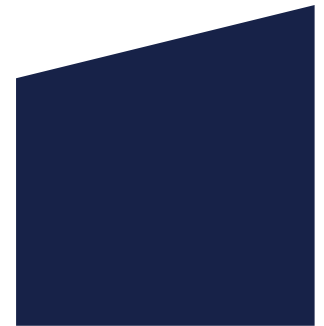


Empowering succession planning with the Wave Leadership Potential Solution

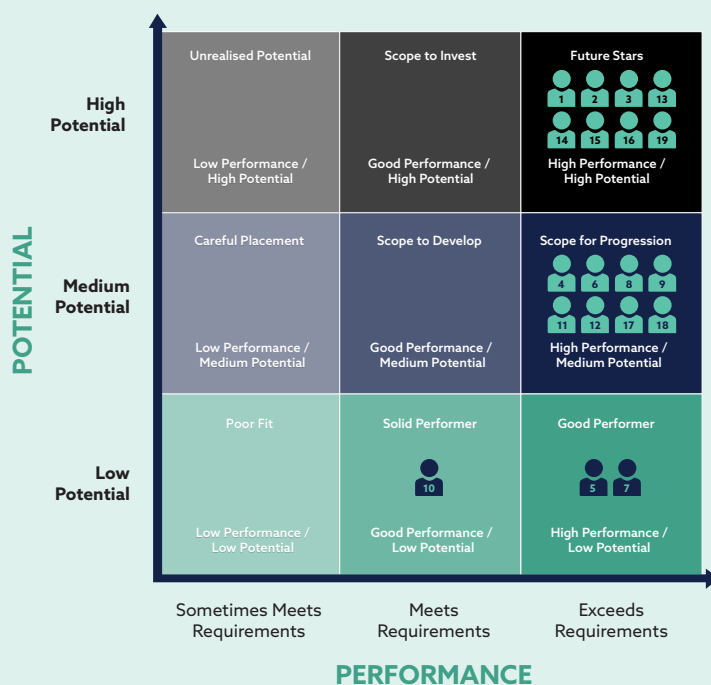
in an international Health & Beauty retailer

We partnered with one of the world's largest Health and Beauty retailers, with more than 14,000 employees internationally.

We worked closely with them to embed a robust and data-driven process to identify a spectrum of leadership potential as part their succession planning.



The Challenge



The client has historically used an annual 9-box grid approach to identify high-potentials. The approach relies on manager nominations and annual performance ratings.

Recognizing the risk of manager-bias and fairness, they wished to transition into a simpler process that would provide objective and robust data for succession decisions.

The Solution

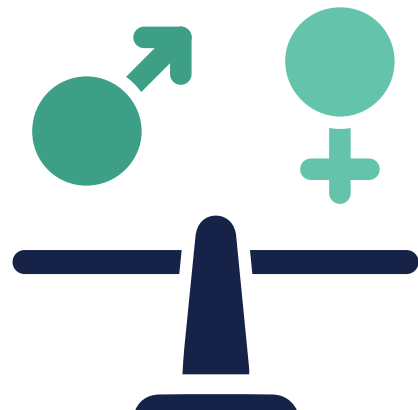
In line with the client's requirements, we implemented our **Wave Leadership Potential Dashboard**. This end-to-end solution allowed them to strategically identify and develop emerging talent and leaders through the completion of the **Wave Professional Styles questionnaire**.

Unlike the traditional annual approach, this process can be implemented on demand, allowing flexibility on continuous development of talent throughout the year.



For individuals, this solution measures overall leadership potential and reveals the types of leadership roles which individuals will thrive in. At an organizational level, the solution provides a cross section of the spectrum of leadership potential within the cohort while showing strength and challenge areas to guide group-level development planning.

Outcomes of the Leadership Potential Solution are independent of manager perceptions of performance and are designed to minimize gender bias, ensuring that all individuals are assessed on a level playing field. With this objective, data-driven and robust approach, our client significantly enhanced the validity and predictability of their succession planning process.

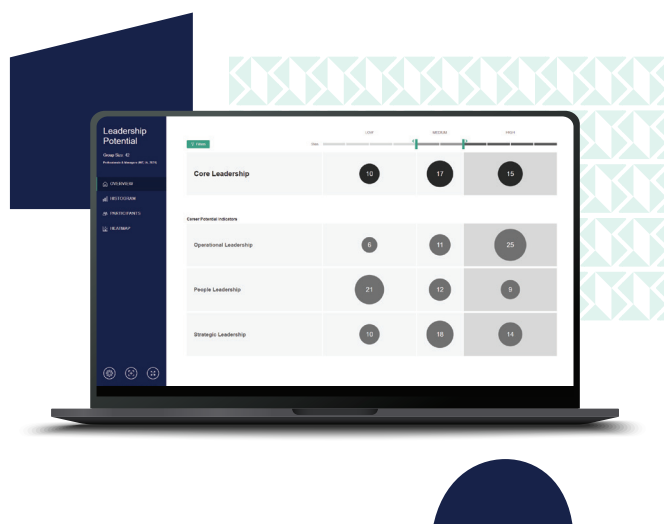




Given the size of the organization, 60 individuals were invited by their business units to take part in the first cohort.

Those who took part were provided with individual feedback using our **Wave Professional Expert Report**, scrutinizing each candidate's priority areas to offer additional development pathways, ensuring tailored growth and alignment with the organization's leadership needs.

We provided comprehensive support by upskilling client colleagues in delivering feedback sessions to candidates as well as offering interpretation assistance on the Wave Leadership Potential Dashboard.



Benefits to the Organization

QUALITY



By switching to a data-driven process with the Wave Leadership Potential Solution, our client alleviated possible manager bias and legacy impact.

ENGAGEMENT



The majority of candidates registered for follow-up in-depth feedback sessions, indicating the tool's relevance and appeal. Additionally, the HR stakeholder team showed significant interest in the tool, with 8 members actively seeking to upskill and learn its application.

DIVERSITY/ EQUITY & INCLUSION



The Wave Leadership Potential Solution has demonstrated an ability to boost leadership diversity, evidenced by a 5% increase in the number of women identified as having leadership potential.

EFFICIENCY



The Wave Leadership Potential solution greatly alleviated the level of effort required compared to the previous 9-box process, which involved multiple touch points from various stakeholders at each stage.

The on-demand nature and 40 mins completion time of the Wave Leadership Potential solution allowed time for development effort to be focussed where it was truly needed, such as the in-depth individual feedback sessions.

COST



By using the Wave Leadership Potential solution to identify strengths and challenge areas, the organization has developed tailored progression plans aligned with individual's leadership development pathways, ultimately enhancing talent retention.

