

# one nucleus insights

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## Disruptive talent – 1 February 2016

On **1 February 2016** One Nucleus together with fantastic members Euromedica and OE Cam organised a breakfast to explore the **disruptive talent world**.

Disruptive talent are individuals who think and act differently to challenge conventional wisdom and tenaciously find new and better ways of doing things. But while such talent has the potential to develop game-changing business ideas, they can be difficult to work with and integrate into any team.

Over 40 talent management experts and human resources specialists in life sciences gathered to discuss the main challenges in attracting, retaining and developing disruptive talent around four insightful presentations and an interactive debate.

The first presentation from Paolo Moscuza, OE Cam set the scene in terms of defining disruptive talent, the crucial role they play in many organisations' innovation programmes and the challenges and conditions for success. The second presentation from Tarquin Bennett-Coles, Euromedica highlighted the context and practicalities of such talent acquisition. We're evolving in a multi-cultural and inter-generational work environment and it's no different for disruptive talent. Due to their unique nature they don't necessarily appear on traditional channels and their scarcity make their recruitment quite competitive which leads organisations into having to be creative in their working proposition and remuneration.

A perfect illustration of the above came in the form of the third presentation from Jane Cooke, Abcam. As a highly disruptive company, Abcam has been dealing with the management of disruptive talent for over 15 years and very interestingly has been able to demonstrate their sustainability whilst growing from a university lab office to a multinational company counting over 1000 members of staff. The key for success here seems to sit with the ability to structure roles and responsibilities where disruptive talent are supported with specific incentives, but also clear ground rules. Management plays a very important role as they are the ones nurturing these talents while also being the company strategy gatekeepers.

And finally the session ended with a very insightful presentation from Kate Atkin on some of the psychological drivers for disruptive talent: positive deviance, courage and the imposter phenomenon\*\* all highlighting the importance of understanding oneself to best express talent whether disruptive or not.

### **Key conclusions arising from the subsequent discussion suggested the following needs:**

- Strong confident managers to support new disruptive talent and appropriate training for those managers where needed;
- A differentiated development path for such talent; and
- To see this within the broader context of an overarching talent acquisition and management strategy.

### **Further information**

If you would like to review any of the speakers' slides, they are available **online here**.

If you would like more information about disruptive talent, please visit **OE Cam website**.

If you would like more information on attracting and hiring disruptive talent, please visit **euromedica.com**.

\*\* If you would like more information about the imposter phenomenon, please visit **Kate Atkin website**.