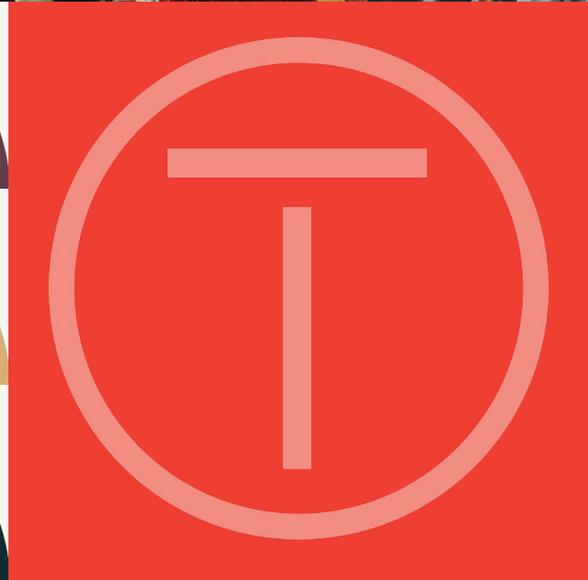
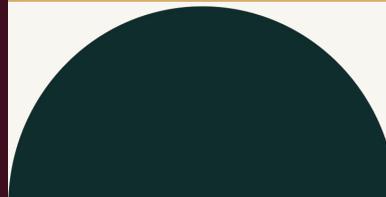


Equity in Leadership Development Starts with the Selection Process

September 21, 2022

Torch



OUR MISSION

Fuel professional growth and success through the power of trusted relationships

- Coaching
- Mentoring
- Integrated Learning Paths
- Leadership Development Programs
(DEI, New Manager Onboarding, High-Potentials, Org Transformation, etc.)



Torch

Our panel today



Elizabeth
Weingarten

Head of Behavioral
Science Insights

Torch



Cynthia
Burks

Board Member,
Advisor, Consultant

Torch



Liz
Kofman-Burns

Co-Founder



A woman with voluminous, curly, light brown hair is shown in profile, looking upwards and to the right. She is wearing a dark green, textured knit sweater. Her hands are clasped in front of her, and she is wearing a gold-toned watch on her left wrist. The background is a plain, light gray wall.

What does it mean to
have “potential”?

QUOTE FROM OUR RESEARCH

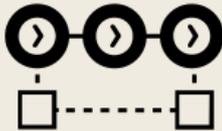
“We’ve **shifted away from language of high-potentials** because we realized that we didn’t have a good way of identifying who was a high potential. So much bias was in that process.

But the reality is that **we’re still putting people in boxes**. We’re just not doing it in a meeting with everyone sitting around a table with a 9 box grid on the screen.

We’re still doing it when we decide who gets a coach, who gets to be on this succession plan. **It has gone underground but it’s still as ill-defined as it ever was.”**

-CHRO, enterprise company

Most leadership development selection processes are...



Unstructured

Only **16%** of people leaders say they have a formal process for leadership development selection.



Informal

85% of people leaders use **informal manager feedback** to select who will participate in a development program.



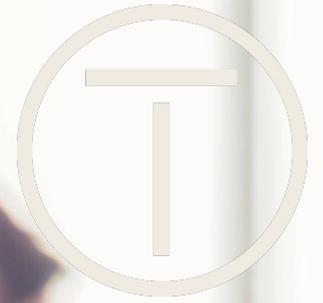
Underground

Only **25%** agree **employees** know how their organization defines “high-potential.”

Which of the following would you say is true of your organization's selection process? (Select all that apply)

- A. We have a formal process in place to select HiPos
- B. We use multiple sources of information to select HiPos
- C. Most employees are aligned on what it means to be a HiPo at our organization
- D. None of the above

Selection & Inequity



51% of leaders admit that some employees are unfairly advantaged as the majority do not feel confident that they correctly identify HiPo employees with their process.

Which statement best aligns with your perspective? (Select One)

1. There are certain people inside an organization that have more potential to be successful than others because of their innate skills, qualities, and/or knowledge base.
2. Everyone has equal potential for success if they are given equitable access to resources and experiences.
3. Neither of these.

We've developed a framework to help you design an equitable, inclusive selection process.

1



CLARIFY

List all current leadership development opportunities that exist.

2



DEFINE

Define which criteria make an employee eligible for each opportunity.

3



ALIGN

Ensure everyone across the organization knows these criteria.

4



BUILD

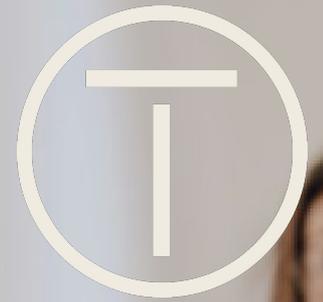
Create a **formal** selection process designed to hold leaders accountable.

5



INCLUDE

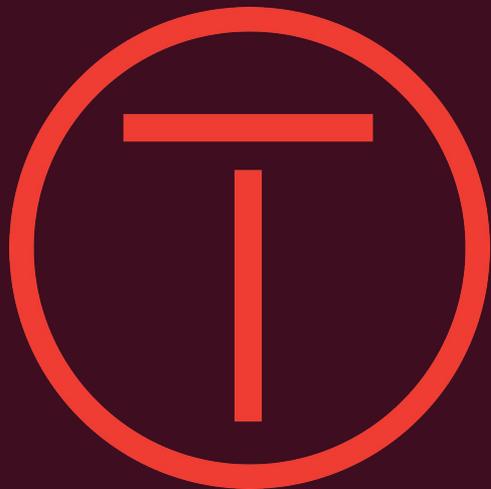
Bring managers in as part of the solution, rather than pointing fingers at them.



Equitable Selection in Action



Q & A



Torch is the People Development Platform that fuels growth through the power of trusted relationships

By combining coaching, mentoring, and collaborative learning, Torch helps you design, manage, and measure programs that drive the success of your people—and your organization.

[Request a demo](#)

Torch

