

You're alive. That means you have infinite potential. You can do anything, make anything, dream anything.

Neil Gaiman

HUMAN RESOURCE MANAGEMENT

Potential Appraisal

POTENTIAL APPRAISAL

- potential appraisal is to identify the potential of a given employee to occupy higher positions in the organizational hierarchy and undertake higher responsibilities.
- To overcome inadequacy, organization must think of a new system called potential appraisal.

“People are like icebergs. What you see above the surface (performance) is only a small part. A large part of the attributes needed to perform excellently in a future job, which I call potential, is not immediately visible. It is hidden below surface”.

By - K. Ramchandra

NEEDS OF POTENTIAL APPRAISAL

The need for potential evaluation of an employee to know what he /she can do / perform. A potential employee is characterised by the following attributes :

1. Ability to foresee future opportunities.
2. Consistency in approach and performance.
3. Responsive to conditions whatever comes in the way.
4. Person with high level of integrity.
5. Broader vision and micro perception.

OBJECTIVES OF POTENTIAL APPRAISAL

The objectives of potential appraisal are as follows :

1. Promote an employee to higher levels of jobs involving higher order or responsibilities which the employee can effectively discharge without being over-burdened and stretched.
2. Assist the organisation to allocate jobs among employees as per their capabilities so that organisational responsibilities are discharged effectively.



HOW TO EVALUATE POTENTIAL OF EMPLOYEE

The potential of employees can be evaluated by following the following steps:

1. Determination of Role Dimensions.
2. Determination of mechanism .
3. Linking potential with other elements .

DETERMINATION OF ROLE DIMENSION

The process of potential evaluation starts with determining the role dimensions of the employee whose potential is to be evaluated. Job description and job specification help determine the role dimensions. The former provides information about the responsibilities involved in a job, while the latter provides information on attributes the job holder should possess. Some big organizations have readily updated job description and job specification that serves as a source for determining role dimensions, as and when required.

DETERMINATION OF MECHANISM

Having determined the role dimensions, a mechanism to evaluate these attributes in an employee is evolved. Obviously, the mechanism should be appropriate to appraise the potential of employee by a designated appraiser

LINKING POTENTIAL WITH OTHER ELEMENTS

In order to evaluate potential in a meaningful manner, other elements of human resource management such as feedback, counselling, training, job rotation, etc., should also be linked with it.

ATTRIBUTES OF THE PERSON WITH HIGH POTENTIAL

- ♣ The incumbent will be a top performer of the company.
- ♣ Would have a learning attitude.
- ♣ Would have an entrepreneurial mindset with a penchant for creativity and innovation.
- ♣ A deep rooted sense of honesty and integrity.
- ♣ An orientation towards organizational processes.
- ♣ A performance driven, goal orientation.
- ♣ Highly systems competent.
- ♣ An understanding of other functions.
- ♣ A Good communicator and a good listener.
- ♣ Sensitivity towards cross-cultural diversity.

THANKS

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