

**Volume 2****What I am hearing**

Early in the Obama presidency this quote from his chief of staff hit the airway: "A crisis is a terrible thing to waste." Far from the politics of Washington, I heard the same quote from a senior HR executive, who had received it from his CEO. This organization sees the current economy as an opportunity to do things differently, to challenge their organization to perform at a higher level. They know their best people—the people who want to learn and be involved in getting the business through the crisis—would answer the challenge. They see an opportunity to implement changes and to develop future leaders.

**What it means**

There are people in every crowd who roll their eyes when a CEO stands up and issues a challenge to make personal and organizational changes. Your future leaders, the high potentials in your organization, don't roll their eyes. For them, even in these times, it is not about money. It is about being in the middle of things, having input in a problem, and being asked to do more. In his book, What Got You Here Won't Get You There, Marshall Goldsmith asked 200 high potentials the question, "If you stay in this company, why are you going to stay?" The three top answers were:

1. "I am finding meaning and happiness now. The work is exciting and I love what I am doing."
2. "I like the people. They are my friends. This feels like a team. It feels like a family. I could make more money working with other people, but I don't want to leave the people here."
3. "I can follow my dreams. This organization is giving me a chance to do what I really want to do in life."

They want meaning in their work. They want to be part of a team working on something significant. They want to be challenged by something that excites them. For them, a crisis is an opportunity.

**What you should do**

Are your best people working on your biggest problems or opportunities? Here is a simple way to check—either alone or with your team.

1. Make a list of your high potentials down the left hand side of a piece of paper or whiteboard.
2. Across the top of that same paper/whiteboard list your 3-5 biggest problems/opportunities for your business.
3. Now for each person listed on the left, go across and put a check under which problem/opportunity they are directly working with your senior leadership on solving.

Ask yourself, "Are your high potentials working on your highest impact projects?"

Uncertain about what to do next? **I know what to do!** Contact me. [scott@thetrugroup.com](mailto:scott@thetrugroup.com)