches to unleashing leadership potential. Finally, we'll direct you to the valuable tools and resources DDI offers to drive success.

When it comes to your organization's leadership potential, it's time to do more. Let's get started!



Create an environment that
brings talent to the surface



SURFACING Leadership Potential

Awareness and visibility bring untapped potential to the surface

▶ Organizations have long invested precious time and resources to identify people with leadership potential. While identification is important, the identification process that most organizations employ is no longer sufficient. Traditionally, identification has relied on a top-down approach that hinges on managers' ability to identify people whom they believe have leadership potential. The problem is that too often managers are not well-equipped to make these judgments. They bring subjectivity and bias that prevents them from tapping into rich sources of talent and potential.

In contrast to identifying potential, surfacing potential is about creating a level playing field that enables more people, many of whom might fly under the radar when it comes to traditional approaches, to demonstrate their leadership potential. Surfacing potential on this broader scale and bringing more objectivity into the process not only enables the organization to drive profitable growth by taking advantage of the full range of talent in its people, but also helps all employees feel that opportunities for growth and advancement are fair and not fueled by “organizational politics.”

RESEARCH SHOWS:

- ▶ Organizations average only 52 percent accuracy when it comes to predicting potential.¹
- ▶ High-potential initiatives are more effective when focused on the full pipeline—from frontline to executive—and less effective when the focus is on just replacements for senior leader and executive roles.²
- ▶ Companies in the top quartile for racial and ethnic diversity are 33 percent more likely to have financial returns above their industry means.³
- ▶ Educational pedigree does not correlate to performance. In a study of 2,000 CEOs, only 7 percent of high-performing CEOs had Ivy League educations, and 8 percent didn't graduate from college at all.⁴

¹ New Talent Management Network 2015.

² Development Dimensions International Inc., The Conference Board Inc., and EYGM Limited. The Global Leadership Forecast 2018.

³ McKinsey & Company, Diversity Matters. February 2015.

⁴ ghSMART, CEO Genome Project.



> *Best Practices:* SURFACE Leadership Potential

1. Equip supervisors and managers to become talent scouts.

Supervisors and managers will continue to play a vital role in identifying individuals with potential across the organization. The key is to give them the tools, insights, and skills to be better talent scouts. This can be done through talent scout workshops that build a shared understanding of potential, address biases and prejudices that may limit the ability to accurately spot potential, and confirm accountabilities and expectations for specific initiatives, such as development programs for high potentials.

2. Create initiatives that raise the profile of groups, such as women, that may be facing barriers.

It's an unfortunate reality that certain groups within an organization either don't get noticed or don't present themselves for opportunities. This issue may be fueled by views of leadership underpinned by entrenched stereotypes. Another cause is that members of these groups may lack confidence in their own ability and potential. For this reason, organiza-

tions need to take proactive steps to raise the profile of groups who might otherwise go unnoticed. These initiatives depend on taking action to address biases and stereotypes across the organization, as well as working with individuals who may be at risk of getting overlooked to equip them with the skills and insights to raise their profile.

3. Look beyond C-suite potential.

Many organizations limit their focus to identifying and developing leaders who have C-suite potential. But many more people may have valuable potential to lead important initiatives outside of the C-suite. For example, you should consider creating development paths for specialists with skills that are essential for the future or forming high-potential pools that focus on capabilities relevant to the emerging business landscape (e.g., digital and disruption).

4. Apply methods appropriate to the level of leadership.

Employ the right method for lower levels. Identifying potential at lower levels is often more difficult because individuals have not yet had opportunities to demonstrate certain

attributes and behaviors. Furthermore, the managers who often make decisions about potential don't always have a direct line of sight to individuals in lower-level jobs. For this reason, we recommend using scalable tests at lower levels that assess multiple elements of leadership potential including motivation, personality, and skills. This provides a more holistic view of an individual's aspirations, and emerging leadership characteristics and aptitude. At this level it is appropriate to make these tests available to a much larger group of individuals.

For levels above the frontline, gain insights from multiple sources.

Unlike leaders at lower levels, those at mid-to senior levels have had plenty of opportunity to demonstrate the leadership qualities and behaviors that suggest they can rapidly grow towards higher-level roles and opportunities. For this reason, methods for obtaining feedback on individual behaviors, such as 360° tools, are more appropriate at this level. To ensure these tools are effectively applied, managers should be clear about the definition of and criteria for leadership potential, and discuss and agree upon perspectives through facilitated calibration discussions.



How DDI Can Help

DDI's **Talent Scout Workshops** are designed to build supervisors and managers' ability to spot and develop talent in their teams. These workshops help managers recognize and reduce their own natural biases and surface a wider range of talent. They are suitable for all managers who need to embrace their roles as talent scouts and are particularly important for managers involved in high-potential initiatives.

The Leadership Potential Early Identifier (LPEI) is an automated assessment designed to be scalable for broad use across the organization. The LPEI offers both a personality assessment and a realistic leadership simulation that delivers personalized insights into the participant's leadership strengths and sets a course for development. **Manager Ready®**, a virtual assessment for frontline leaders, is another invaluable tool for identifying those who are ready to take the next leadership step.

Designed for candidates who have already served in leadership positions, DDI's **Leadership Potential Inventory (LPI)** is an assessment that measures leadership performance and potential. The LPI gathers behavioral ratings and perspectives from multiple stakeholders that are then discussed and agreed upon in a calibration meeting.

Custom **Women in Leadership** solutions create a stronger pipeline of women leaders and accelerate your goals for promoting women in leadership. Through a series of two-hour, face-to-face and virtual sessions, DDI's **Ignite Your Impact: Women in LeadershipSM** program addresses issues confronting women at all organizational levels in formal or informal leadership roles. DDI's **Men as Allies session** empowers male bosses and colleagues to be allies to women by focusing on what men "can" do to champion women versus what they "cannot" do.



How a DDI Client SURFACED Leadership Potential

Upon launching a program for high potentials, a top-ranked U.S. health system recognized that many capable leaders were being overlooked. These included “quiet” leaders who didn’t hog the spotlight in meetings, or actively seek advancement or development opportunities. But these leaders also had highly engaged teams. To open opportunities for these overlooked leaders, the HR team and senior leadership revisited assessment data to identify more of these “hidden gems,” and adjusted development courses to emphasize ways to help quiet leaders find their voice. In addition, the organization made changes to the criteria for eligibility for the high-potential initiative, placing less emphasis on “ready now” leaders and more on those who need acceleration to get to the “ready” stage. The initiative allowed the health system to surface more leadership potential and fill its leadership pipeline with more talented and capable leaders than it realized it had. And while it wasn’t the health system’s initial aim, the new approach to surfacing potential also helped improve diversity and inclusion numbers.



Illuminate what makes people effective



ACTIVATE Leadership Potential

Insight and direction catalyze real growth

- ▶ High-potential initiatives often focus too heavily on just the identification of those with potential, leaving growth, the primary goal, to chance or individual curiosity. This is wasted energy for the company and wasted opportunity for individuals.

To activate potential and create the right platform for growth, people need insight into their key strengths and areas for improvement and a clear sense of where to focus their development efforts.

Insight is delivered through assessment, which illuminates fundamental truths about what will make an individual effective and what will cause him or her to struggle. It's not about assigning a "pass/fail" grade or a ranking compared to others who have been assessed. Instead, assessment is about attaining a snapshot of the person's current skills and attributes, and then using it as a positive spark to catalyze growth. This snapshot should zero in on behaviors, motivations, dispositions, and qualities that may indicate how the individual might perform in various roles and contexts.

Valuable insight is also fueled by high-quality and ongoing feedback from managers, mentors, peers, external experts, and other sources. The more feedback, the better. Feedback helps people understand the impact and implications of their actions, as well as how those actions—and the individual—are perceived.

Armed with these insights, organizations must help individuals formulate development plans that identify priority development areas and outline the actions and initiatives that will accelerate growth. A plan may include participation in formal workshops and seminars dedicated to areas where the individual needs to improve, as well as experiences that provide opportunities to acquire new skills and insights. Managers need to be involved in helping set the direction for development and providing coaching along the way.

RESEARCH SHOWS:

- ▶ 48 percent of HR professionals do not use information from assessments and simulations to make leadership hiring and promotion decisions.⁵
- ▶ 65 percent of HR professionals do not believe their leaders have high-quality, effective development plans.⁶

⁵ Development Dimensions International Inc., The Conference Board Inc., and EYGM Limited. The Global Leadership Forecast 2018.

⁶ Ibid.



➤ *Best Practices:* **ACTIVATE** Leadership Potential

Power insight through assessment

Use assessment to bring focus to development. Before beginning a learning journey, an individual should undertake an assessment to ensure that he or she enters the program with a clear understanding of strengths and development priorities specifically related to the areas to be covered. At various times throughout the learning journey, use assessments to build awareness in specific areas or to check on progress.

Leverage a range of assessment options to provide a holistic picture. Companies should deploy a range of assessment methods that focus on all aspects of a future success profile, including personal attributes. This includes helping individuals and their managers to understand the areas that will contribute to success (enablers) and areas that might derail success (derailers). Derailers are personal attributes that may be strengths when performing in a role at one level but can impede success at higher levels. For example, self-confidence may be an asset for a results-oriented frontline leader.

But when the same individual is promoted to a senior-level job, that self-confidence can be perceived as arrogance. A word of caution: Companies need to be transparent about the purpose and value of any assessment instrument and how a combination of assessment tools can be used to provide a holistic view of strengths and development areas.

For high-potential groups, include a deeper-dive assessment.

High-potential individuals should participate in a more comprehensive assessment process that goes well beyond a general assessment of potential to target a much deeper understanding of strengths and development priorities. Ideally, this assessment will include simulations set in a context that enables individuals and the organization to better understand their readiness to meet the requirements of a future role. The assessment should be set against a success profile of the knowledge, experience, competencies, and personal attributes they'll need for a future job.

Inspire growth through feedback

Turn managers into feedback gurus. Managers play a critical role in providing feedback to individuals and helping them focus their development efforts. To help them be effective in doing this, ensure managers are equipped with the skills and insights to leverage assessment data in a way that provides high-quality insights aligned to current and future success.

Create a feedback culture. Great feedback is guided self-discovery. Through workshops and online learning tools, work to build the feedback skills of everyone in the organization to give and receive great feedback. While it will take time to achieve this cultural transformation, progress will accelerate as groups throughout the organization build their skills.



How DDI Can Help

DDI offers a range of **simulation-based assessment options** designed to assess capability and readiness at various levels of the leadership pipeline. These high-fidelity assessments expose individuals to a range of situations and challenges that leaders are likely to confront in new and unfamiliar roles. The results of the assessments are particularly powerful for individuals within high-potential pools who are looking to rapidly accelerate towards new roles and levels.

- **Assessing Talent®**: A combination of proven executive assessment tools and methods that deliver unparalleled insights into executives' capabilities and readiness for critical business priorities.
- **Leader3 Ready®**: A realistic, virtual leadership assessment that makes it easier to get talent intelligence about mid-level leaders to emerging executives.
- **Manager Ready®**: This scalable assessment provides actionable insight into the strengths and development needs of your current and future frontline leaders.

Leadership Mirror® is a web-based, multilingual 360° feedback system that can be used to conduct enterprise-wide multirater assessments. Used alongside personality instruments such as DDI's **Global Leadership Inventory**, the combination of tools can provide powerful perspectives on an individual's behaviors and the predispositions that might influence these behaviors.

DDI's Early Identifier has several built-in mechanisms specifically designed to activate potential. These include comprehensive individual reports that provide clarity on strengths and development areas, guidance on the implication of certain personality characteristics, development guides that help direct development efforts, and manager guides that equip managers to interpret the results and provide support.

DDI offers **coaching workshops** tailored to different levels of leadership. These workshops draw on content from DDI's Interaction Management® and Business Impact Leadership® development systems.



How a DDI Client **ACTIVATED** Leadership Potential

A technology manufacturing company was growing rapidly and quickly adding employees. But while leaders had strong technical expertise, they lacked the leadership skills to manage their expanding teams. The organization implemented DDI's Leadership Mirror[®] 360° assessment tool to gather data from the leaders' peers, direct reports, and managers to identify specific skill gaps. Leaders were then placed into one of two learning journeys by level, each of which began with them receiving their assessment feedback and included a curriculum of courses from DDI's Interaction Management[®] leadership development system. These courses help participants develop the skills to provide coaching and feedback. Progress was tracked through follow-up Leadership Mirror[®] assessments. By marrying assessment and development, the initiative brought increased focus and efficiency to the leaders' development efforts and resulted in the organization having more leaders who combined strong technical skills with the all-important interaction skills required to lead teams.



Accelerate growth with speed **and** focus



ACCELERATE Leadership Potential

Opportunity and exposure accelerate potential for performance

▶ Over the natural course of their careers, individuals should grow as they gain experience, new skills, and knowledge. Accelerated growth is different from this natural progression in that it offers compressed experiences to get people ready for new challenges faster. These experiences can include a combination of things such as “stretch” job assignments, intensive leadership development programs, job simulations, assignments to task forces, and leadership opportunities outside of the organization, such as on a volunteer board.

It’s not just speed that sets accelerated growth apart; it’s also the focus. While development is often left to chance or individual curiosity, it must instead be crystal clear what an individual will gain from an accelerated development opportunity and how it will be achieved. This requires the commitment and support of HR and senior leadership, who must provide the resources and opportunities for accelerated development and a clear line of sight between individual development and the business context.

RESEARCH SHOWS:

- ▶ 95 percent of organizations fail to follow through on high-potential development plans.⁷
- ▶ The most valuable methods for accelerating leadership development include stretch assignments beyond typical duties, formal leadership development programs, and on-the-job informal coaching.⁸
- ▶ When it comes to development, high-potential leaders prefer outside coaching, formal programs, and development. Yet, these aren’t the development types organizations provide most.⁹

⁷ CEB/Gartner.

⁸ Aberdeen, *Human Capital Management Trends 2013*.

⁹ Development Dimensions International Inc., The Conference Board Inc., and EYGM Limited. *The Global Leadership Forecast 2018*.



➤ *Best Practices:* **ACCELERATE** Leadership Potential

1. Build learning journeys that target key ongoing development priorities and their implications.

Use a combination of assessment tools and development experiences (coaching, classroom sessions, self-directed learning) to help individuals understand and develop their full set of capabilities, attributes, and motivations. These activities should be organized into a deliberate series that builds an individual's capabilities, insights, and mindset. Furthermore, use context to better understand the implications of assessment insights in terms of future business challenges.

2. Use simulations to compress experiences.

In the absence of real-life experiences, use individual and group-based simulations to facilitate exposure to a range of different situations and contexts. For high-potential groups, particularly at more senior levels, one option is to immerse individuals in simulated situations, such as the transition from an operational level to a more strategic one, that might be difficult to access in real life.

3. Create opportunities for formal and informal mentoring and peer coaching.

Coaching and mentoring leverage the perspectives, experience, and insights of others to help individuals make sense of their careers. Mentors can also open doors to new experiences while coaches can provide access to new skills and insights related to the success profile.

4. Reinforce learning.

Employ learning accelerators to reinforce content after learning events. These include self-assessments, short content recaps, peer learning, and case histories. Build energy around these with competitions, game-based leader boards, and social networking.

5. Leverage technology to personalize learning.

Relevance and application are essential to translate learning into better performance. A modern model for effective personalized learning includes making classroom learning highly relevant to, and an extension of, the leader's role. Digital experiences can then be employed to provide leaders with opportunities to practice their skills, at their own convenience, and dive deeper into the topics most relevant to their jobs.



How DDI Can Help

It is important to provide individuals with frameworks and models that can be readily transferred and applied to new situations and contexts. DDI draws on content from its award-winning leadership development systems and resources to help organizations build **learning journeys**, which are planned, purposeful sequences of development experiences individuals go through to build their knowledge, skills, and awareness in one or more areas. These learning journeys should target the specific needs of different groups and levels. Programs can be delivered in a range of modes (classroom, virtual, digital) and formats (half-day, full-day and multi-day), including the following:

- The world's most proven leadership development system, **Interaction Management®** has been used by leading organizations to develop more than 10 million leaders worldwide to improve their business results.
- The **Business Impact Leadership®** development system elevates mid-level leaders to the top of their game by connecting development to business context and building highly capable leaders who can take your business where it needs to go.
- DDI's online learning library includes **70+ microcourses** that target specific challenges or learning needs. These learner-driven microcourses provide individuals with just the right information to address common workplace challenges.
- With **DDI's PinpointSM platform**, learners can access tools and accelerators anytime, anywhere, from any device. This cloud-based platform gives leaders the on-demand tools and resources they need to turn classroom learning into better on-the-job performance.

DDI's **Strategic Leadership Experience** is designed for individuals preparing to make the transition from an operational level to a strategic level. The four-day, group-based experience immerses participants in the nine roles of a strategic leader using a series of simulations, classroom activities, peer learning opportunities, and self-assessments.



How a DDI Client **ACCELERATED** Leadership Potential

A global contract research company made a commitment to rapid growth. To accommodate this aggressive growth, one of the key parts of the company's planning was to accelerate the development of mid-level and newly-appointed senior leaders to prepare them for higher-level strategic roles more quickly. The company decided to put groups of 22 to 24 leaders at a time through DDI's Strategic Leadership Experience® (SLE®), an immersive business simulation. Leaders in the program are asked to solve a business challenge, and rotate through nine different roles during the experience, such as serving as a strategist, entrepreneur, talent advocate, or global thinker. Throughout the experience, participants get to see the outcomes of the crucial decisions they make on the fictional business in the simulation, and gain insight into their own strengths and weaknesses in each role. The company now offers DDI's SLE® program on an annual basis, and it has become part of the organization's critical pipeline for quickly developing a pool of leaders who are ready to take on roles at the vice president level.



Unleash leadership potential across
the full force of your organization



BEYOND Individual Potential

It's not about leaders. It's about leadership.

▶ In *The Revolutionary Guide to Rethinking Leadership Potential*, we discussed the need for companies to consider potential from multiple perspectives, not just the perspective of the individual. We shared how companies are increasingly drawing on the collective capability of teams, such as agile teams, to drive better-quality decisions and actions. At the organizational level, we considered the need for companies to build the systems and culture that tap into the potential and capability of the whole organization. This is where the whole becomes greater than the sum of its parts, where the power of “collective genius” can be both fully realized and appreciated for its impact.

But just as individual potential will only be realized with deliberate focus and action, the same is true for teams and the broader organization. In the case of teams, the assumption that a group of talented individuals will operate together as a high-performing team is flawed. Therefore, companies must put in place mechanisms to fully leverage and unleash team potential, to ensure that teams perform optimally and drive results. These mechanisms can include tools that

measure team capability and team-based development that focuses on the skills needed for teams to communicate and work together effectively.

At the organizational level, meanwhile, potential is all about scope and reach:

- Building and maintaining a growth culture.
- Ensuring a common leadership language.
- Building leadership capabilities beyond those in formal leadership roles.
- Making assessment tools and development resources available to as many people as possible.
- Systematically aligning performance goals with skill application goals.
- Measuring organizational results to gauge initiative effectiveness.

In this new reality, building a strong culture of shared leadership is much more effective than trying to build up do-it-all leaders.

RESEARCH SHOWS:

- ▶ Companies that embrace and foster a culture of shared leadership are five times more likely to have a strong leader bench.¹⁰
- ▶ When you solve problems from predominantly one perspective, you build in an error rate of about 30 percent.¹¹

¹⁰ Development Dimensions International Inc., The Conference Board Inc., and EYGM Limited. The Global Leadership Forecast 2018.

¹¹ Scott Page, *The Diversity Bonus*.



➤ *Best Practices:* **UNLEASH** the Potential of Teams and the Organization

Unleash Potential in Teams

Use a team diagnostic to assess the “effectiveness” of the team. A team diagnostic will help the team and individual members understand and focus on the areas of team effectiveness that are strengths and those that need improvement. The team diagnostic should address the team’s ability to mobilize around a common purpose, the ability to manage team processes and the interpersonal behaviors such as treating team members with respect, maximizing team involvement and building a culture of trust.

Focus on building effective interactions. Among the most important leadership skills for a team are those that enable individuals to interact effectively with others, whether they are fellow team members, peers from outside the team, or customers. Developing these skills in as many people as possible can pay big dividends by facilitating a more collaborative and transparent culture, promoting innovation, and improving customer satisfaction and loyalty—important factors contributing to the growth of a business.

Provide tools that help teams understand and leverage collective potential. A group of high-performing individuals doesn’t necessarily make for a highly effective team. Instead, aim to create teams that have a wide variety of skills. A team is, of course, more than a collection of individuals; together, the team should serve to amplify each member’s abilities. But that doesn’t mean you should lose sight of the reality that many skillsets, bases of knowledge, and personalities will comprise a team. Give teams tools that help them understand individual and collective potential, such as personality instruments and a 360° feedback survey tool, so they can make the most of their strengths and differences.

Unleash Organizational Potential

Grow leadership skills of those who aren’t in formal leadership roles.

One of the best ways to accelerate leadership capability across the organization is to help all individuals develop the leadership skills that are fundamental to success in today’s business context. Make leadership an ingrained part of your culture by

reinforcing that leadership is a set of behaviors that is not the sole domain of those with leadership titles.

Level the playing field to encourage diversity. Across the organization, you need to ensure that objective data (from different forms of assessments) are included in all people decisions that involve potential, which helps to break bias.

Build inclusive behaviors and mindsets across the organization. Ultimately, it is the day-to-day behaviors of leaders and associates that will have the greatest impact on organizational potential. Companies need to build skills and mindsets across the organization that encourage and build more inclusivity. These must move well beyond programs of awareness to initiatives focused on tangible skills and behaviors.



How DDI Can Help

The Unleashing Potential Environmental Scan is a short survey and consulting process that helps identify organizational strengths and gaps in relation to surfacing, activating, and accelerating potential.

DDI offers a wide range of **development programs** and courses that focus on empowerment, innovation, respect, and inclusivity.

A range of assessment options including DDI's **Leadership Mirror® 360°** feedback tool and **Global Leadership Inventories** can be used to assess both individual and team behaviors, personality traits, and values.

Custom programs built on the **Interaction Management®** and **Business Impact Leadership®** development systems can address critical team and leadership skills such as:

- Communicating with Impact
- Working as a High-Performing Team
- Valuing Differences
- Navigating Beyond Conflict
- Maximizing Team Performance



How a DDI Client Unleashed Leadership Potential to Address Changes in the Business

A global technology company needed to improve its competitive market position and create an internal “disruption” engine—rather than leaving itself vulnerable to external forces. To do that, the company needed to develop special proactive “disruption” teams. DDI worked with the company to employ in-depth virtual leadership assessments to surface individuals who have the experiences, skills, capabilities, and personality traits to drive disruption. The assessments also show how those qualities affect each individual’s and team’s ability to execute disruption in key parts of the company’s strategy to create a better customer culture, increase profit, and drive product innovation. The teams, led by leaders identified through this assessment, have achieved business outcomes tied to positive disruption, including accelerating global synergies for digital transformation for a cloud-based business, and transforming the attraction, development, and retention of Millennials.



Turn Potential Into Profit

In this guide, we have provided practical steps for surfacing, activating, and accelerating leadership potential in individuals, teams, and across the full force of your organization.

While each of the steps described will take you closer to realizing business results, the full power of the potential in your organization is unleashed when you combine multiple efforts from a holistic, top-to-bottom perspective.

If you're ready to begin taking the steps to ensure your organization has the leadership it needs, both now and in the future, DDI can help.

Contact us to discuss how we can work with you to implement solutions to unleash potential across your organization!

www.ddiworld.com/unleashpotential

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About DDI

DDI is a global leadership consulting firm that helps organizations hire, promote and develop exceptional leaders. From first-time managers to C-suite executives, DDI is by leaders' sides, supporting them in every critical moment of leadership. Built on five decades of research and experience in the science of leadership, DDI's evidence-based assessment and development solutions enable millions of leaders around the world to succeed, propelling their organizations to new heights. For more information, visit ddiworld.com.



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