



## CASE STUDY #2

# THE AT-RISK HIGH PERFORMER

### THE SITUATION

It's clear that her future is bright at the company, but the path to leadership and/or greater responsibility is unclear. She's consistently performing above expectations, fits well in the culture, and has expressed a desire to know a potential career path in the company. The seats above her are crowded. You see the potential, you don't want to lose her, and you know she's on the radar of competitors and recruiters, offering her clarity, compensation, authority, growth and hope. How long will she wait? What can you do to lower the risk of losing her?

### THE CHALLENGES

- You know there's a bright future in the company for her but you don't know when or where...yet.
- While she's waiting, make sure she knows she's valued, and that she's waiting in the right place.
- Intercept the possibility of loss by showing her the grass is as green (or greener) in the company than what others may promise.

### STRATEGIC RESPONSE

- Use professional assessments to help her pinpoint her passions, interests, motivations and where she finds joy in her work. This will help career-pathing discussions be more focused and meaningful to her.
- Align her passions and interests with her potential path in the company and identify gaps in competencies, skills and experience.
- Use a mentor to share experiences in the company and an executive coach to help fill the gaps in technical, leadership and soft skills.

### RESULT

**Small investments in development proved powerful**  
Am I growing? It's a question high performers ask themselves often. Unable to show the light at the end of the tunnel, this client was intentional in pointing to the tunnel, and helping the emerging leader feel that while she's a leader in-waiting, she's being developed to be the best version of her that she can be...today.

### Perceived value of development is greater than cost

Using professional assessments helped clarify her greatest strengths, a critical first step in career-pathing, and it helped the company express recognition of future value, increasing the likelihood of retention. Short investments in improving self-awareness and coaching to skill gaps led her to begin sharing, teaching and coaching with others in her company. She's been promoted since, on a path that was born out of her development experience.

### CONCLUSION

**Never assume patience or loyalty. Your high performers are promised more than compensation from others. They're offered growth and hope. Play offense. Demonstrate your recognition of their future value to the company by investing in their professional development.**

[SEE OTHER CASE STUDIES](#)

[VISIT FITZGERALD MSI](#)

[REQUEST MORE INFORMATION](#)