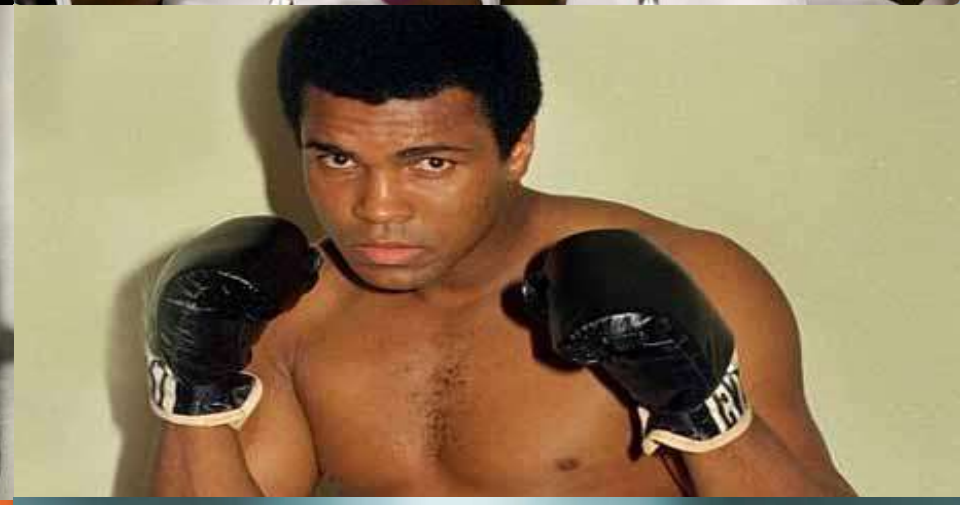
THE TALENT DELUSION

Why Data, not Intuition, is Key to Unlocking Human Potential


QATAR
AIRWAYS

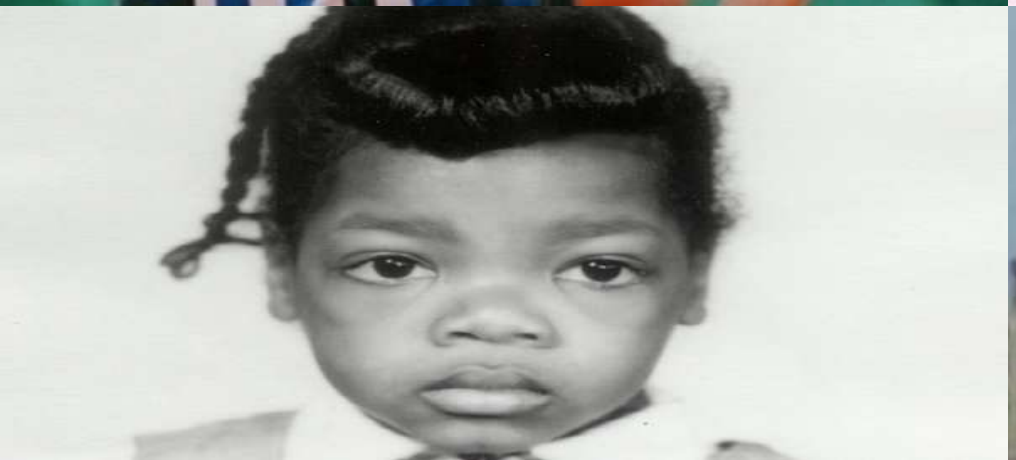




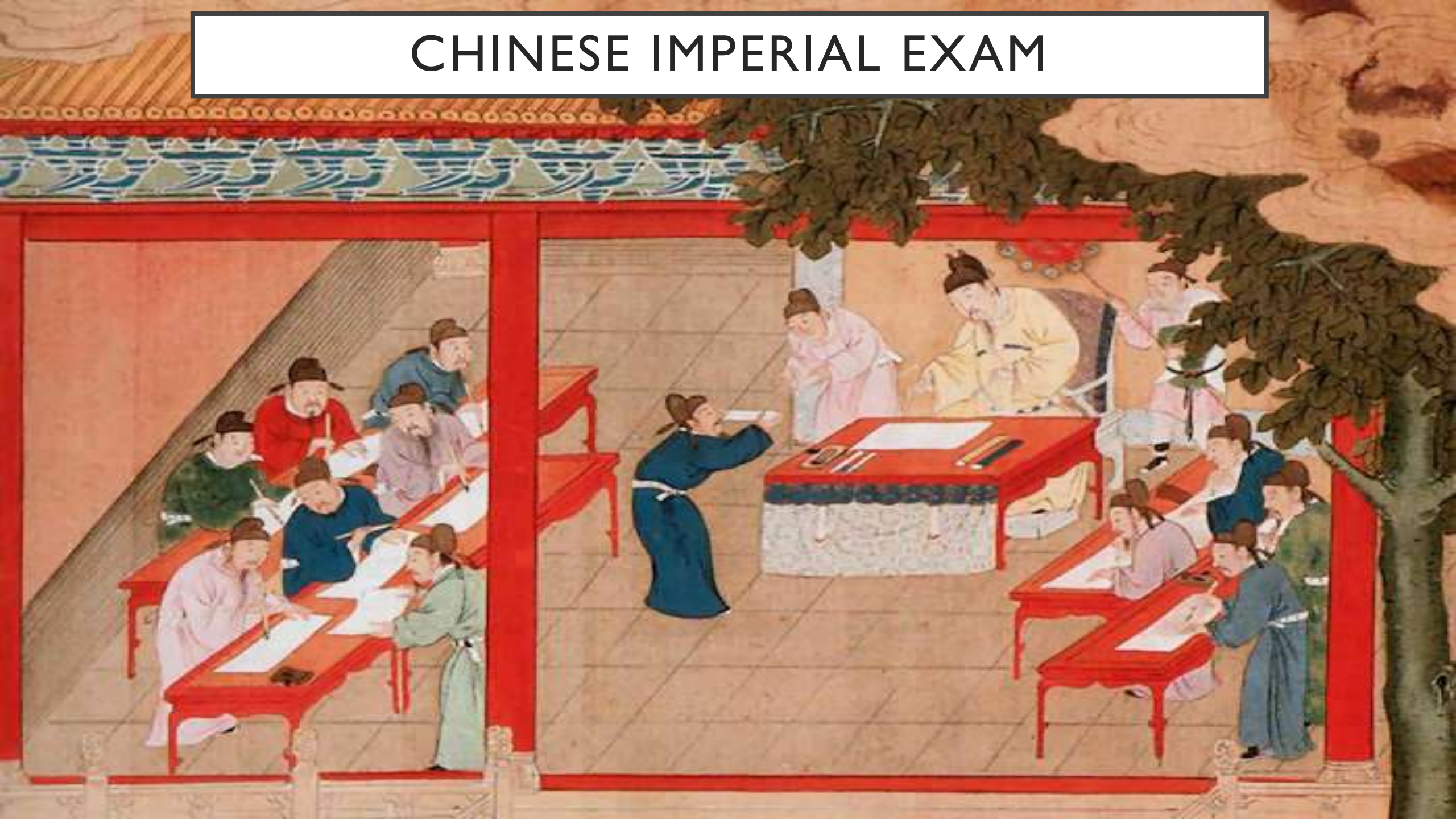




POTENTIAL IS A BET

CHINESE IMPERIAL EXAM




光武皇帝劉秀

THE GOALS HAVE HARDLY CHANGED

NOR HAS THE ESSENCE OF TALENT

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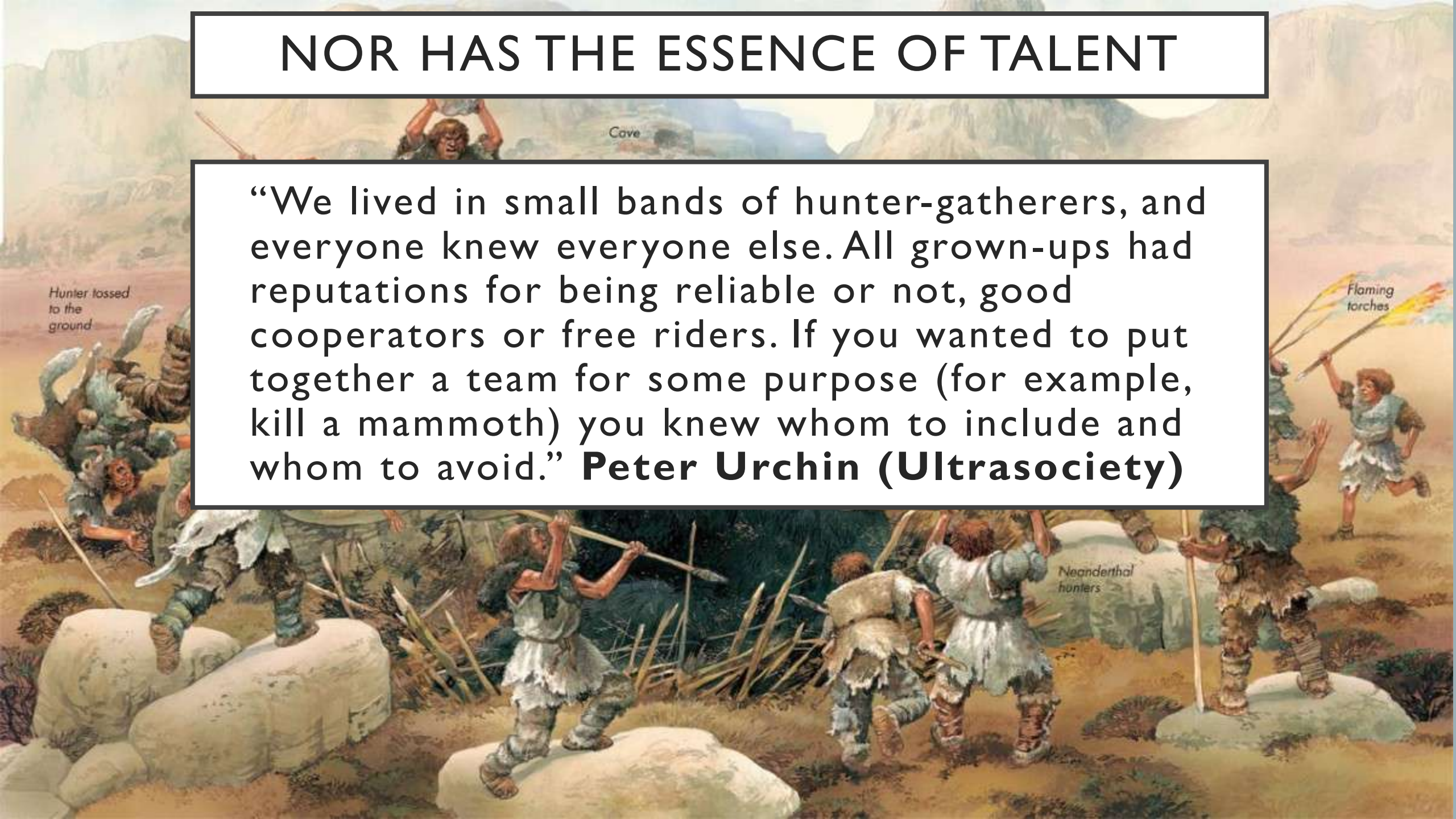
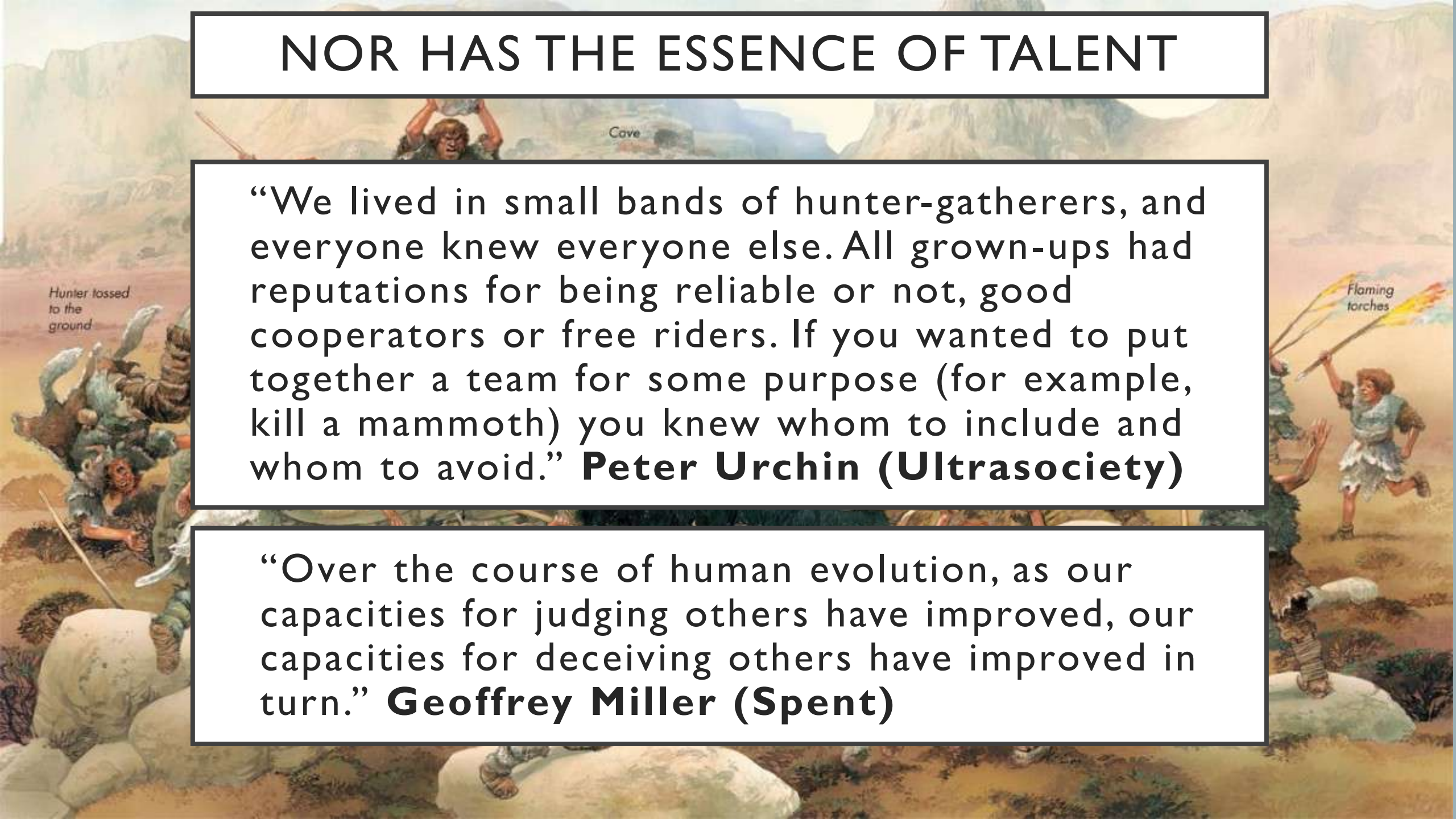


"We lived in small bands of hunter-gatherers, and everyone knew everyone else. All grown-ups had reputations for being reliable or not, good cooperators or free riders. If you wanted to put together a team for some purpose (for example, kill a mammoth) you knew whom to include and whom to avoid." **Peter Urchin (Ultrasociety)**

NOR HAS THE ESSENCE OF TALENT



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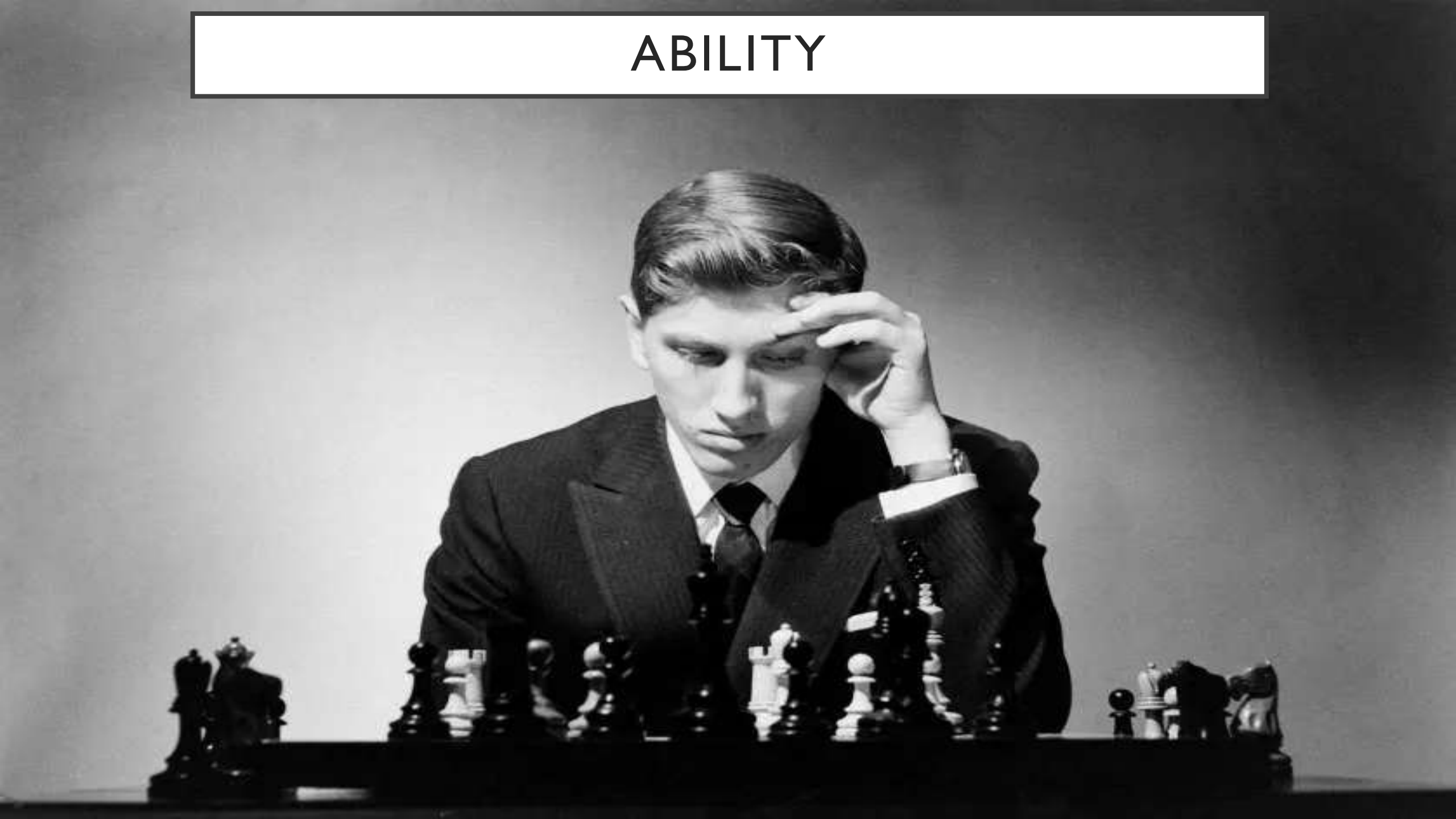
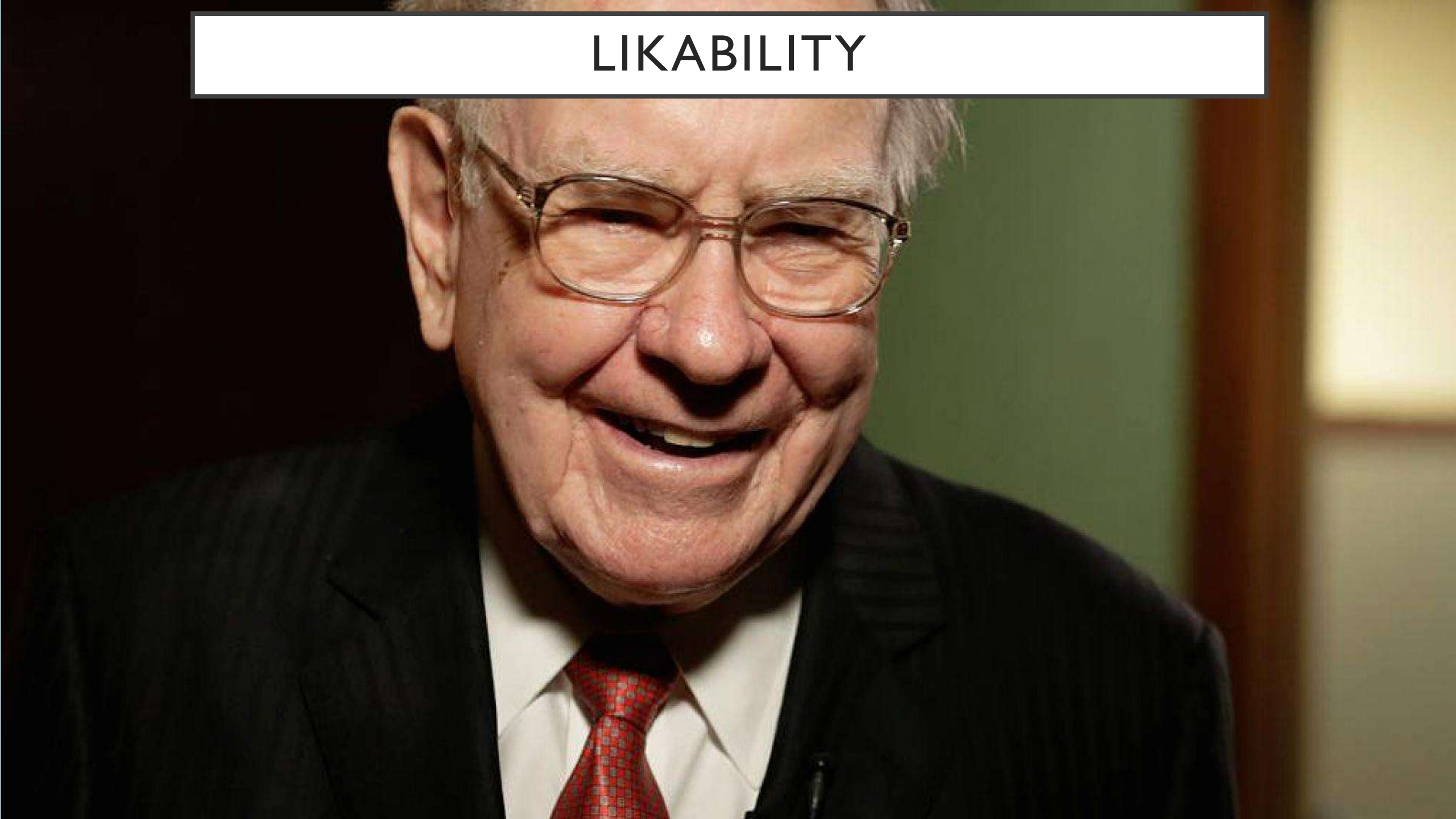
"Over the course of human evolution, as our capacities for judging others have improved, our capacities for deceiving others have improved in turn." **Geoffrey Miller (Spent)**

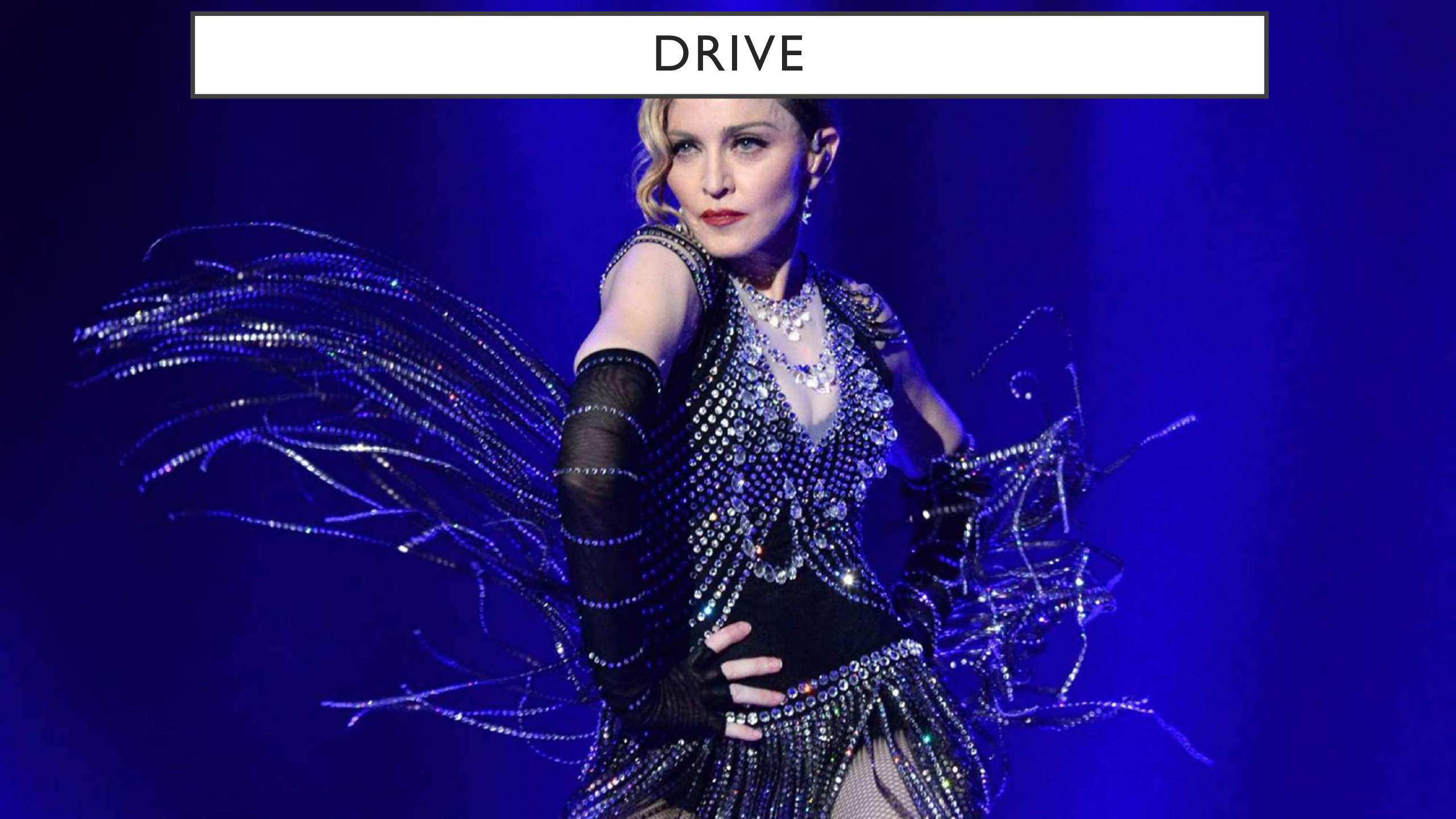
ABILITY



LIKABILITY



DRIVE



HOW EARLY CAN WE MEASURE IT?

HOW IMPORTANT IS PRACTICE?

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Deliberate Practice and Performance in Music, Games, Sports, Education, and Professions: A Meta-Analysis

Brooke N. Macnamara[1], David Z. Hambrick[2], and Frederick L. Oswald[3]
[1]Princeton University; [2]Michigan State University; and [3]Rice University

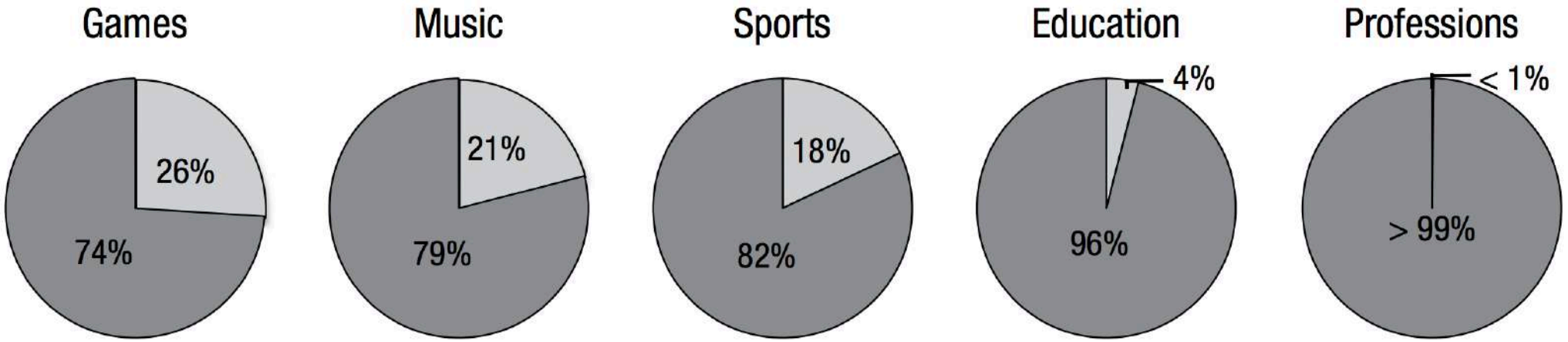
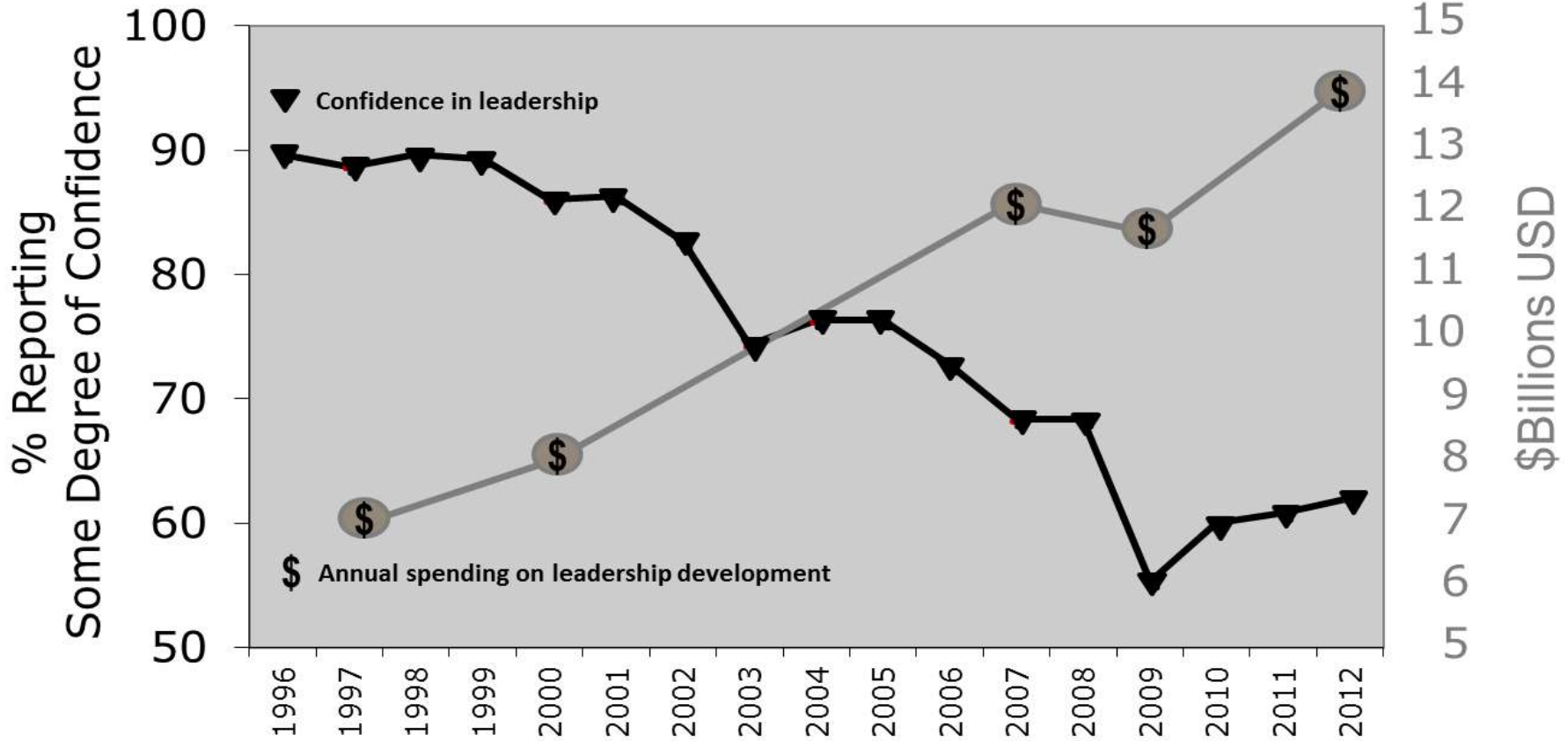


Fig. 3. Percentage of variance in performance explained (light gray) and not explained (dark gray) by deliberate practice within each domain studied. Percentage of variance explained is equal to $r^2 \times 100$.

WHAT ABOUT FOR LEADERSHIP?



SELF-AWARENESS IS CRITICAL

DATA-DRIVEN FEEDBACK IS RARE

SECTION 3: LEADERSHIP EFFECTIVENESS

9 LEADING PEOPLE *(Continued)*

SKEPTICAL

Concerns being alert for signs of threat or wrongdoing and, when detected, becoming negative, vindictive and unforgiving

99

Lower Scores

- ⊕ Trusting, optimistic
- ⊖ Takes others at face value

Higher Scores

- ⊕ Pays close attention to others' motives
- ⊖ May be cynical, mistrusting, or fault finding

Development Tips

- ⊛ Stop looking for the worst in others or trying to "catch" them doing something wrong. Your tendency to see the worst-case-scenario under stress prevents those around you from taking risks and admitting to honest mistakes, damaging your ability to build trusting relationships. Instead, make an effort to try to catch others doing the right thing. Make a concerted effort to praise others' efforts and accomplishments when you notice them.
- ⊚ Start giving others the benefit of the doubt versus assuming the worst. Your skeptical nature indicates you are more likely to point out what could go wrong rather that what may go right, particularly when under stress. Practice considering more positive alternate explanations for situations with which you are unhappy. When feelings of mistrust arise, consult with others to determine if you may be assuming malicious intentions where none exist.
- ⊙ Continue thinking critically about others' intentions when evaluating whether you can trust their words. Your shrewd, discerning nature allows you to be quite insightful about others' motives and agendas. However, this tendency may cause others to view you as negative, mistrusting, and possibly argumentative. Do not allow your circle of trust to become too narrow or insular, which can create perceptions of favoritism on your team and/or degrade the quality of information you have to make important decisions.

PREDICTION ECLIPSES DEVELOPMENT

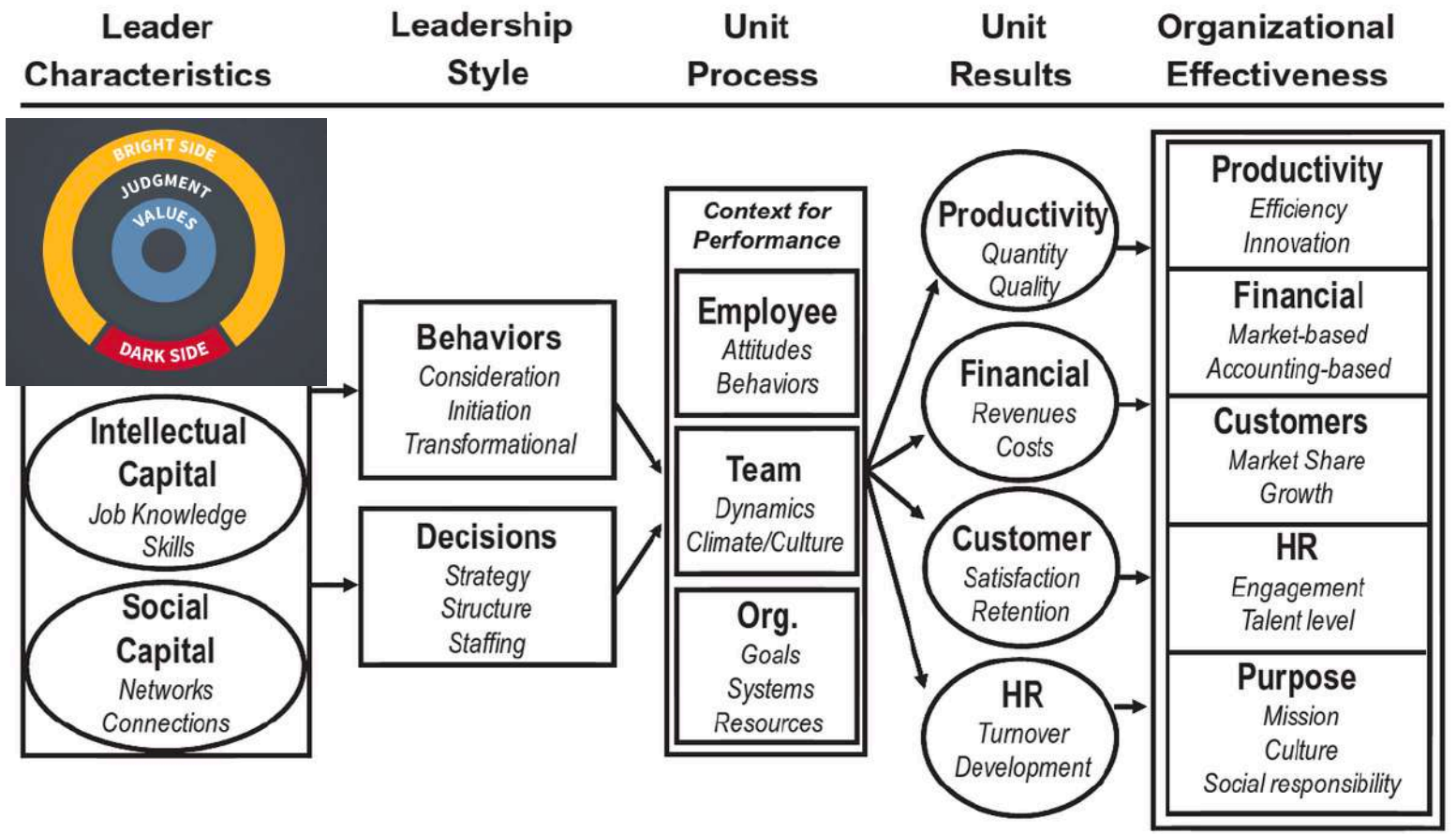


FIGURE 1 The leadership value chain. Specific variables within each domain (*in italics*) are meant to be illustrative and not definitive. The important feature of the framework is the classification of each domain as residing in a particular stage in the sequence linking individual leaders to organizational effectiveness.

Current Opinion in Behavioral Sciences

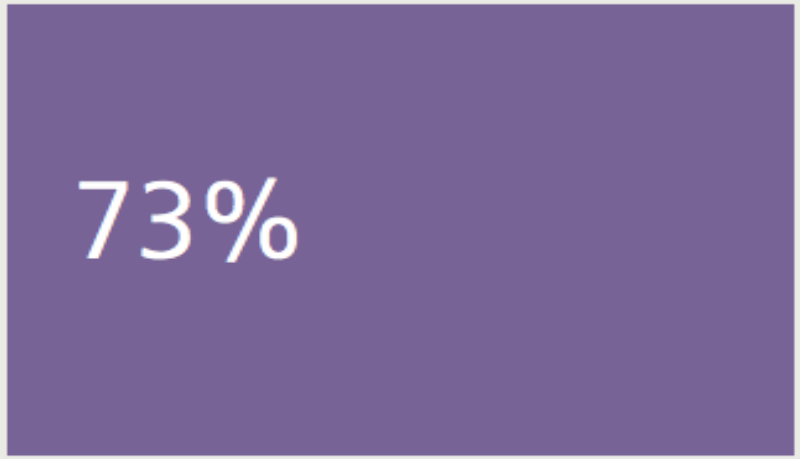
Volume 18, December 2017, Pages 13-16

The datafication of talent: how technology is advancing the science of human potential at work

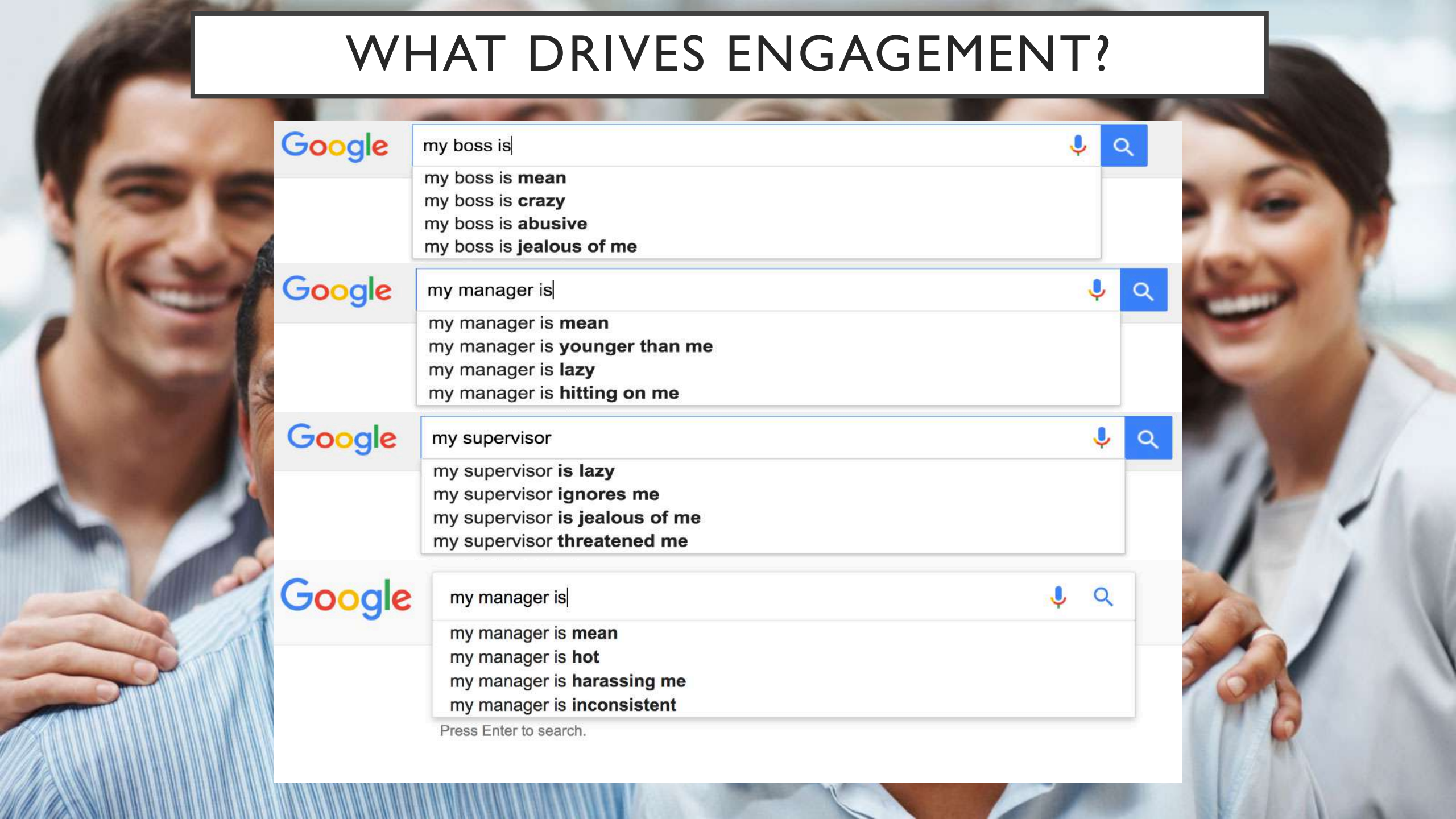
Tomas Chamorro-Premuzic [1, 2] ✉, Reece Akhtar [1, 2], Dave Winsborough [1], Ryne A Sherman [3]

OLD METHODS	NEW TOOLS	DIMENSIONS ASSESSED
Interviews		Expertise
Biodata Supervisory rating		
IQ SJT Self-reports		s
Self-reports		ts
Resumes References		lifications
360s	Crowdsourced reputation Peer ratings	Personality traits Competencies Reputation

Figure 11: What is/are the primary method(s) for assessing potential in your organisation? Please select up to three.



WHAT DRIVES ENGAGEMENT?



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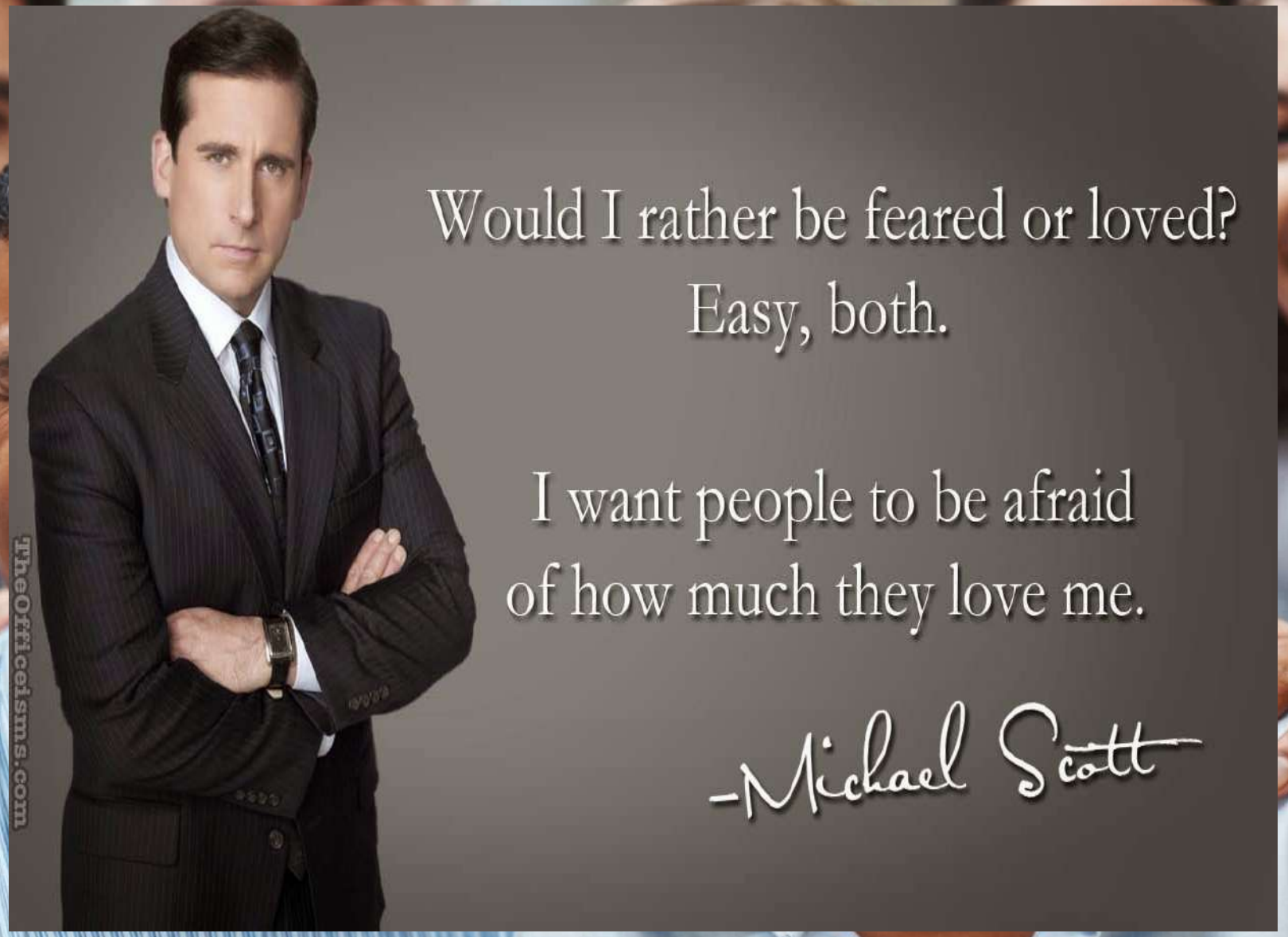


QUESTIONS?
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