

# The strategy behind a best-in-class talent review process

Becton Dickinson's high-potential identification process yields significant ROI

Becton Dickinson (BD) implemented a world-class leadership accelerator program with the purpose of identifying high potential talent within their organization and developing the next generation of leaders. Early on in the program, BD recognized a 30% false positive rate of the leaders nominated for the program. The unidentified inaccuracies generated significant decreases in ROI for the initiative.

To ensure the leadership accelerator program achieved maximum value, BD worked with Korn Ferry to help identify the discrepancies of the program's benchmarks. The findings uncovered that many of the leaders nominated for the program were assessed more on past performance, rather than leadership potential. BD and Korn Ferry partnered to develop a data-driven method of identification that would equip BD managers with a framework and toolset to increase the accuracy of high potential identification.

The new framework, Korn Ferry Assessment of Leadership Potential (KFALP), required BD to look at what could be in the future, rather than what is today and withdraw from nominating candidates to the program based just on past performance. The KFALP measures leadership potential through individual drivers, experience, awareness, learning agility and leadership traits. To support this notion, Korn Ferry developed the 7 signposts of leadership potential:

- **Learning agility:** the ability and willingness to learn from experience and apply that learning to perform successfully under new and first-time conditions.
- **Experience:** the experiences that have shaped and prepared a candidate to be successful in higher-level positions.
- **Self-awareness:** the ability to identify personal strengths and weaknesses and how they affect others.
- **Leadership traits:** the traits that contribute to being a successful leader.
- **Capacity for problem solving:** the cognitive abilities necessary to solve complex problems.
- **Derailment risk:** the risk of failure in higher-level positions.



Becton Dickinson, a global medical technology company, has been advancing the world of health by improving medical discovery, diagnostics and the delivery of care for over 100 years. BD leads in patient and healthcare worker safety and the technologies that enable medical research and clinical laboratories. By partnering with organizations around the world to address some of the most challenging global health issues, BD has been able to attract nearly 50,000 associates across 50 countries whom closely collaborate with customers and partners to help enhance patient outcomes.

## 7 Signposts of Leadership Potential

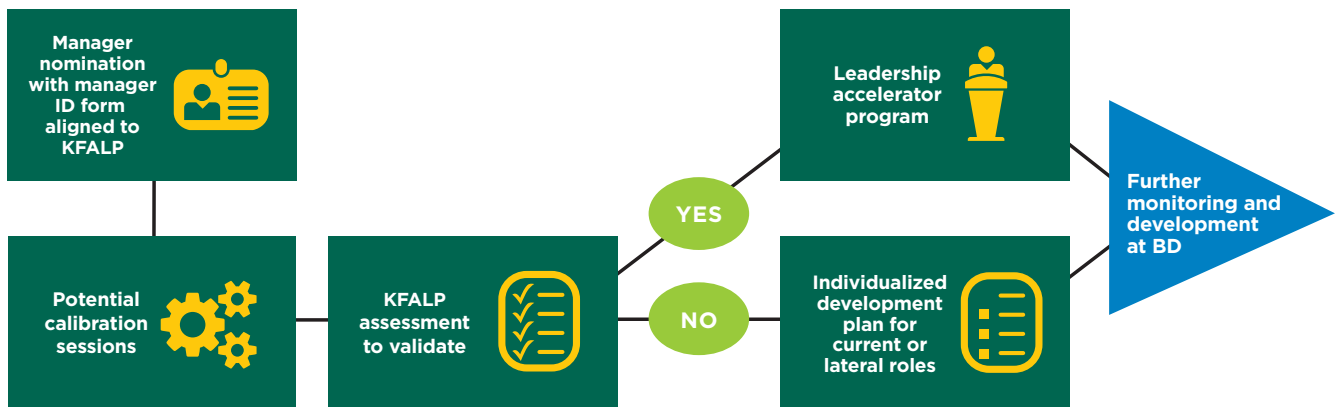




The signposts were translated into a BD manager identification form, which was used by managers as the initial validation of leadership potential among candidates for nomination into the leadership acceleration program. For quality assurance, BD also launched the KFALP, an online self-report tool providing managers with additional data on candidates' leadership potential. Once candidates received validation from both the manager identification form and KFALP, they would be admitted through the program. For those candidates whose leadership potential was not validated by the KFALP, they were prompted to create a self-development plan with a Korn Ferry coach.

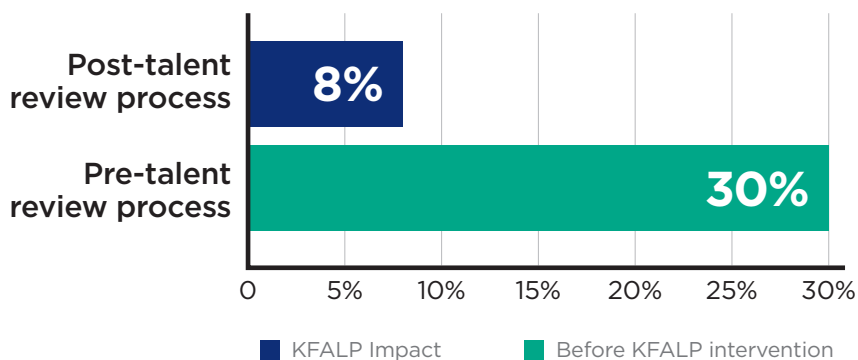
“Implementing the KFALP and the aligned potential ID form has allowed leaders to think more deeply about high potential vs. high professional talent. This has resulted in greater accuracy of identifying those leaders with the characteristics to succeed at broader levels within our organization.”  
- Thomas Ruddy, Chief Talent and Culture Officer

### BD's Talent Review Process



Using the validation process above for candidate acceptance into BD's leadership accelerator program has refined the accuracy of managers' nominations and measurement of candidates' leadership potential. Being able to identify the right talent for the program has allowed BD to decrease their false positive rate of leadership potential among candidates to 8% (22% reduction). By expanding their process, BD benefited from the intended value of the program by receiving significant cost savings and developing their next generation of leaders.

### KFALP's Impact on Leadership Accelerator Program Selection





Korn Ferry's deep industry knowledge and expertise, research backed understanding of individual high-potential performance, coupled with a scalable and cost-effective solution (KFALP) combines all the ingredients needed to implement a recipe for success. KFALP has been empirically designed to provide critical data about people, data proven to differentiate those who have the potential to successfully advance from those who do not.

### **About Korn Ferry**

Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations and societies succeed by releasing the full power and potential of people. Our more than 7,000 colleagues deliver services through our Executive Search, Hay Group and Futurestep divisions. Visit [kornferry.com](http://kornferry.com) for more information.