



CONNECTIONS SUMMIT

◆ ELECTRICITIES

Workforce to Leadership: Preparing Enterprise-Ready Employees

Developing skills for effective leadership in business environments

Agenda

- Introduction
- Preparing Enterprise-Ready Employees
- Identifying High-Potential Talent
- Developing Future Leaders
- Workforce Education & Internal Mobility
- How Can ElectriCities Help

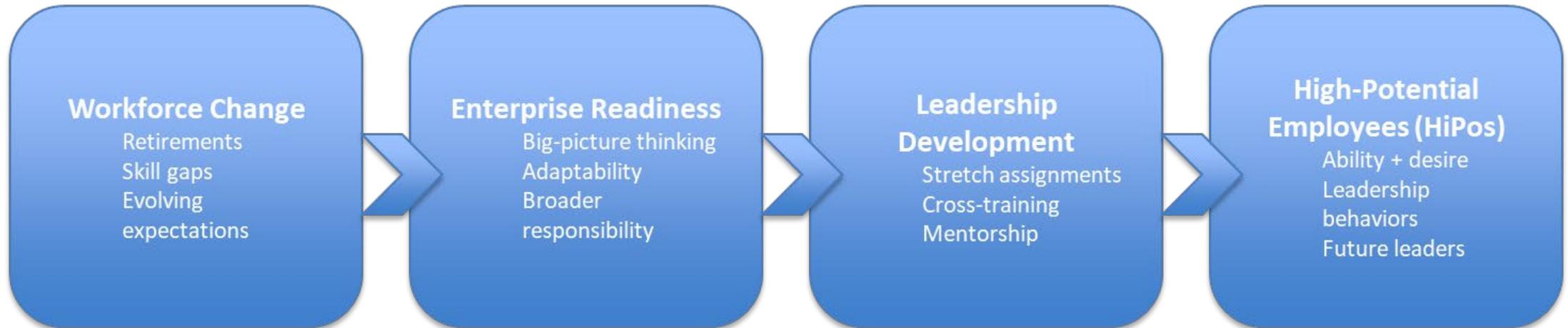
What Does "Enterprise-Ready" Really Mean?

How Enterprise Readiness is Built

Enterprise readiness doesn't happen all at once — it's built intentionally through development and focus.

- Not every role requires enterprise-level readiness
- Not every employee wants the same growth path
- Organizations must be **intentional** about who they develop and how
- This is where identifying future leaders becomes critical

Enterprise Readiness Starts With the Right People



What is a High- Potential Employee (HiPo)?

- Every organization has employees who *go beyond* their job description: they learn quickly, solve problems instinctively, and elevate others around them.
- These are your **high-potential employees** — the future supervisors, managers, directors, and technical experts your utility will depend on.
- As retirements rise and skilled candidates become harder to recruit, identifying HiPos early becomes essential to maintaining operational excellence.

What Is a High-Potential Employee?

Strong Performers who also show the ability to motivate and grow

Deliver reliable results now

Demonstrate behaviors that indicate readiness for broader responsibility

What High Potential Is NOT:

- High performance alone does not equal high potential. Someone can excel in a role and still not want **OR** be ready for greater scope.
- Not based on Tenure or Loyalty
- Not about Visibility or Personality
- Not a Guarantee of Promotion – it signals development and investment, not entitlement

High Performer vs. High-Potential Employee

High Performer	High-Potential Employee (HiPo)
Excels in current role	Excels and shows ability to grow
Focuses on today's responsibilities	Takes on stretch challenges
Delivers consistent results	Performs across changing situations
Prefers depth or stability	Seeks expanded scope and impact

Identifying High-Potential Talent

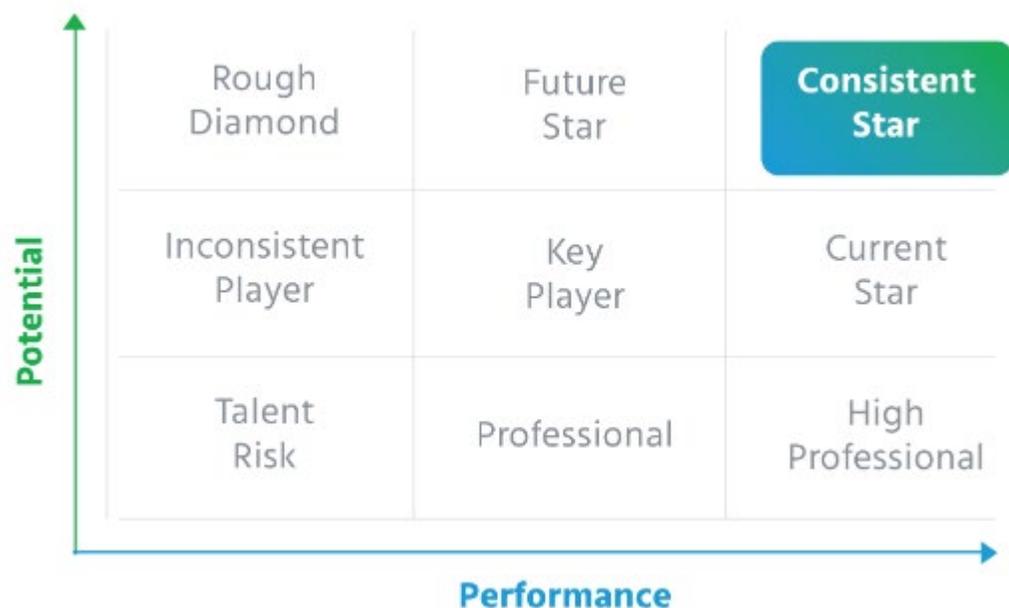
How are High Potential Employees Identified (HiPos)?



High-potential employees are identified through a combination of sustained performance, learning agility, leadership behaviors, motivation to grow, and performance in stretch situations—not titles or visibility alone.

- Starts with sustained high performance, but performance alone is not enough
- Observed Leadership Behaviors - shows up in everyday behavior, not position.
- Both ability AND desire to grow

Performance vs. Potential Matrix

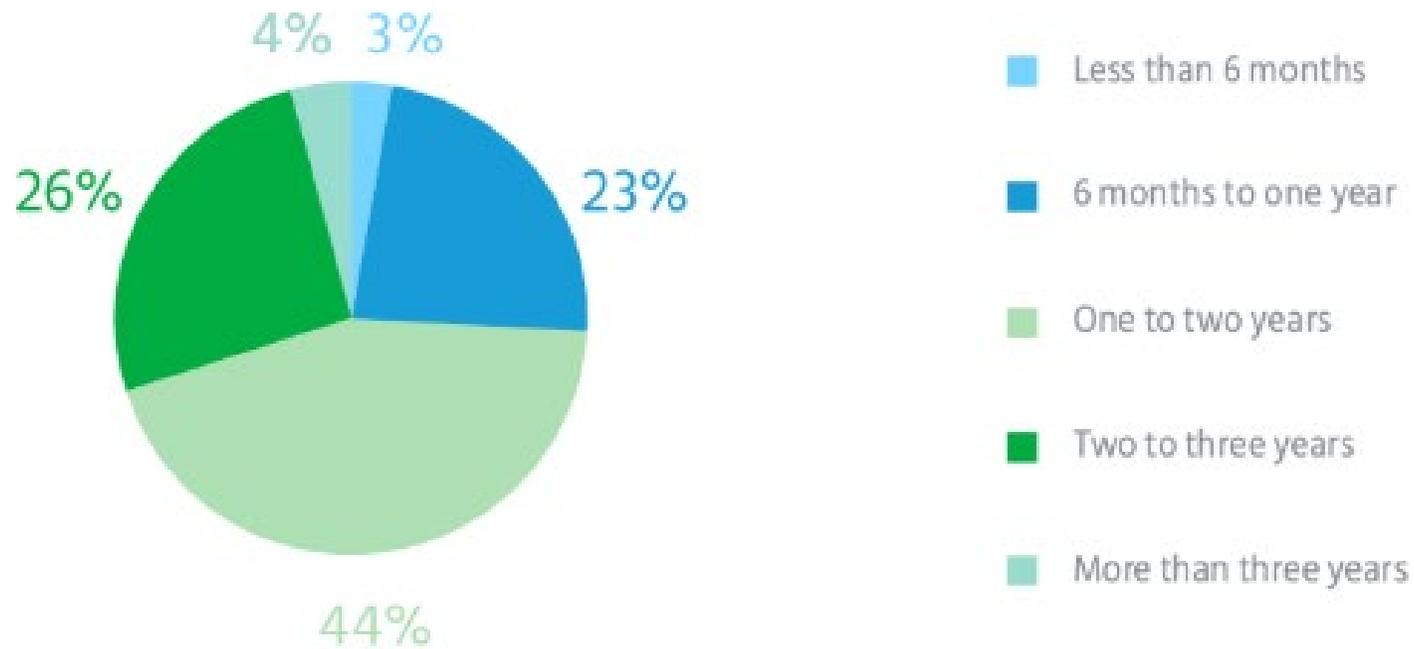


- Helps distinguish high potentials from high performers
- Helps facilitate a development journey and stringer leadership pipelines
- Reveals different development needs

How Do We Develop Our Potential Leaders???

- Expose Them to Special or Stretch Assignments
- Provide Opportunities For Leadership, Cross-Training And Problem-Solving
- Participate in Job Rotations for Holistic Understanding
- Assign Mentors to Shadow and Learn From

Time Taken for a HiPo Employee To Be Ready to Take Up Critical Roles



Mercer | Mettl, 2020 HiPo Identification Survey

Workforce Education Strategies

STRATEGY	DESCRIPTION	KEY BENEFIT
Competency-Based Training	Aligns training with defined roles and required skills	Improves job performance and career progression
Blended Learning Models	Combines field training with digital platforms	Offers flexibility and scalability
Mentorship & Peer Learning	Encourages structured knowledge transfer	Accelerates skill acquisition and leadership development
Microlearning & Just-in-Time Training	Delivers short, targeted modules for immediate needs	Enhances retention and operational readiness

Key Takeaways

- High Potential is more than High Performance
- Development is as important as Identification
- Not all high performers are HiPos-and That's OK
- Build Them Early: Leadership Development is a long-term investment
- Training without outcomes is activity, not strategy

Internal Mobility

What is Internal Mobility?

- Internal mobility is creating opportunities for employees to grow within the organization
 - Includes promotions, transfers to different departments, and new responsibilities in current jobs.
- How we build a workforce that grows with us instead of leaving us



Internal Mobility Starts With Leadership Conversations

- High-potential employees want to know where they stand and where they're headed
- Transparent conversations help employees understand:
 - How leaders see their potential
 - What future opportunities could look like
 - What skills and experiences they still need to build

Lead Them or Lose Them



- **Career stagnation is one of the top reasons strong performers walk away.**
- People stay where they see a future
- Development helps employees envision long-term careers, not just short-term roles.

**High-potential people are wired for growth.
The only question is WHERE they will grow.**

The Organizational Risk of Underdeveloped Talent

- Without intentional development:
 - Succession becomes reactive instead of planned
 - High-potential employees leave for better opportunities
 - Critical roles remain vulnerable and unprepared
 - Dependency on external hires
- Organization loses assets that cannot be replaced or quickly retrained:
 - Institutional knowledge built over time
 - Understanding of culture and organizational values
 - Trusted relationships with customers, coworkers, and the community
 - Operational context—the “*why*” behind decisions, processes, and history
 - Credibility and trust

Questions to Ask Yourself:

- Do your HiPos know that they're HiPos?
- Whose departure would expose the biggest gap in your operations?
- Could someone on your team step into a critical role tomorrow?
- When was the last time you had a clear, transparent conversation with someone about their future at your organization?
- What succession decision are you delaying that will eventually become an emergency?

Key Takeaways

- Internal mobility is one of the strongest retention tools an organization can have
- Leadership gaps form over time when development is delayed or ignored.
- We can't rely on the external labor market to fill our leadership pipeline.
- High-potential employees stay where they see a future
- Movement inside the organization prevents movement out of the organization.

How ElectriCities Can Help

Training & Development Opportunities



Safety & Training Schools



Career Development Programs (*Apprentice Lineworker, Apprentice Substation, etc.*)



Customer Service Suite



Key Accounts Bootcamp



Territorial Law Workshop



ElectriCities Energy Efficiency (E3)



Residential Energy Auditing



Variety of Webinar Topics



ElectriCities Public Power Professionals Program (EP3)

Who It's For

Valuable to a wide audience, from emerging leaders to experienced professionals, who want to build a well-rounded understanding of public power utilities



Financial Management



Governance & Policy



Utility Operations & Reliability



Workforce & Organizational Development



Leadership & Strategy



Innovation & Grid Modernization

Program Structure

Level 1 Certificate:

Public Power
Professional

Level 2 Certificate:

Advanced Public
Power Professional

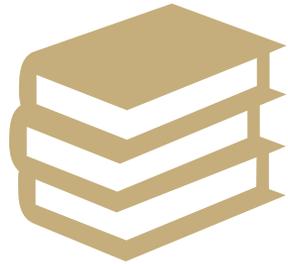
(still in concept phase)

Level 3 Certificate:

Master Public
Power Professional

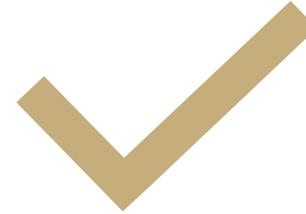
(still in concept phase)

Level 1 Certificate: Public Power Professionals Program



Core Requirements

Complete the 4 required courses



Elective Requirements

Earn 12 elective credits

Core Requirements



Financial Management

Strategies for Financial Management & Rate Design (*hosted May 2025*)



Governance & Policy

Governance of Public Power Utilities



Operations

Successful Utility Operations



Leadership & Strategy

Strategic Leadership in Public Power



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