

Defining Potential

Differentiating between performance and potential

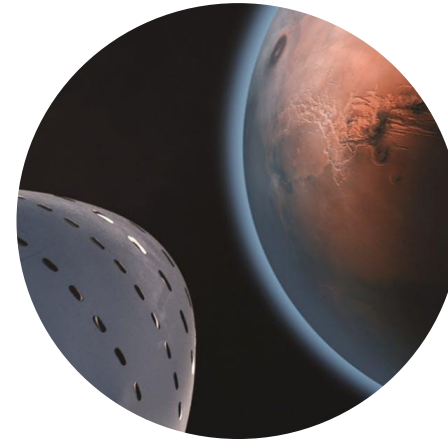


Performance: Past Perspective

Past Performance is the best predictor for future performance – **if circumstances remain similar**

But what about VUCA, NEW Work, Digital development, ...?

Predictors of excellent performance are bound to change



Potential: Future Perspective

Any indication of potential should be **measured separately from past performance**, to prepare PHOENIX to challenges and business opportunities not yet known

Indicators of Potential

What do we need?

Agility / Learning

- Eagerness to Learn
- Embraces change
- Social agility
- Feedback and Self-Reflection

Ability

- Insight – mental capacity to handle complex information
- Strategic Perspective
- Resilience



Aspiration / Commitment

- Engagement, Drive, Integrity
- Determination
- Ambition
- Mobility

Potential@PHOENIX

Potential Indicators

Projecting into the future is a difficult task. Our PHOENIX potential indicators help you to structure your assessment around the key elements of sustained growth in a VUCA world. You may not be able to estimate all of them, which points to areas where you may want to take a closer look going forward to validate your assessment, or where additional (external?) perspectives and tools may be needed.

Go through the list and note whether your candidate fully meets or even exceeds the respective criteria, or whether he/she only partially or not at all displays them. This will give you a solid indication of whether someone has potential to further grow.

Indicators to consider are "[Ability](#)", "[Agility / Learning](#)" and "[Aspiration / Commitment](#)"

Ability

Does the candidate have sufficient capacity ("processing power") for a demanding top management role in a VUCA world?

- **Mental capacity** to be successful in a VUCA world
 - Can handle large amounts of complex information and derive insights and strategies
 - Curious and open minded, asks the right questions
 - Tolerates ambiguity
 - Adjusts where necessary based on new information/changing circumstances
- **Strategic Perspective**
 - Able to step back from operational necessities and take on an integrative mid- to long-term helicopter view
- **Resilience**
 - Shows personal resilience to deal with the high mental and physical demands of senior (executive) roles (multiple/conflicting demands, travel, workload, ...)
 - Stands up to changing demands, political pressure, and uncertainty

Agility / Learning

Is the candidate able to adjust to changing environments and learn fast from reflection, feedback and experience?

- **Learning agility**
 - Seeks new experiences and opportunities to develop and quickly learns from them
 - Able to apply new skills and knowledge in diverse situations
- **Self-reflection**
 - Able to step back and take multiple perspectives
 - Reflects on situations and experiences and applies alternative approaches
 - Seeks out and deals constructively with feedback
- **Social agility**
 - able to adapt to & engage others across cultures, mindsets, backgrounds, skill levels etc.
- **Change**
 - Sees change as an opportunity and projects a positive attitude onto others

Aspiration / Commitment

Does the candidate really want to step up, and is he/she willing to do what it takes to get there? This section is essential for transferring someone's potential to actually successfully taking on a more demanding position.

- **Commitment/Engagement/Integrity**
 - Is committed to PHOENIX and its values
 - Displays sustained energy and drive to reach goals
 - Puts WINGS into action and move the company forward
 - willingly goes the extra mile

- **Determination**
 - Deals constructively with setbacks
 - Perseveres when faced with obstacles
 - Believes in WINGS

- **Ambition**
 - Wants to lead (engage others, influence, give direction...)
 - readily takes on additional responsibilities
 - is accountable
 - sets demanding goals and standards and leads the way in achieving them
 - understands the changing expectations in higher leadership roles
 - Willingness to detach him/herself to some extent from the operational/ expert level and enter a management perspective
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- **Mobility**
 - willing to relocate, also internationally

“Aspiration / Commitment” is a very important section, and you obviously need to know your candidate's current circumstances and view on this. Of course, these circumstances can change over time, and there is no harm in rating someone as well “placed for now” (e.g. if the person does not want to step up or relocate) and adjusting this when flexibility/ambition increases. It will help PHOENIX to set up a realistic succession planning.