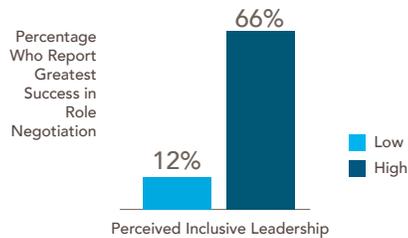


What Can Leaders and Organizations Do to Support High Potentials' Role Negotiation?



HIGH POTENTIALS WHO PERCEIVED THEIR LEADERS TO BE MOST INCLUSIVE WERE 4.5 TIMES MORE LIKELY TO REPORT THE GREATEST SUCCESS IN ROLE NEGOTIATION THAN WERE THOSE WHO PERCEIVED THEIR LEADERS TO BE LEAST INCLUSIVE.



Pay is probably the first thing that comes to mind when you hear about workplace negotiations and gender equality. In reality, individuals negotiate many aspects of their careers, including bids for more satisfying and challenging roles. But does success in role negotiation predict high potentials' access to the "hot jobs" that are so essential to their advancement?

Role Negotiation and the Pursuit of Hot Jobs found that women and men high potentials who reported greater success in role negotiation also:

- Reported greater access to two important types of hot jobs: roles with P&L responsibility and projects with C-suite visibility.
- Saw themselves as more innovative in their work.
- Saw themselves as more likely to remain with their current organizations.

In other words, our findings suggest that role negotiation is a win-win-win strategy that benefits individuals in their pursuit of hot jobs, leaders who want to foster innovation in their teams, and organizations that are increasingly worried about retaining top talent.

Leaders should download this study to find out how they can help foster innovation by empowering team members to take the risk of negotiating their roles.

Research Series

The Promise of Future Leadership: A Research Program on Highly Talented Employees in the Pipeline — This longitudinal project follows the careers of graduates of leading business schools in the United States, Canada, Europe, and Asia. The series includes timely reports on the recruitment, development, advancement, and retention of these so-called high-potential women and men. This ongoing global research study has discredited a number of prevalent myths that suggest the gender gap in corporate leadership exists and persists largely because of women's choices and actions. Our findings point to the value of addressing the biases inherent in the system, rather than fixing the individuals within it.

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