

FROM POTENTIAL TO **IMPACT**

EMERGING LEADER ARTICLE BY COEFFEX



“Emerging Leaders programs have moved from being a nice-to-have HR initiative to a strategic growth priority.”

From Potential to Impact

Organizations need more people who can take ownership, influence others, navigate change, and make good decisions - not just when they become managers, but in the work they are doing today.

That changes how we think about leadership development.

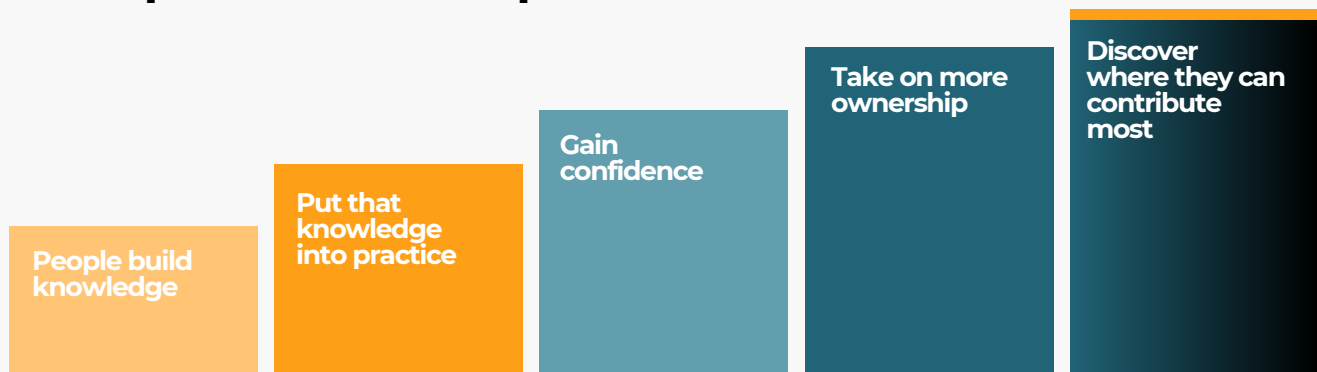
For years, organizations have focused on the leadership pipeline: Who has the potential to move into the next role? Who should we prepare for management? Who is on our bench?

But leadership doesn't develop in a straight line, and it doesn't always end in a promotion.

The challenge is not simply identifying tomorrow's rising stars; it is understanding what leadership potential looks like before someone steps into a formal role and having a way to recognize where that potential exists.



Leadership development is a progression from potential to impact.



Over time, those shifts provide a clearer picture of leadership capability and readiness.

Seeing the Progression in the Data



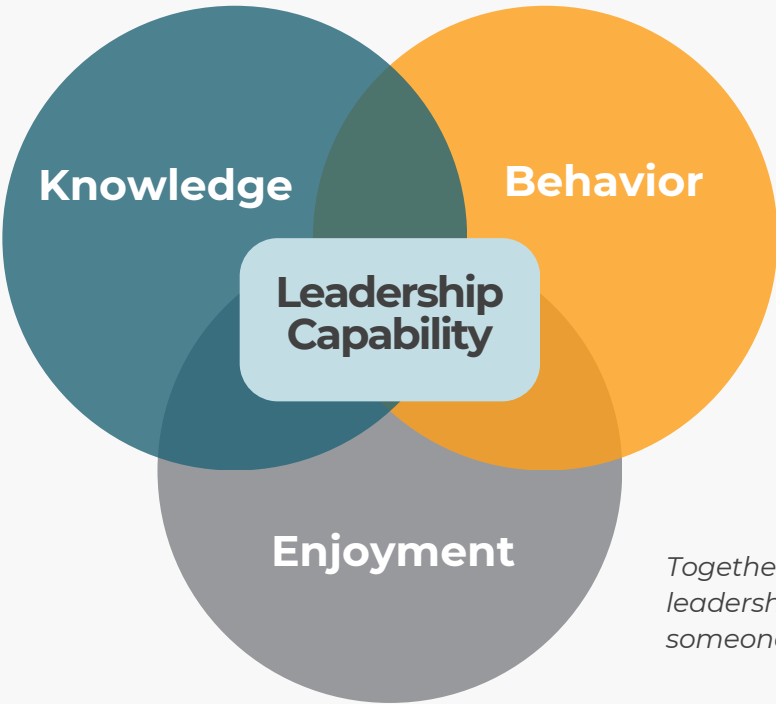
At **CoEffex**, we believe emerging leader development starts with understanding people as they are today—not simply labeling them according to the role they may hold tomorrow.

Our **Emerging Leaders Program** combines assessment, foundational learning, and practical development to help organizations identify and develop emerging leaders capability before someone steps into a formal leadership role.

The process begins with the Emerging Leader Index (ELI), a self-assessment that provides insight into participants' current leadership knowledge, behavior, and enjoyment. The results create a starting point for development through the Emerging Leader Academy and six interactive workshops covering key coaching themes, giving future leaders practical knowledge they can use from day one.



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The ELI looks at three dimensions:

- KNOWLEDGE**
An individual's understanding of leadership principles, coaching best practices, and team dynamics.
- BEHAVIOR**
How the individual naturally approaches leadership responsibilities, interacts with the team, and makes decisions.
- ENJOYMENT**
How leadership responsibilities naturally align with what motivates, energizes, and fulfills the individual.

Together, these measures provide a broader picture of how leadership capability is developing and not simply whether someone is "ready" for a leadership position.

A Recent Case Study: New Hope Treatment Center

New Hope Treatment Center offers a clear example of how leadership development can be measured beyond participation in or completion of a course.

New Hope invested in developing team members not only to prepare potential future leaders, but also to strengthen their ability to communicate, take ownership, support others and contribute more effectively in their current roles.

By comparing ELI results before and after the development experience, New Hope could see more than whether participants completed the program. The data provided a clearer picture of how participants' leadership capability and perspectives had shifted.

The +18-point increase in Leadership Behavior stands out.

Participants didn't simply report greater knowledge of leadership. They also reported using leadership behaviors more often, which is an important shift toward putting leadership practices into action.

The shift was from knowing about leadership to practicing it.

The results tell an interesting story:

Overall ELI Score



Leadership Behavior



Leadership Knowledge



Leadership Enjoyment

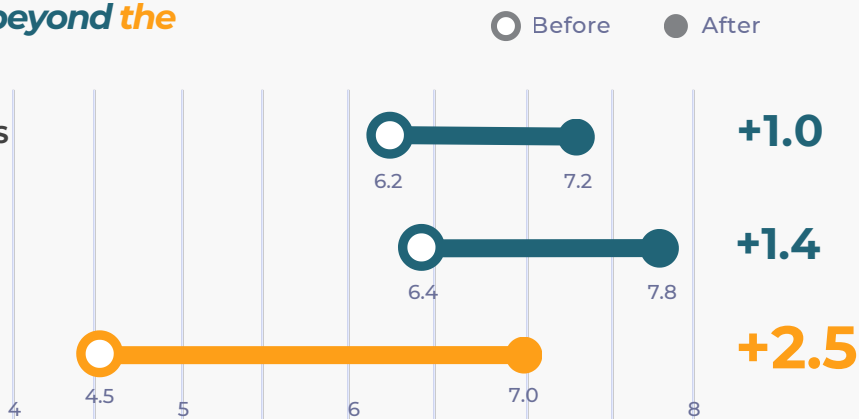


The movement continued beyond the core ELI measures:

CONFIDENCE IN LEADERSHIP SKILLS

INTEREST IN LEADING OTHERS

BEING A LEADER IN THEIR CURRENT ROLE



That +2.5-point change is especially meaningful. Participants increasingly saw themselves exhibiting leadership behaviors as part of the work they were already doing.

This is an important distinction. Leadership capability doesn't have to wait for a new title, a promotion or an open position. It can grow through the way someone communicates, takes responsibility, influences a team, mentors a colleague or approaches a difficult problem.

Building More Than a Pipeline



This is why emerging leader development is becoming a workforce strategy and not simply a succession-planning exercise.

Some people will eventually move into formal leadership. Others may become project leaders, mentors, influential individual contributors or experienced team members who make the people around them better.

All of those outcomes create value.

The real measure of an organization's leadership strategy isn't simply how many people eventually get promoted. It is how many people become more capable of making a difference.

The leadership capability an organization needs tomorrow may already be developing inside its workforce today.

The opportunity is to recognize it, invest in it, and turn potential into impact.



ABOUT THE AUTHOR



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Mary leads CoEffex's client success strategy, combining data-driven insights with a people-first approach to strengthen relationships, drive engagement, and foster long-term growth. She oversees the client experience from implementation through ongoing partnerships, helping organizations turn research-backed insights into results.

With a passion for lasting relationships, Mary brings strategic thinking, thoughtful execution, and a focus on measurable outcomes to help organizations maximize their investment and create lasting impact through stronger leadership.