

IT TAKES TALENT TO DEVELOP TALENT

# INTRODUCTION

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FOR THOSE OF YOU WHO DON'T WANT TO READ AN ENTIRE BOOK

In this book I have shared my best ideas of how you can approach the work of developing human talent. Of course, this is not a fact list or fully exhaustive, but an attempt to make it a little easier, exciting and meaningful to do the best and bring out the best in yourself and the people you are with every day as a leader. It is by no means about doing it all, but about doing something and not using a recipe that is more rooted in the past than the present and the future. Take what you can use and leave the rest. Take some of the ideas in this book and make them your own - then you are even more able to start putting things into action right away.

If you're not keen on reading an entire book, start with the following headings. You'll still be quite well equipped to develop talent.

### EVERYTHING STARTS WITH A PURPOSE

As humans, we are driven by meaning and we shift into a different gear when what we do naturally speaks to us. When what we do is highly motivating, the likelihood of getting the best out of us increases dramatically. This means that as a leader you should always start with a purpose when developing talent in your business. The purpose of the business. The employees' purpose, as well as your own. The rest is about how we realise purpose and the ways to make it happen.

### DIFFERENT IS GOOD

Talent stands out, and is that extra bit that not everyone does in the same way. You may never have seen others do it this exact way before, so you move into unfamiliar territory where you can't play the same old cards.



MAKE IT  
YOUR OWN

You should not find and cultivate what everyone else does and their ways of doing it, but instead find what only a few can do, and get into their individual, unique way of doing things. Different is good and exactly what we're looking for - something which can stand out and make a crucial difference. Therefore, look out for quirk and rough edges, as talent often lies beneath that surface.

### ACTIONS WIN OVER ATTITUDES

There is always more progress in actions than attitudes, but there are often more attitudes in an organisation than actions. Many have opinions on most things, right up until something needs to be done. As you develop talent, you also nurture the courage to act when it matters. The courage to stand up and do something, rather than deliver another analysis or focus on what is missing.

### INSPIRATION IS GOOD, BUT NOT THE ANSWER

There are hundreds of ways to develop talent, but not one magic method. The best thing you can do to be inspired and then go all in, being yourself, with this inspiration in hand. People follow people, which means that your employees only really give you their trust when you show who you are and step forward authentically, since you already have many of the answers to achieve success as a leader.

### RESISTANCE AND FRICTION ARE SIGNS OF DEVELOPMENT

Development is not an easy and comfortable downhill ride with the wind at your back. A sign that you are in the process of actual development is whether friction or resistance is present. You have to go through many phases that are not easy, and where you experience a dip in your otherwise normally high performance, because you're trying something new or testing something out. Friction and a temporary dip are an essential prerequisite for movement and momentum.

**THE ESCALATORS ARE NOT WORKING. HARD WORK PAYS OFF**

Talent can certainly be seen as a gift, but it is first and foremost a task that requires something from the individual and the company. The persistent and tenacious always reap the most benefit, while the rest make some cool slides and polished workshops that look good on LinkedIn. Developing talent is not a clean and polished process, but requires getting your hands dirty.

**THERE IS ALWAYS A SHORT-TERM PRICE TO PAY TO ACHIEVE LONG-TERM SUCCESS**

Nothing in talent development comes for free. Whatever you or your employees are looking to achieve, there is a price to be paid. This means that you come far when it is clear what short-term price you are paying to win in the long run. We can't have everything, so what you and your people are willing to sacrifice for something else, will ultimately become a crucial moment.

**IT IS MORE COOL TO BE USEFUL THAN SUCCESSFUL**

If the development of talent ends with your employees each achieving only individual success, then something is wrong. When we work with the development of talent in the context of an organisation, there will always be something standing above the individual, which we all share in common. There is a purpose and a value creation that goes beyond the organisation, which is number one, and we need to work on this in developing talent if we are to join the big players.



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