ARE YOU READY FOR THE TALENTED ENTREPRENEURS?
Traditionally talent development has been associated with individual based development, primarily focused on the individual talents and their career in the organisation. This is really great and can have a huge impact on the individual people which is a valid and very valuable purpose. Added to this way of working with development we see a movement towards more operational ways of development, for instance through heat experiences and different variations of project work, with the intention of having talented people helping the business putting parts of the corporate strategy into reality.

The next phase is about not "just" asking your people to deliver on what has been agreed top-down, but also to act as entrepreneurs of tomorrow.

Talented people will not only execute the strategy, but should also help define the strategy. They should also act as business owners and be part of the more entrepreneurial sides of running a business. This will - among other things - be about empathizing with customers, defining a relevant business scope, defining strategic assumptions that needs to be tested, making customer validations and journeys, defining pains and gains, prototyping and testing in a faster and more iterative way than a lot of them have been used to previously.
TALENTED PEOPLE WILL NOT ONLY EXECUTE THE STRATEGY, BUT SHOULD ALSO HELP DEFINE THE STRATEGY.
Talented people (and the people developing those people) will be part of the corporate entrepreneurship agenda and the development of new ideas and opportunities within the established business, directly leading to the improvement of organizational profitability and an enhancement of competitive position or the strategic renewal of an existing business. Elements such as design thinking and design sprint will be standards people must master at some level and innovation will be at the core of this work – also when it comes to the more individual based development – regardless of the function or role.

This is not easy work in a large and mature organisation due to the need to balance security and risk-taking simultaneously, linear and circular thinking and carrying out both top-down and bottom-up decision making. The traditional parts of the corporation are designed to ensure success in what has already been established in a as stable and predictable way as possible. The entrepreneurial side are meant to explore and test potentially new and maybe less clear opportunities, in a not fully defined business model. We have already seen some companies taking on these challenges and more will follow trying to find their own sweet-spot of balance between these positions and combining business development with people development.
In our work with talent development we always look at it through three interconnected parts:

1. The individual. It is still about the individual but it is not enough.

2. The relations & stakeholders. Talent development should not only impact the individuals but also the development of the people and relations around them.

3. The business, market & customers. The most important parts are the business, market and customers. The organisation is fundamentally not here to develop talent but to serve a higher purpose related to defined customers. This must always reflect the intentions, scope and content of talent development.

These three elements can serve as guiding principles when working with talented people as entrepreneurs, making sure to have a balanced approach and serving the different needs in the initiative. The talented people can serve as a strategic driver of growth and development of new business opportunities and we would argue that this will be increased in the formal talent initiatives but we will most likely also see other approaches that will be increased in the formal organisation and we would argue that these approaches are needed and changing the different approaches and serving the different needs of the internal and external needs in the initiative. These opportunities and the organisation such as the organisation that doesn’t underestimate the people be the one that doesn’t 

As usual the winners will

be the ones that doesn’t

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