

TOP BEHAVIORS OF RISING STAR LEADERS

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Top companies known for leadership excel at spotting high-potential employees. This tool details what they look for.

The long-term success of a company depends on its ability to spot and nurture high-potential talent. And you most certainly want to be on that list.

But many an aspiring star believes that their performance alone will carry the day--such is not the case. (Sorry Justin Bieber, behavior matters too). The truth is that top companies known for producing leaders know that *performance does not equal potential*.

And I would know, as I'm a veteran of the grand-daddy of leadership factories--Procter & Gamble.

Performance at one level cannot predict performance at higher levels. Potential implies the ability to grow, adapt, and transform oneself as the scope and complexity of one's work changes and increases.

So being labeled a "high-potential" is based on whether or not you have the characteristics needed to transform yourself to meet next-level requirements.

Here's the characteristics that correlate with high-potential:

1. ABILITY TO LEARN AND ADAPT

- This includes learning quickly and internalizing knowledge gained from mistakes and successes and expanding capacity by adapting to working in new conditions.
- This also includes a heavy dose of the 'ol "What got you here won't get you there".
- So get practicing your adaptive acumen.



2. A ZEAL FOR WINNING AND IMPROVING

- An ex-P&G boss of mine (and now a CEO of a major company) once told me, "Winners visibly exude a desire to win and get better. Losers hide."
- Fair enough. (I'm just glad he didn't send me this thought on email while I was on an island-getaway vacation)
- So fall in love with the pursuit of improvement and wear your love of challenge and drive to succeed on your sleeve.

3. ABILITY TO EFFICIENTLY INFLUENCE

- The highest-potential employees are able to Influence others quickly without unnecessary and repetitive overtures and while cutting through politics. They focus on what's right, not who's right.
- So get skilled at bringing others along and reduce your dependency on position power to get things done.

4. POWERFUL PERSONAL PRESENCE

- Related to the above but worthy of its own mention, this means having presence that instills confidence in others. It means acting with great empathy and conducting yourself with an unswerving moral code to always do what's right. It means inspiring others with your words and actions.
- Any leader can flex their position power as they move up the chain--those who use their personal power to much greater effect stand out as high-potentials.
- Amp-up your personal power by always doing the hard right versus the easy wrong, by lifting morale with your words and actions, and by being a beacon of trustworthiness and visible caring.

5. EQ WITH THE IQ

- Emotional Intelligence is a hot topic now, and for good reason. Conducting yourself in an even-tempered manner with great self-awareness and self-reflection is like a beacon of high-potential behavior. It's further enhanced by learning to read situations and emote appropriate behaviors.

6. EXPERT DECISION-MAKER

- High-potential employees count decision making as a core strength. They can sort through complexity and ambiguity to make informed decisions. They remain flexible to new input along the way while holding steadfast to what's been decided as a general rule of thumb. They see patterns and make connections that others don't.
- You can become expert at decision making with disciplined and intentional practice and a desire to make it a defining and differentiating strength.
- All in all, knowing what gets viewed as rising star behavior is the first step. Building these habits into the You-niverse comes next (see what I did there?).

