

Office stars can make poor leaders

THE star performers in the office do not always make the best leaders, says talent assessment company SHL.

Nurturing talent from within is an important strategy for all companies but they have trouble selecting the ideal candidates for higher functional roles. "Just because a member of the sales team is delivering outstanding results doesn't mean they have the ability to lead a team, deliver on strategy or pilot new initiatives," SHL managing director Stephanie Christopher says. Employees must be assessed on the basis of results, behaviour, potential, motivation and aspiration. Not all high performers have high potential. Hence a range of dimensions must be assessed, she says.

"A talent audit also helps HR managers look beyond simply results-focused evaluations and ensure the right people are put on the road to leadership positions," Christopher says.