

Reconceptualizing High-Potential Talent: A Multidimensional Intelligence Framework for Leadership in Global Organizations



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Background 1

Potential for what? And the HPT paradox

High-Potential Talent (HPT) sits at the intersection of HRM & Talent Management.

40-60%
of global firms run HPT programs

\$9.14B
talent assessment market (2024)

100+
years of intelligence-leadership research

Existing HPT Tools
construct conflation & contamination

Conceptual Debate 1 2

Personality

- Stable nature
- Lens for behavioral tendencies
- Secondary construct

Intelligence

- Malleable nature
- Identifies & develops latent talent
- Primary construct

Conceptual Debate 2 3

Performance

- Observable KSAs in context
- May reflect cumulative advantage
- Low predictive validity

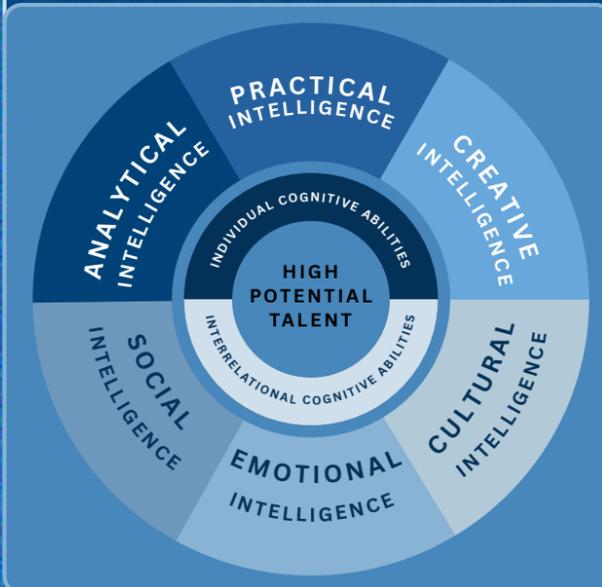
Potential

- Latent cognitive abilities not yet expressed in formal leadership roles

HPTI Framework 4

Circular Model

This model expands Sternberg's (1985) Triarchic Theory of Intelligence by including interrelational cognitive abilities.



HPT Definition: An individual who possesses latent cognitive abilities, **both individual and interrelational**, that are developable through targeted intervention and that enable growth and success, particularly in leadership roles. 5

Latent Talent for Leadership

- Intelligence-based
- Indicates potential
- Target of identification

Observable Talent for Leadership

- Performance-based
- Indicates competence
- Product of development

Implementation 7

Sequential Identification & Development

1. Intelligence Assessment
Primary Construct, Differential
2. Personality Assessment
Secondary Construct, Dispositional
3. Integrated Development
Primary defines HPT, Secondary defines HPT behavioral tendency

Framework Criteria 8

Four Conditions No Existing Framework Satisfies

1
Theoretical Coherence

2
Structural Clarity

3
Empirical Measurability

4
Contextual Adaptability

Theoretical Contribution 9

HPT is theorized as a second-order latent construct.

Future Research Direction 10

Two-Phase Scale Development

Key References: Sternberg (1985); Judge et al. (2004); Bouland-van Dam et al. (2021); Kehoe et al. (2023); Riggio et al. (2001); Sauce & Matzel (2018); Holden & Tanenbaum (2023)