

# Tool: High-Potential Calibration Discussion Guide

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**Purpose:** The High-Potential Calibration Discussion Guide provides a list of factors to consider when determining which leaders to select for the succession talent pool. The discussion should narrow the list of physician succession candidates to the top 5% to 10%.

Service line, facility, and department leaders should attend these calibration sessions to discuss physicians they have identified as most likely to succeed at the next level of management through the Leadership Potential Diagnostic.

## Instructions:

- 1 Bring together service line, facility, and department leaders to attend a group high-potential discussion.
- 2 Discuss each high-potential physician leader using the included prompts.
- 3 Identify 10% of original list of high-potential candidates as *actual* high-potential candidates by end of group discussion

# High-Potential Calibration Discussion Guide (cont.)

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## 1 Job Complexity

How complex is the individual's job (and/or informal leadership responsibilities) relative to others at the same level or in comparable positions?

## 2 Goal Complexity

To what degree are the established goals for this individual's job or leadership role more or less difficult or complex than other similarly situated individuals?

## 3 Collaboration

Does the individual collaborate with others and build mutual respect beneficial to the organization?

## 4 Skill Versatility

Does the individual use skills and abilities beyond those commonly held by people in similar roles?

## 5 Rare Talent or Expertise

Does the individual possess skills or talent that are rare or uniquely valuable to the organization?

## 6 Reflects Leadership Values

- Does the individual model the organization's values?
- Does the individual value diversity and manage a diverse workforce?
- Does the individual enable others to achieve their full potential?

## 7 Personality

Does the individual exhibit any of the following negative personality traits?

- |                                                        |                                                                                 |                                                               |
|--------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------|
| <input type="checkbox"/> Unsympathetic to others       | <input type="checkbox"/> Has trouble keeping sensitive information confidential | <input type="checkbox"/> Micro-managing                       |
| <input type="checkbox"/> Frequently loses self-control | <input type="checkbox"/> Intimidating                                           | <input type="checkbox"/> Unable to adapt to supervisors       |
| <input type="checkbox"/> Easily excitable              | <input type="checkbox"/> Abrasive style                                         | <input type="checkbox"/> Does not model organization's values |
| <input type="checkbox"/> Responds poorly to criticism  | <input type="checkbox"/> Appears cold, aloof                                    | <input type="checkbox"/> Seen as untrustworthy                |
| <input type="checkbox"/> Does not display humility     | <input type="checkbox"/> Overly ambitious, plays politics                       | <input type="checkbox"/> Poor collaborator                    |
| <input type="checkbox"/> Speaks without thinking       |                                                                                 |                                                               |