

THE

## HIGHPOTENTIAL LEADER

How to Grow Fast,

Take on New Responsibilities,

and Make an Impact

## RAM CHARAN with GERI WILLIGAN AND DEB GIFFEN

## Contents

1	High-Potential Leaders Are Crucial to Helping	
	Businesses Adapt and Thrive in the Digital Age	1
	The Urgent Need for High-Potential Leaders	1
	What "High Potential" Means Now	2
	An Important Distinction	7
	Getting Hipos There Faster	8
	How Hipos Can Use This Book	11
	How Leadership Developers Should Use This Book	13
	A Final Word	14
	Tips for Hipos—How to Use This Book	18
	Tips for HR and Leadership Developers—	
	How to Use This Book	20
PAI	RT I Five Essential Skills for High-Potential	
	Leaders	23
2	Increase the Return on Your	
	Time (ROYT)	25
	Get Comfortable with People Better Than You	25
	Set and Reset Your Priorities	28
	Customize Your Information Flow	31
	Delegate and Follow Through	<b>3</b> 3
	Trust But Verify	34

	Decide How to Leverage Yourself	33
	Create Repeatable Processes	37
	Be Decisive	38
	Additional Resources	43
3	Multiply the Energy and Skills of	
	Those Around You	<del>4</del> 5
	Identify a Person's God-Given Talent	46
	Build Other People's Strengths	50
	Make Necessary Changes Quickly	52
	Manage the Intersections	53
	Lead the Dialogue	56
	Be a Social Architect	58
	How Tony Palmer Became a Talent Magnet	60
	Additional Resources	68
4	Be a Master of Big Ideas and Execution	71
	Make Your Big Ideas Better	71
	How to Assess Your Good Ideas	72
	Getting Big Ideas Executed	76
	Execution Basics	78
	The Art of Asking Incisive Questions	80
	A Hipo's Vision and Execution at Fingerhut	81
	Additional Resources	90
5	Get to Know Customers, Competitors, and the	
	Macro Environment	91
	Observe the End-to-End Consumer Experience	92
	Know the Competition	94
	Dissect Ecosystems	98
	See Your Business from the Outside In	100
	Keep Up with Technology	103
	Additional Resources	108
6	Build Your Mental Capacity	109
	Widen Your Lens	109

<u> </u>				
C.O	nı	е	TT.	

ix

	Keep Learning	111
	Build Diverse Networks	114
	Seek Information from Everywhere	116
	Stay Mentally Flexible	120
	Additional Resources	129
PAI	RT II Taking Charge of Your Growth and	
	Choosing Your Next Big Career Move	131
7	How, When, and Why to Make a Leap	133
	The Virtue of Leaps	134
	Making Leaps Without Leaving Your Company	139
	Build Your Own Support System	141
	Bonnie Hill's Multiple Leaps	143
	Leaps Outside the Company	146
	Weighing a Job Change	148
	Your Exit Plan	150
	Your Entrance Plan	151
	Additional Resources	159
8	Track Your Mental Health and Work/Life Balance	161
	Business Achievement	162
	Life Satisfaction	163
	Find a Meaningful Focus	168
	Protect Your Mental Health	172
	How Aaron Greenblatt Found His Focus	173
	Additional Resources	181
PA	RT III The Care and Feeding of High Potentials—	
	Every Organization's Precious Resource	183
9	Identifying, Recruiting, and Retaining Hipos	185
	Redefine and Find High-Potential Leaders	186
	Create Opportunities for Growth	189
	Clear the Path for Hipos	192
	Improve Feedback Loops	193
	Refresh the Leadership Pool	196

## Contents

х

How to Use This Book to Develop Your	
Organization's Hipos	197
Key Points for Talent Management Leaders	197
Additional Resources	209
Acknowledgments	211
Index	213