High Potential Roadmap

Manager Name: _____

Candidate Name: _____

Leadership Competencies

Score the frequency to which the employee demonstrates the competencies below:
1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Always

Inspire Trust *(score_____)*

- Treats others with trust, fairness, and respect.
- Looks for win-win solutions.
- ***High Performance Accelerator:*** **Inclusive** – creates environments in which any individual and / or group feels welcomed, respected, supported, and valued, enabling them to fully participate.

Lead Change *(score_____)*

- Pursues continuous improvement.
- Anticipates and manages resistance to change.
- ***High Performance Accelerator:*** **Innovative** – challenges the status quo, introduces new ideas, and has the courage to implement those ideas in order to win the future.

Deliver Results *(score_____)*

- Sets high standards of performance.
- Pursues goals with tenacity.
- ***High Performance Accelerator:*** **Accountable** – assigns and assumes clear accountability to deliver on objectives.

Exercise Good Judgment *(score_____)*

- Defines issues broadly and clearly; gets to the root cause.
- Uses a cautious and decisive approach to make sound and informed decisions.
- ***High Performance Accelerator:*** **Idea Conflict** – encourages healthy debate around ideas and does what is required to achieve a better outcome.

Act Strategically *(score_____)*

- Stays aware of industry trends.
- Monitors the external environment for business impact.
- ***High Performance Accelerator:*** **Outside-In-View** – intellectually curious, continuous learner; connected to the external world.

Build Talent *(score_____)*

- Attracts and develops highly talented and capable people.
- Delivers behavior-based affirmation.
- ***High Performance Accelerator:*** **Empowering** – coaches others to feel capable and powerful, enabling them to take ownership of their work.

Please review the elements of each criteria and place a check mark on the abilities and characteristics the candidate demonstrates.

Cross-Functional Experiences

- ☐ Is open to career movement into challenging new roles.
- ☐ Willing to move laterally or take on special assignments to increase breadth of skills.
- ☐ Demonstrates business acumen to move into leadership roles of increasing responsibility.

Elaborate on candidate's cross-functional experiences:

Strong Professional Relationships

- ☐ Values strong, cross-functional networks and relationships.
- ☐ Pursues and welcomes opportunities to partner with colleagues throughout the organization.
- ☐ Participates in knowledge and resource sharing.

Elaborate on candidate's strong professional relationships:

Consistent Results & Performance

- ☐ Delivers consistently strong performance and results.
- ☐ Advocates for Sempra values: do the right thing, champion people, and shape the future.
- ☐ Seeks and acts on feedback for continuous improvement.
- ☐ Demonstrates learning agility by exploring ideas and putting them into practice.

Elaborate on candidate's results and performance:

Personal Drive & Motivation

- ☐ Desires leadership advancement into more complex roles.
- ☐ Seeks to continuously enhance skills and education; follows through with learning assignments and development actions.
- ☐ Is self-motivated and highly engaged in the organization.

Elaborate on candidate's drive and motivation:

Leadership Challenges / Experiences

Level: Director and above

- ☐ Responsible for turning around a unit or operation.
- ☐ Experience in core business operations. (i.e. Gas Ops, T&D)
- ☐ Plays significant role in a general rate case.
- ☐ Experience presenting to Sempra Board or external audiences.
- ☐ Develops relationships and / or negotiates agreements with external stakeholders.
- ☐ Experience partnering / completing projects with other Sempra companies.

Level: Manager

- ☐ Develops and supports a management team.
- ☐ Experience managing the union workforce.
- ☐ Responsible for solving a complex problem.
- ☐ Oversees a corporate-wide process; launches a new initiative.
- ☐ Manages a program or operation involving significant change.
- ☐ Experience presenting to SMT or external audiences.
- ☐ Leadership involvement in continuous improvement, innovation.
- ☐ Exposure to regulatory processes.

Answer the questions below to help you input information into Pulse.

What are the employee's strengths?

What are the employee's development needs?

What are the employee's development actions?