

KEYNOTE SPEAKER · HIGH PERFORMANCE

Thomas Sorensen

The first 98% is talent.
The last 2% decides everything.

THE LAST 2%



101

International Caps

364

Premier League Games

2

FIFA World Cups

17

Years Professional

THE PREMISE

Talent gets you there. The last 2% keeps you there.

I spent 17 years as a professional goalkeeper — 101 caps for Denmark, two World Cups, and 364 Premier League appearances for Sunderland, Aston Villa and Stoke City. In that time I learned that talent was rarely the thing that separated the players who lasted from the ones who faded. It was a smaller, harder-to-coach set of factors — how they decided under pressure, the standards they held when no one was watching, how they recovered when it went wrong.

I have turned that into The Last 2%: a practical framework for decision-making and high performance that I now bring to businesses, leadership teams, schools and athletes. Not a motivational talk — a method your people can use the next day.

BROADCAST & MEDIA Stan · Paramount+ · Jam TV

THE STORY BEHIND IT

One decision. A career's worth of lessons.

In the third minute of a World Cup knockout tie against England, I made a decision I had trained a thousand times not to make. It led to a goal, and the game slipped away. For a long time I carried it as a verdict on me as a player.

The turning point was a mentor who reframed it in a single line: it was a goalkeeping error, not a betrayal of a country. That distinction — between one moment and your standard — is where The Last 2% began. Recovery wasn't more talent; it was rebuilding the basics and the mind, and holding the standard long enough for the next opportunity to come. It did: I was named captain for the next international.

Across the years that followed, the same pattern kept proving itself. The players who built long careers weren't the most gifted — they were the ones who mastered the 2% that talent doesn't cover. The players who faded had everything except that. Once you see the pattern, you can't unsee it — and it isn't a football thing. It's in every team and every organisation.

WHY IT WORKS IN A ROOM

Practical, not preachy.

- Built on lived pressure, not theory. Two decades performing when it counted, in front of millions.
- A framework, not a pep talk. Named, structured and self-diagnosable — people leave with tools, not just a feeling.
- Tailored every time. Shaped around your audience and goals, whether that's a sales team, a leadership group or a school hall.
- It travels. The same six factors apply on a pitch, in a boardroom and in a classroom.

CREDENTIALS 101 caps (Denmark) · 364 Premier League games · 2 FIFA World Cups · 17 years professional · UEFA Football Management degree · 10+ years in broadcasting

THE FRAMEWORK

Two frameworks. One margin.

The Last 2% is the set of non-talent factors that decide whether ability converts into outcomes. Six elements for the individual; six conditions for the team. Each is self-diagnosable and coachable — and the same framework applies whether you're running a company or running onto a pitch.

The Last 2% — the individual edge

1 • Decision-Making

The right call when the information is incomplete and the pressure is real.

Test: Did you decide — or did the deadline?

2 • Timing

Knowing when to act matters as much as knowing what to do.

Test: Was the idea wrong — or the timing?

3 • Professionalism

The standard you hold when nobody's checking.

Test: Would you be proud of your low-stakes day?

4 • Relationships

Building trust with the people who shape your trajectory.

Test: When did you last invest in your top 3?

5 • Resilience

Performing at your standard while something is going wrong.

Test: How long until your standard returned?

6 • Perspective

Seeing your situation accurately — not optimistically, not catastrophically.

Test: What gap do others see that you don't?

The 2% Culture — the leadership conditions

1 • Recovery Safety

Does the environment help people recover from mistakes — or make it worse?

2 • Standards Enforced

Do your standards apply to your best performer as much as your worst?

3 • Permission to Decide

Can your people make calls without checking upward first?

4 • Trust Depth

Does your team trust each other — or do they just trust you?

5 • Tempo

Is the team operating at the speed the problem needs — or your anxiety?

6 • Truth Flow

Can truth travel upward — and have you hired people capable of delivering it?

ON STAGE

Signature keynotes

The Last 2%: Closing the Success Gap. The first 98% is hard work and talent. The last 2% is the set of decisions and standards that decide whether talent lasts. I break down the six specific behaviours elite performers use to decide well under pressure — and how any team can apply them.

The 2% Culture: Why Talented Teams Underperform. Same talent, different environment, completely different outcomes. This keynote unpacks the six leadership conditions that determine whether your team's talent can actually perform at its ceiling.

FORMATS

Ways to work together

Format	Best for	Detail
Keynote	Conferences, company events, assemblies	20–60 min · in-person or virtual · any audience size
Corporate Workshop	Sales teams, leadership groups, staff days	Half- or full-day · 10–200 people · hands-on
School & Youth	Schools, academies, youth groups	30–90 min · resilience, decisions, growth mindset
Mentoring	Athletes and rising leaders	1:1 or small group · ongoing or single sessions

WHO BOOKS IT

The rooms this works in

Businesses and sales teams · leadership and executive groups · conferences and offsites · schools and sporting academies · professional and aspiring athletes.

BOOKING

Three steps

1. Tell me your audience and what you're working through. 2. We shape the session together. 3. Confirm the details — and we're set.

Investment varies by format, audience size and location — reach out for a tailored quote.

Let's find your last 2%.

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