



Kellogg Marketing  
Leadership Summit 2014

Exceeding Market Growth Through Digital Disruption

# Talent Spotting for Tomorrow, Not Today

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[Video Link](#)  
[Assessment 101](#)

NORTHWESTERN UNIVERSITY

**Kellogg**  
School of Management

HBR.ORG

# Harvard Business Review

 JUNE 2014

SPOTLIGHT  
**ARE INVESTORS  
BAD FOR BUSINESS?**

The Capitalist's Dilemma  
Clayton M. Christensen and  
Derek van Bever 60

The Price of Wall  
Street's Power  
Gautam Mukunda 70

Managing Investors  
An interview with Sam Palmisano 80



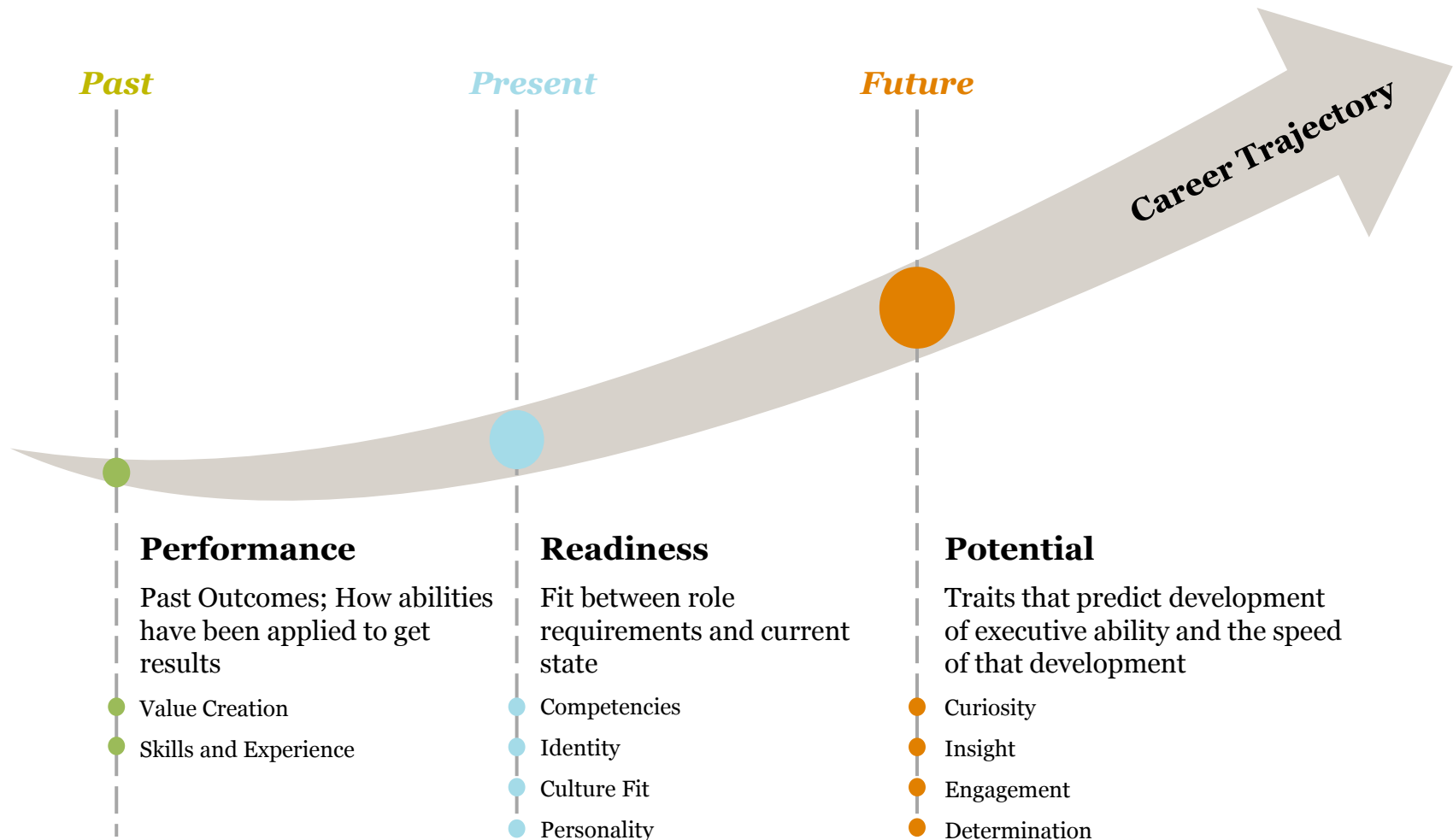
## How to Spot Talent

(Hint: Experience Is Overrated)

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# The Hiring Process is Evolving

The Egon Zehnder Potential Model assesses for tomorrow, not today



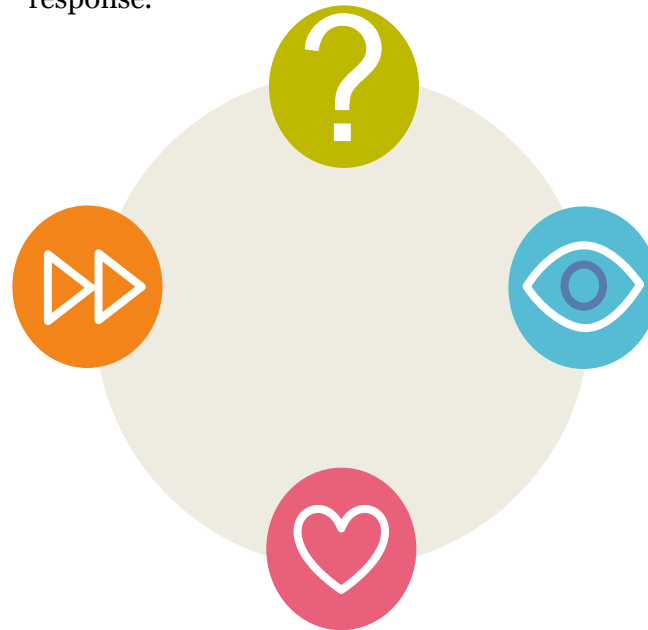
# Elements of Executive Potential

## Curiosity

Seeks out new experiences, ideas, knowledge and self improvement. Constantly refreshing oneself on an intellectual, experiential and personal level. Proactively seeks feedback and changes behavior in response.

## Determination

Remains resilient in the face of challenges and setbacks. Enacts self-discipline and channels emotions to persevere. Looks for disconfirming evidence of conviction.



## Insight

Makes sense of a vast range of information, often discovering new insights that, when applied, often transform past views or set new directions (creates vision).

## Engagement

Resonates with others' emotions and motivations, sharing a sense of purpose and caring. Self-aware and genuinely connects with the hearts and minds of others.

# Elements of Executive Potential



**Curiosity**



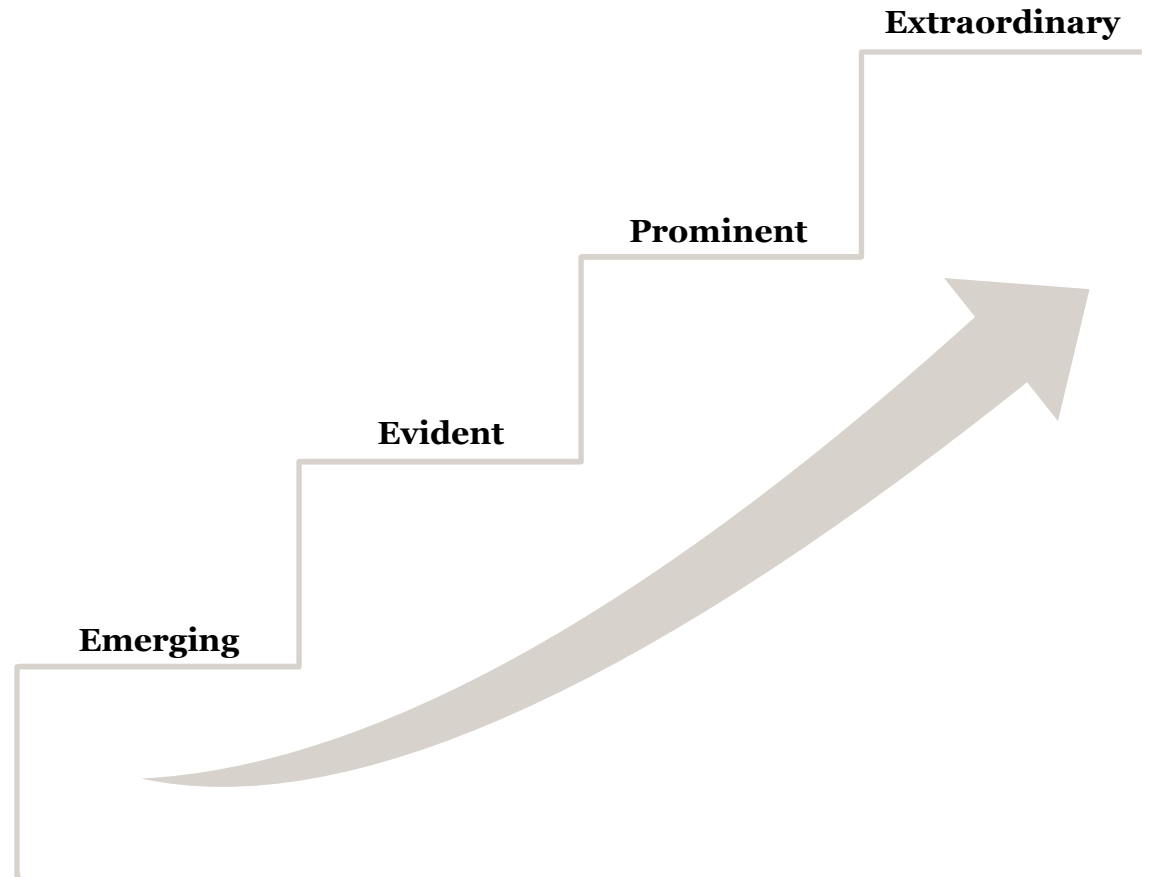
**Insight**



**Engagement**



**Determination**



# Potential Assessment Output

**Ms M**  
Title

**Stated aspiration**

Wants to learn and have an impact.

**Summary**

Ms. X has consistently exceeded expected results and has been given the opportunity to experience a variety of functions and countries. With this experience, she has a strong understanding of the business drivers and can see the full impact of decisions. Ms X enjoys asking questions that allow her and others to think differently about the business.

She is driven to ensure profitability while building as much market share as possible. With fresh ideas grounded in data, she drives the business to achieve better results.

Inclusive and caring each team member states Ms X is the best boss they have ever had. They feel she sees the best in them and can bring it out for results that often surprising them.

She enjoys open debate and collective decision making. While she is a quick thinker she is equally gifted in teaching others. With her intellect it would be easy to be arrogant but her innate curiosity keeps this from being the case. Others feel they learn from her regularly.

She has not yet used her full potential and could be an even stronger business and people leader. Currently it appears she focuses solely on her own area without thinking about the entire enterprise. She doesn't attempt to influence or pull others beyond her team into collaborate. For this reason she doesn't personally have a finger on the pulse of the market or the customer. Similarly it has held her back in developing her strategic capability. Coming to an understanding whether this is a personal identity issue or a cultural fit issue will be important for development. She has all the raw capability to be successful not only in her current role but also in the next role and possibly at the very top of the organization.

Contents complete only in connection with verbal explanations.

**Past**

Long term track record



Essential experience



Exceeds expectations consistently. Brings appropriate experience but has some essential areas remaining. Ms. X has a good foundation on which to take on even larger roles.

**Present**

Strategic Orientation



Marketplace Insight



Change Leadership



Customer Impact



Results Orientation



Collaboration & Influencing



Team Leadership



Building Organizational Capability



Commercial Orientation



A thoughtful caring and dedicated leader she has created enormous loyalty and following. Everyone on her team mentions that she has their career and personal development at the heart of her people decisions. The team as a whole is far stronger than the sum of the parts.

With a good view regarding realizing profitable results she has focused largely on process.

While she has demonstrated appropriate levels of forward thinking and planning for the future she is not yet thinking from the view point of the customer, the market or future talent needed.

While adept at forming teams she could do more to capture their individual knowledge in order to understand the market and customer.

Her ability to collaborate and influence beyond her immediate team needs to be much further developed.

It would be hard to find better for her current role and she is well suited for the future role.

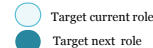
**Future**

Individual potential



Significant stretch left. She has not fully used any of her potential. All of her leadership competencies could easily be developed further.

For development we need to focus on her view of herself as a leader and the expectations of the role as well as how she fits into the culture.



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# Our Panelists



## **Greg Revelle**

Senior Vice President & Chief Marketing Officer

AutoNation

Greg is an experienced marketing leader with a background that includes retail, branding, business development and product management. He leads all aspects marketing and e-commerce at AutoNation.

Before joining AutoNation, Greg led global online advertising and partnerships at Expedia, managing all aspects of digital marketing.



## **Darren Marshall**

Executive Vice President & Chief Marketing Officer

Steinway & Sons

Darren is currently Executive Vice President and Chief Marketing Officer at Steinway & Sons, responsible for accelerating the growth of one of the world's most iconic brands.

Darren is a multinational marketer with deep innovation and commercialization experience across multiple categories, including work with Coca-Cola, Procter & Gamble and what is now Yum! Brands.



## **Marcy Shinder**

Chief Marketing Officer

Nielsen

As Chief Marketing Officer at Nielsen, Marcy's responsibilities include driving Nielsen's worldwide sales and client service effectiveness, as well as brand strategy, identity and positioning.

Among her recognitions, Marcy was named B2B Magazine's Marketer of the Year in 2009, the Advertising Women of New York's Impact Award 2010, and Small Business Trend's Top 100 US Small Business Influencers.



## **James Moorhead**

Senior Vice President & Chief Marketing Officer

Dish

James is a classically trained marketer whose focus at DISH is enhancing the brand and growing the company's customer base.

Previously, James worked at Procter & Gamble in a variety of brand marketing roles. James was named to the Advertising Age "Creativity 50" in 2011 and was Adweek's "Grand Marketer of the Year" in 2010 for his work with Old Spice.

# Elements of Executive Potential

