

*Excerpt from Article “Engage, Retain and Develop Talent”*

Most organisations use a performance/potential or a promotable/potential matrix to identify their high potential group but fail to engage, develop or retain this group.

It is time organisations got smart as to the financial value associated with their high potential people and not tolerate anything other than zero avoidable turnover of this group.

People plans need to start measuring the full impact turnover of high potential employees has on the total organisation. Some of these direct impacts include:

- Decrease in team’s performance
- Turnover of direct reports
- Derailment of teams / internal departments
- Negative effect on the Employee Value Proposition (EVP)
- Loss of Intellectual Property
- Soaring recruitment costs
- Negative impact on the bottom line

Performability, a company specialising in talent and retention conducted some research that indicated development as a major driver of retention. The key findings suggest that organisations need to offer individually targeted development programs to their high potential people in order to retain them.

To reach the zero percent avoidable turnover figure and to fully engage high potentials targeted development must be one of the levers.