How to Spot Talent
(Hint: Experience Is Overrated)
## The Power of Potential

<table>
<thead>
<tr>
<th></th>
<th>Project Manager Brewery</th>
<th>CEO Electronic Retail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sector Experience</td>
<td>None</td>
<td>Excellent</td>
</tr>
<tr>
<td>Function Experience</td>
<td>None</td>
<td>Excellent</td>
</tr>
<tr>
<td>Geographic Experience</td>
<td>None</td>
<td>Excellent</td>
</tr>
<tr>
<td>Competency Fit</td>
<td>Unknown</td>
<td>Excellent</td>
</tr>
<tr>
<td>Performance on the Job</td>
<td>Outstanding</td>
<td>Poor</td>
</tr>
<tr>
<td>Career Evolution</td>
<td>Promoted Twice Rapidly</td>
<td>Asked to Leave</td>
</tr>
<tr>
<td>Potential</td>
<td>High</td>
<td>Low</td>
</tr>
</tbody>
</table>
A New Era of Talent Spotting

**Era**
- **I**: Physical Strength
- **II**: IQ, Experience Performance
- **III**: Competencies
- **IV**: Potential

**Focus**
Elements of Executive Potential

Curiosity

Determinination

Engagement

Insight
The Right Motivation

Fierce commitment to excel ...

in the pursuit of unselfish goals
Creating the “Good Society”

• **Corporations:** *Move into the Fourth Era of Talent Spotting*
  - Choose the Right Leaders: Competence + Motivation and Potential

• **Business Schools:** *Prepare Ethical Leaders*
  - Improve Admissions: Select on Motivation and Potential
  - Teach People Decisions

• **Governments:** *Build Great Civil Services*
  - Dynamic Governance: People Before Policies
  - Great Public Leaders: Excellence, Integrity and Service, Plus Potential

• **Social Sectors:** *Choose Great Social Leaders*
  - Right Motivation
  - High Potential
  - Focus on People Decisions