

# Potential vs performance

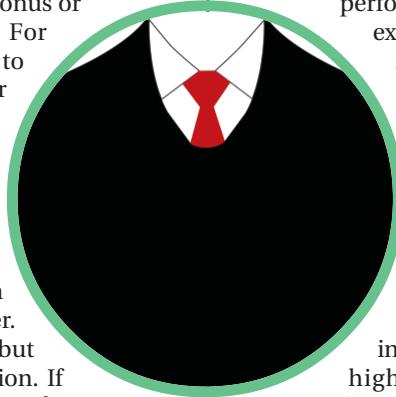
## The battle continues

Defining the parameters for career development becomes a tough yardstick to measure, especially when potential is pit against performance.

■ BY SANNITA CHAKRABORTY SAHA

### Potential gives the performer an edge

All good talent management programs will tell you to consider those employees as high potentials if they score well on performance as well as potential. If an employee is a top performer but is not backed by potential, then you need to give him probably a high bonus or an increment, but not a promotion. For career growth, potential is most critical to move on the career ladder. Your performance may be higher because you may excel at just one particular technical skill, but it's your leadership skills, interpersonal skills, innovative thinking and strategic abilities that give you an edge. For example, if you are a data entry operator, you may be a high performer because you can type faster. That may get you higher incentives, but will not earn you a Team Leader position. If you are in a sales role, you may be a high performer because you are good at selling, but to become a sales manager, the ability to teach your team selling skills, create a sales strategy, be an inspiring leader, etc., are vital. Thus, a lot of good performers tend to get stagnated in their careers beyond a point. In fact, sometimes organizations are responsible for making under-performers out of their high performing employees as they fail to assess them on their capability to do a higher job. At DCB Bank, the concept of competency based interviews was introduced, which faced initial resistance. Eventually, everyone agreed that it is one of the most effective ways of identifying talent for bigger roles.



### Performance drives business growth

For career growth, a consistent track record in terms of performance is extremely important. High performers are assets to any organization as they are always the preferred choice for challenging projects. High performers always aim for quality work thereby exceeding expectations. Career development is a planned activity to manage future requirements of the organization. It not only equips employees to perform but also inspires them to give their best. An individual with high potential is of no use to the organization unless he performs. Performance has no yardstick; it solely depends on the individual's capacity, goals and ambition for growth. The organization's growth depends on individual performance and not merely on high-potential. A high performer is self-motivated and makes the most of the skills and capabilities. He has the ability to showcase his accomplishment to the management in the right perspective, thereby building trust and confidence. He can even set examples to his fellow employees through his consistent delivery. Performance is the sole driving factor for an organization's profitability and business growth. An organization is characterized by the outcome of the challenges faced and the ability to prove itself. Potential is only measured by the scale of performance. Hence the mantra is to keep performing and to make the most of each opportunity to succeed and build along and sustainable career.

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