

## Cultivating Talents and Harvesting Leaders of The Future

How to nurture leaders?

Should we force people to step out of their comfort zone and exploring uncharted territories?

How can one shape people to have the right motivation and then to progress it again to act with passion and purpose?

### FROM HAVING THE RIGHT MOTIVATION

- Commit to excelling in the pursuit of unselfish goals
- Combine great personal ambition with big collective goals
- Show deep personal humility
- Invest in getting better at everything you do

### TO ACTING WITH PASSION AND PURPOSE

- Contribute to a better world
- Follow your inner compass
- Seek continuous personal growth
- Be self aware
- Build off your unique set of strengths and skills to master a profession

Motivation sometimes is also not enough, although it is being executed with passion. Leaders should also have the curiosity trait and explorative mindset, don't you agree?

According to the HBR article, the second distinguishing factor of 21st-century leadership potential is curiosity: the continuous quest for new experiences, knowledge, and feedback and the willingness to keep learning and changing. Realizing your potential requires the ability to turn inwards and discover the inner drives that motivate you without losing sight of what's happening in the world around you. We refer to this as having an "Explorative Mindset". Fear of the uncertain and unknown is replaced by unsatisfied curiosity about everything that is new and seemingly unconnected. Why? Because they know this might build significant future value.

Curiosity allows creative leaders to adopt a holistic perspective on the world. In adopting multiple perspectives, and viewing the world in different lenses, they become capable of integrating ideas stemming from seemingly unrelated fields into novel solutions and business opportunities. Moreover, such perspective enables leaders to handle paradox, uncertainty, and take disruptive stances wherever needed – key leadership abilities needed to thrive in today's ambiguous business environment. In sum: having a curious, explorative nature supports leaders in their relentless search for outstanding concepts that bring structural improvements to business.

How can we differentiate those that have unsatisfied curiosity and those that can apply an explorative mindset?

### FROM SHOWING UNSATISFIED CURIOSITY

- Seek out new experiences, knowledge, and candid feedback
- Be open to learning and change

### TO APPLYING AN EXPLORATIVE MINDSET

- Seek inspiration from different sources
- Master ambiguity
- Demand gold in concepts and execution
- Take a disruptive stance
- Adopt a holistic perspective

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Curiosity alone does not suffice, says Fernández-Aráoz – 21st century leaders must turn new information into a whole range of new possibilities by using deep insight. That is the ability to envision a better future: thinking globally and strategically about large potential impact to create triple bottom line value along the planet, people, and profit dimensions.

What is the best way to make people have a big vision? Dare to dream big?  
Leaders with no vision and afraid to dream big is not really a leader for the future, is that correct?

### FROM POSSESSING DEEP INSIGHT

- Gather and make sense of information that suggests new possibilities

### TO ENVISIONING A BETTER FUTURE

- Articulate a clear and big vision
- Find creative solutions
- Have the courage to be a pioneer
- Tell stories that move to act

Inspiring others to act is but one way of engaging with people. future leaders have a knack for using both emotion and logic to communicate a persuasive vision and connect with people, according to Egon Zehnder.

True engagement means that you empower others to create by coaching teams from behind to perform towards groundbreaking ideas and solutions. Engagement means casting the creative clash by attracting a diverse caliber of people that are not afraid to push boundaries. Here, the role of creative leaders is to manage and push the creative energy of the team to the edge, but never over it.

At a firm level, this requires leaders to cultivate a culture that nurtures and cherishes ideas and experimentation, and allows risk-taking and failure. At last, engagement means keeping one foot in the outside world, by growing and harvesting outside networks through co-creation, interest alignment, and platforms, working towards achieving common goals together.

It is often difficult to have this combination in people. How can we nurture that in our future leaders?

### FROM DEMONSTRATING ENGAGEMENT

- Use emotion and logic to communicate a persuasive vision and connect with people

### TO ORCHESTRATING CREATIVE TEAMS

- Cast creative clashes in teams
- Empower others to create
- Coach and empower others towards break-through ideas
- Unleash the creative organization
- Grow and harvest creative networks