

# Identifying Future Leaders and Developing Potential for All



## The Challenge

The team at Quotient Sciences were looking for an objective assessment to help them identify future leaders, whilst simultaneously driving organization-wide development, tailored specifically to individual needs.

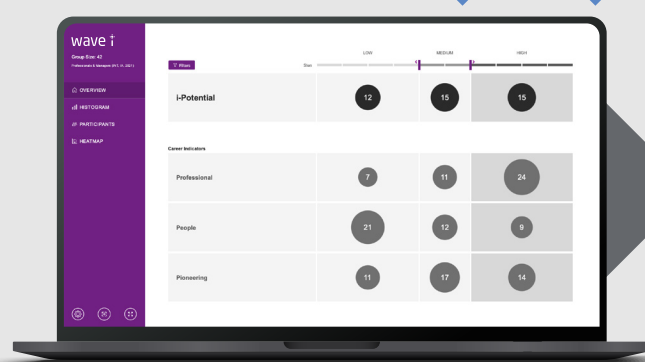


This solution would be the launchpad for 'Potential@Q', a program designed around the philosophy that everyone has potential for something.

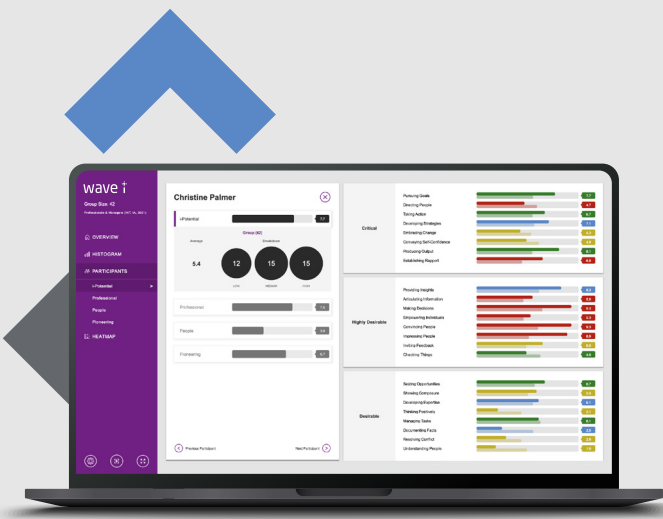
'Potential@Q' focused on building strengths and exploring development areas, whatever someone's likely career trajectory, and Quotient Sciences saw an opportunity to partner with Saville Assessment to efficiently and effectively identify and develop the different types of careers or leadership roles their people are likely to thrive in.

## The Solution

Quotient Sciences used our award-winning Wave-i tool that goes beyond other measures of potential and considers a broader spectrum of paths for progression. Wave-i put the best predictor of potential in the hands of the Quotient Sciences team, giving them a highly predictive and interactive dashboard that includes group level data, individual profiles and heatmaps, focusing on key behaviors shown by our latest research to be critical for leadership and career success.



The data shown in this example is for illustrative purposes only



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Exploring their own dynamic dashboard allowed the leadership team at Quotient Sciences to identify the current strengths and potential development areas of their internal aspiring leaders and explore the different types of careers individuals would be naturally more suited to.

This end-to-end solution also provided individual reports for all participants, dynamically tailored to their own strengths and challenge areas, to kickstart their development and boost self-awareness in a scalable but highly effective way.

1

Quotient Sciences wanted to maximize D, E & I outcomes and so rather than rely on manager nominations, they invited all employees to nominate themselves to join the 'Potential@Q' process. A total of 315 individuals then completed the Wave® behavioral questionnaire, which drives the Wave-i outputs.

2

The Wave-i dashboard was generated to illustrate participants' leadership potential and the extent of their natural orientation towards different career paths: 'People', 'Professional' and 'Pioneering'. Different views allowed exploration and analysis at both group and individual level.

3

Participants all received their own, tailored development report, providing them with actionable tips to build their strengths, as well as develop potential challenge areas.

4

The team at Quotient ran a virtual group development session to walk everyone through a sample individual development report, making suggestions on how to understand and make best use of their own. They also offered a short 1-2-1 session to anyone who wanted to discuss their profile. Most of those who took up the conversation were either highly analytical or slightly perfectionist in nature and valued having the opportunity to talk about the impact of their own self-perception in the work place with one of the team.

5

The insights from the Wave-i dashboard were used to:

- Identify future leaders for specific leadership development activities
- Strategically identify and develop non-leadership emerging talent
- Highlight potential issues in leadership and talent pipelines
- Inform the focus of Quotient Sciences future learning and development offerings.

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The Quotient team developed a LinkedIn Learning program that linked back to the key themes captured within the Wave-i tool. Anyone in the business who was a leader or an aspiring leader was able to complete whichever parts of the learning collection were most relevant to them.

## Benefits to the Organization

### QUALITY



Quotient Sciences benefitted from a highly robust approach to identifying potential (Wave-i reduces the odds of wrongly identifying potential from 1 in 5 to 1 in 50). Their people benefitted from increased self-awareness and targeted, tangible suggestions for development that would be right for them. The solution has also provided Quotient Sciences with the data to make informed talent development decisions and ensure future talent strategy is evidence based.

### DIVERSITY, EQUITY & INCLUSION



Using a self-nomination process created a fairer and more inclusive process. The data-driven algorithm of Wave-i provided an objective alternative to traditional ways of identifying potential, such as manager nominations, which are so open to bias. Additionally, the way Wave-i allows organizations to apply the "Everyone has potential for something" philosophy makes it easier to run such an open, transparent process without the risk of disengaging a large proportion of participants who may not have strong leadership potential.

### ENGAGEMENT



Employees were able to nominate themselves, create action plans using their development reports and engage in further development opportunities they found relevant to them. The project and related activities gained such a positive reputation within the business that new joiners would regularly ask when they would get the opportunity to participate and employees who had decided not to participate initially voiced regret at their decision. The project is now set up to run annually and will be open to all employees each year.

### EFFICIENCY



This global project was launched, participants were assessed, the dashboard was generated and participants received their development reports all within 6.5 weeks. The solution presented a huge amount of data in a very efficient way. The team told us that "The 3 P format with the assigned behaviors as well as the i-potential score has made it really straightforward and clear. It has given us a high-level overview of the organization's areas of strength and possible risk. The ability to go from this to an individual view has been very useful indeed."



"The knowledge of the team has been absolutely critical to being a partner for us and help us position the changes. They were essential to us not making any missteps. There isn't any other company out there that will drive this level of product and service. The product is outstanding and the service is exceptional."

Stuart North, Senior Manager, Learning and Development, Quotient

