



THE MANAGER POTENTIAL INDEX AS THE COMPETITIVE EDGE FOR TALENT

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In your career experience, were you or someone you know rewarded with a promotion due to incredible and valuable technical expertise? Did you notice their struggle going from individual expert to planning, organizing, and directing the work of others? Some make this transition easily while others flounder and eventually realize that management is not their calling. It's like trying to fit a circle into a square peg. No matter how many different ways were tried, the fit just wasn't there! What about the challenges that occurred during the transition period for both the organization and the newly promoted employee? What were the dollars lost due to low productivity or the impact on employee morale?

Batrus Hollweg's (BHI) updated and validated version of the Service Questionnaire (SQ™) can save an organization time, money, and effort with its comprehensive and targeted measures. Already used by several BHI clients, the Service Questionnaire (SQ™) is an assessment tool utilized with hourly employees to measure characteristics associated with customer service, productivity and team orientation. While all the core assessment measures and supplemental indices derived from the SQ™ provide valuable data for selection decisions, the Management Potential Index (MPI™) relates to this article's opening scenario and the struggle with appropriate identification of high potentials for talent development. The MPI is an index of the SQ™ and identifies whether an hourly employee has the potential to assume a manager role. Thus, the MPI™ would enable a hiring manager to determine, from the start of the hiring process, whether an applicant would be a high potential for a manager role. How does that translate into value for an organization?

First, Ms. Heather Graham, BHI Associate Consultant, shares that the MPI™ saves an organization time and money because development potential can be determined at the outset of the initial selection. Time and money are saved by reduced turnover and replacement costs associated with turnover such as restarting the selection process and training costs not to mention the loss of productivity and revenue incurred during the new hire learning curve.

Second, talent management and succession planning efforts are conducted from the start of the employment cycle, which facilitates longevity and business continuity of the organization. Moreover, Ms. Graham also stated that high potentials can be identified earlier rather than later in the employment cycle and then started on a fast track for development so as to leverage their individual potential towards achievement of organizational goals.

Third, the MPI™ facilitates best practices for the organization by focusing and reinforcing specific, identified competencies needed for organizational effectiveness. Everyone in the organization sees and understands, through modeling of others' behavior during daily operations, what is acceptable and what is not as a "fit" for the organization. The MPI™ helps develop and reinforce cultural standards for organizational success.

In closing, the Management Potential Index (MPI™) is an invaluable cost saving tool that is readily available as part of the Service Questionnaire (SQ™). Its ROI could be the difference that sets an organization apart from the competition.