

Maximize Value, Reduce Waste: *The Relevance of **Human Capital***



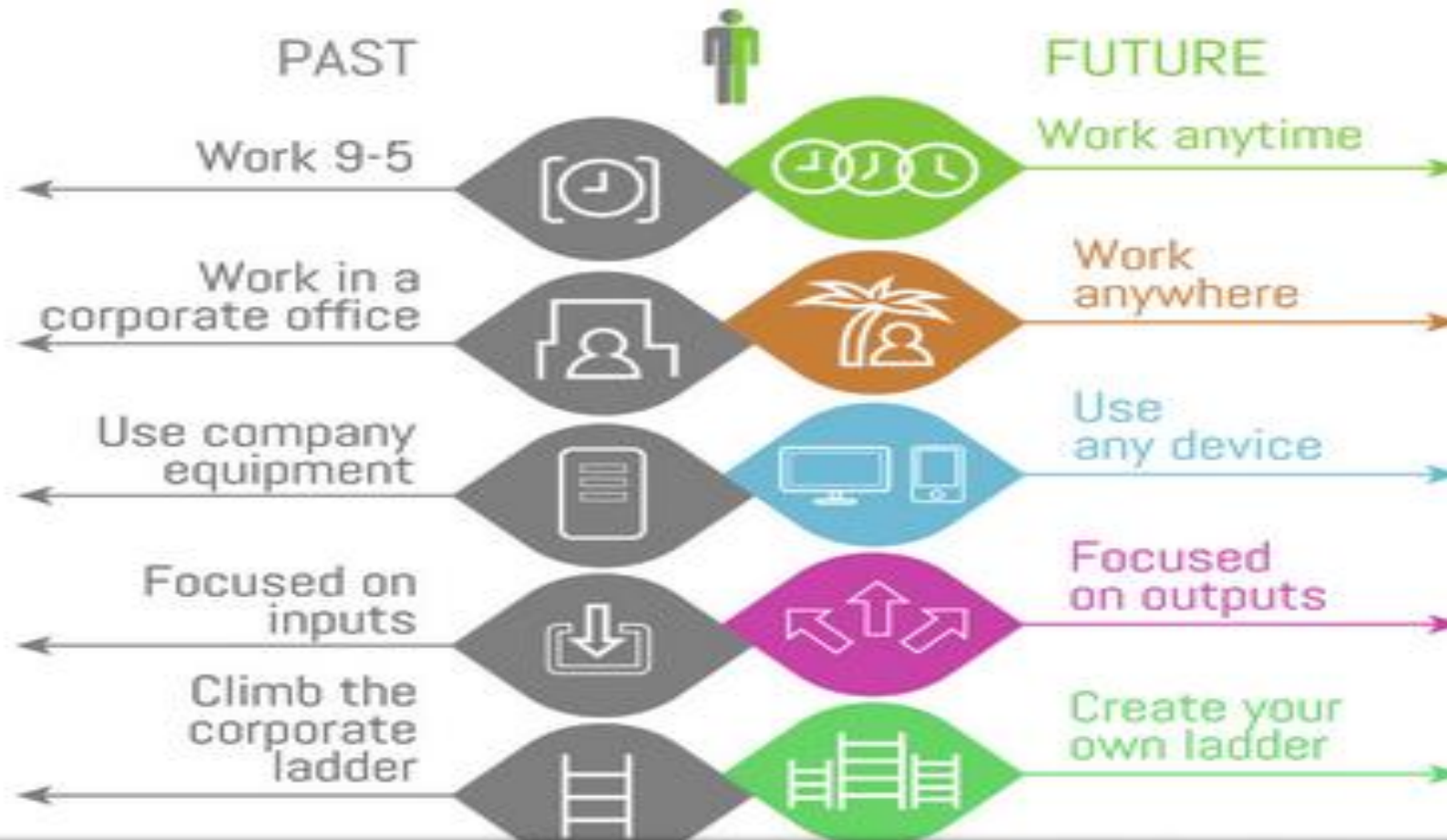
Hens van Wingerden

IFFI conference, 20 November 2025

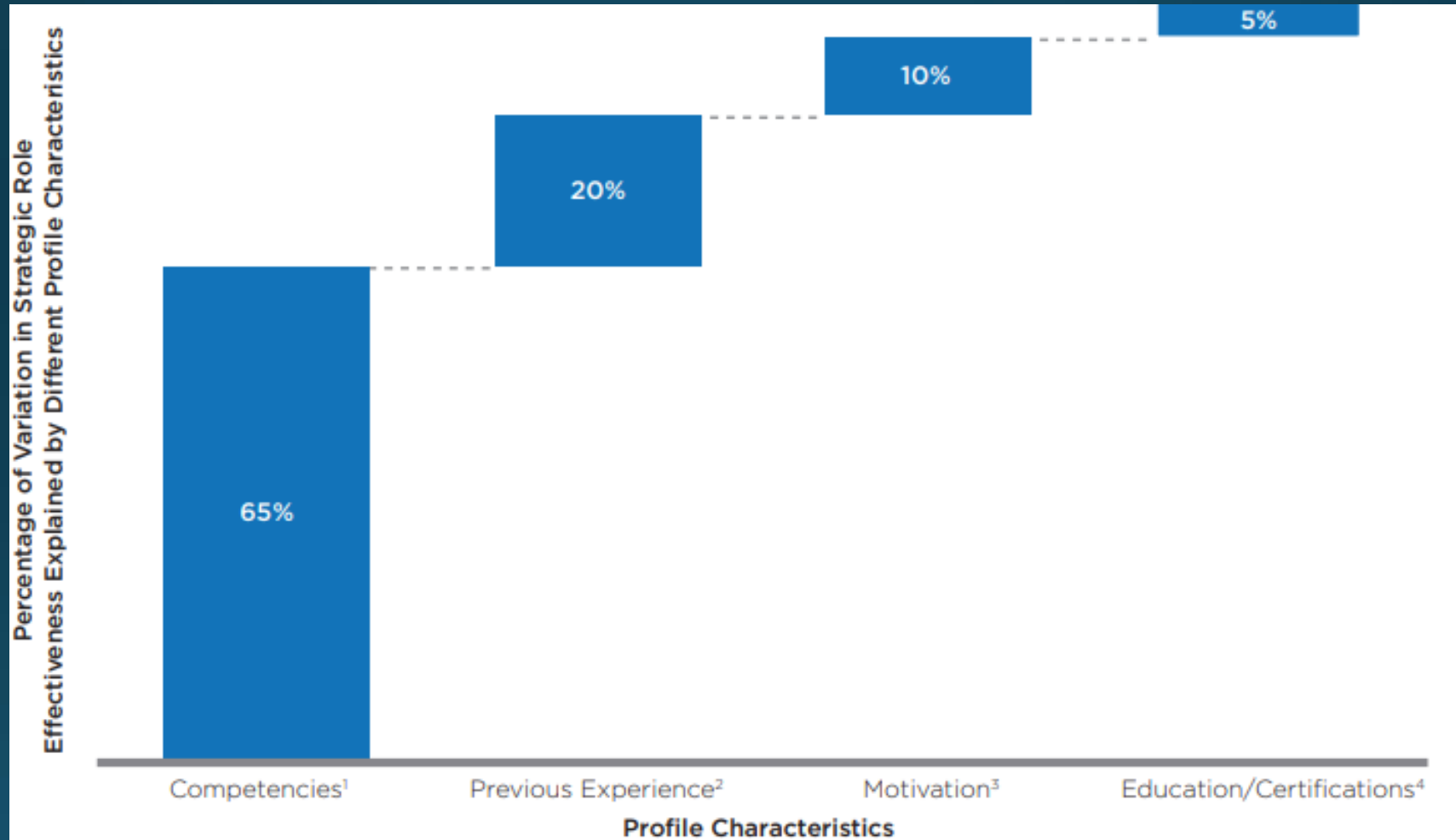
Agenda

- The evolution of the employee
- Generation gap impact
- The human pipeline & shifting competencies
- How do employees learn?
- Talent management & succession planning
- False or true? 10 statements
- What is really going on in the company?
- Leadership: old wine in new bags?

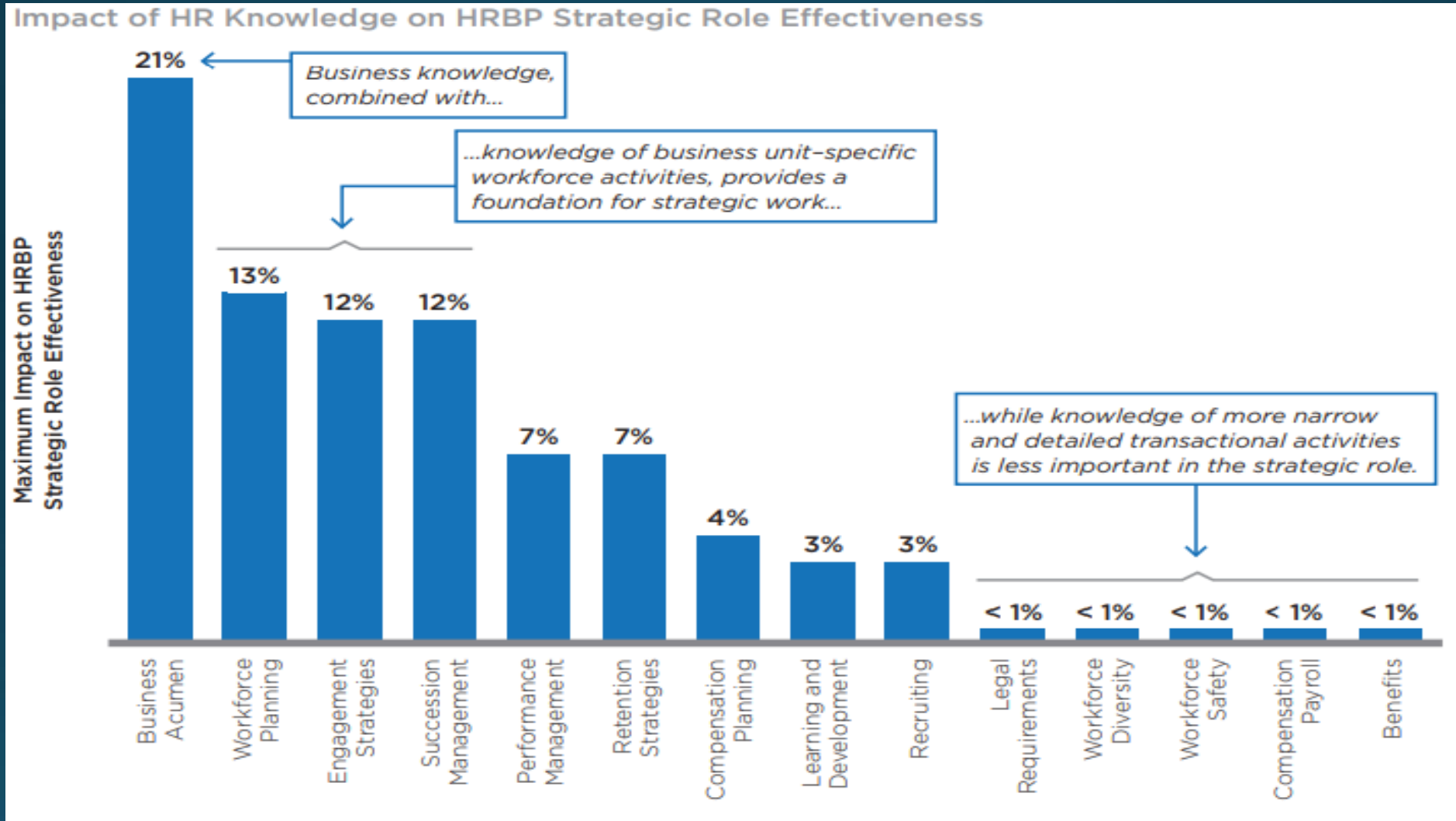
THE EVOLUTION OF THE EMPLOYEE



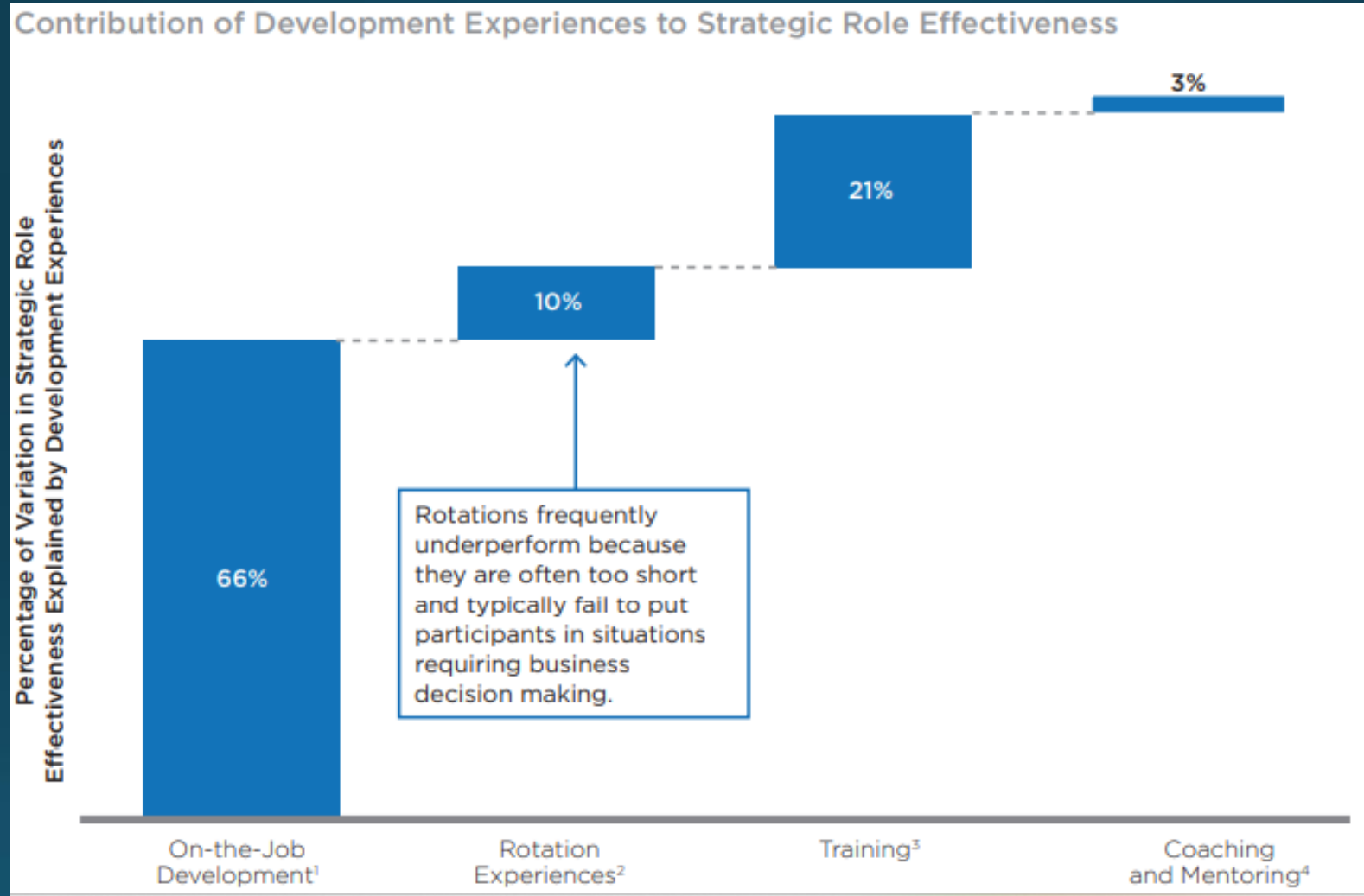
Competencies are key contributors for strategic effectiveness



Business knowledge matters most



On-the-job experience is most critical



Key development methods for each competency

Competency	Development Method	Impact on Competency Effectiveness
Business Acumen	Work with a line manager to identify and implement a new line program that solves a business problem.	14%
Innovation	Identify a major problem within a business that requires critical trade-offs between objectives, then develop and propose a solution.	24%
Leadership	Lead the development and implementation of a new HR initiative that solves a critical business problem.	19%
Metrics Use and Development	Work with an expert who can teach how to apply metrics and measurement to solve business problems.	12%
BU-Specific Workforce Management Knowledge	Work on a merger, acquisition, or other major initiative to understand how these changes will affect the future workforce.	5%

The Development Wheel

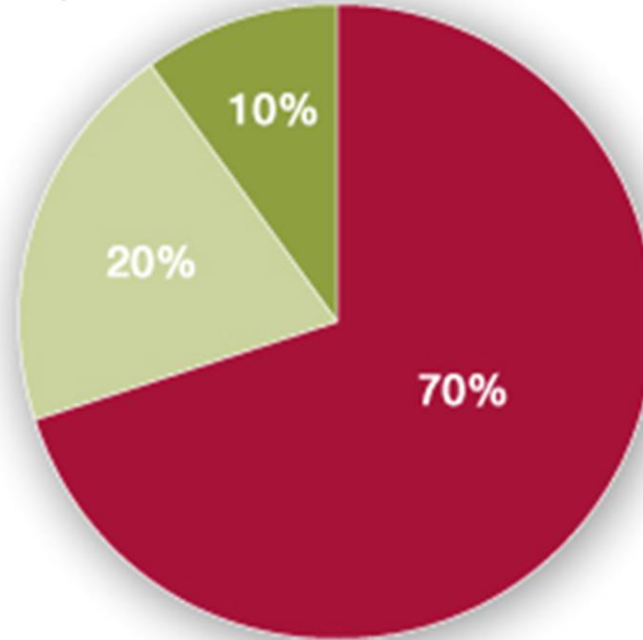


Education & Training

- ▶ Traditional Classroom
- ▶ Distance Learning - videos
audio tapes, CBT, etc.
- ▶ Reading - books, periodicals

Learning from Others

- ▶ Coaching, mentoring
- ▶ Interning, job shadowing
- ▶ Networks, associations



On the Job Experience

- ▶ Opportunities to apply new learnings
- ▶ Action learning
- ▶ Project assignments
- ▶ Expand role

Developing employees, the *old* vision:

- Develop and promote ‘talents’.
- Keep the others in their position as long as they perform according to standards.

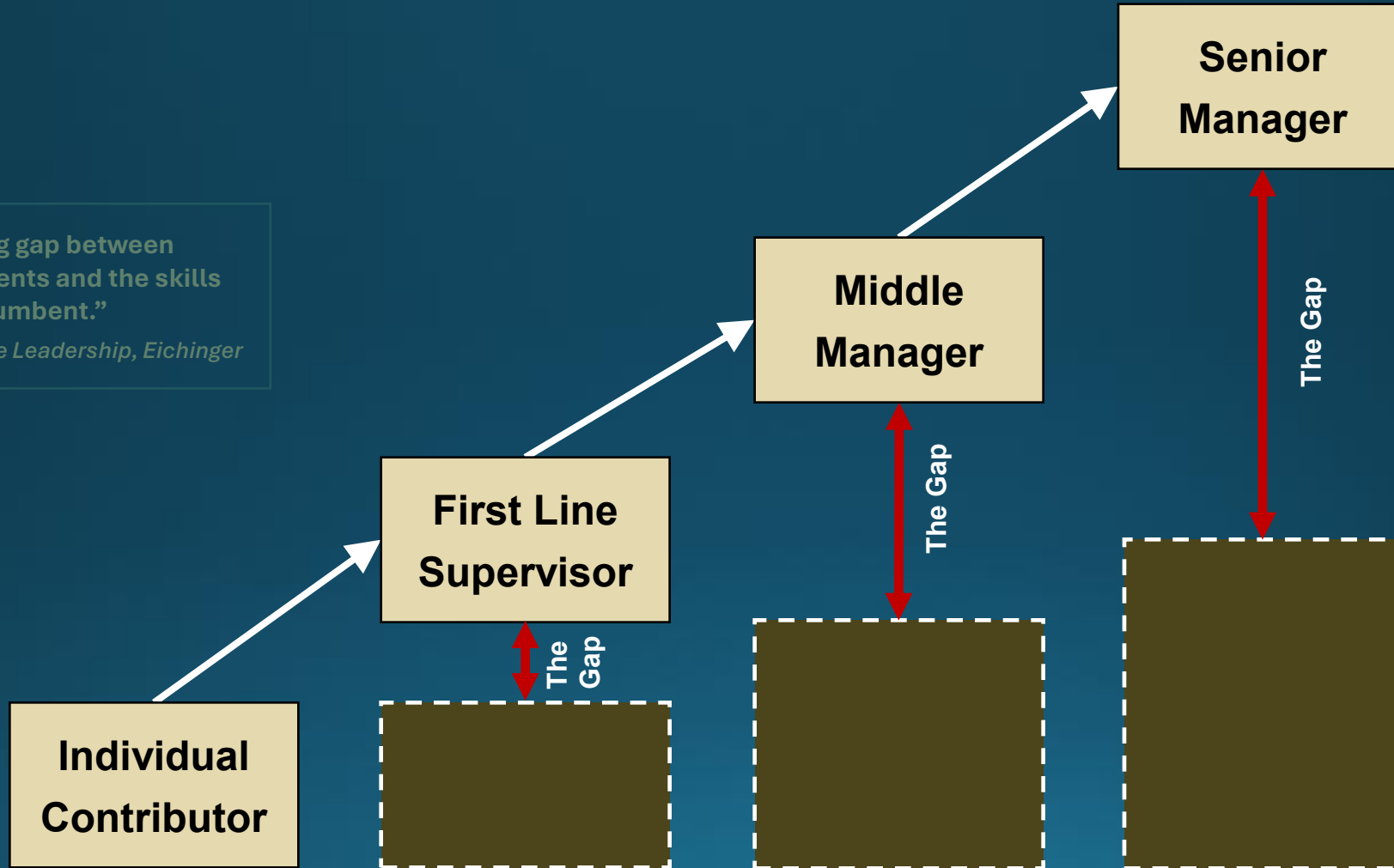
Developing employees, the *new* vision:

- The development of employees and the development of the organization go hand in hand in a balanced way.
- Many positions are potential places to groom talent.
- Talent development supports the flow of talented employees through the entire organization.
- ‘Stayers’ can no longer occupy key development positions.

Progression: The Capability Gap

“There is a growing gap between position requirements and the skills of the average incumbent.”

- Center for Creative Leadership, Eichinger



Linking **strategy** to **talent management**

Manage Demand

- Key Positions
- Critical Capabilities
- Succession Requirements



Manage Supply

- Talent Assessment
- Succession Pipeline
- Candor and Calibration
- ID Talent Early in Career
- Get to Know Talent

Align and Prepare

- Match Talent with Development Opportunities
- Development Dialogue with Talent
- Prepare Talent for Specific Roles
- Development Planning

Linking ***talent management*** to ***developmental opportunities***

- What are the ***priorities*** and ***strategies*** of your team?
- What are some ***key capabilities*** (skills, knowledge, abilities) you need to develop within your team to achieve them?
- What are the current ***gaps in capabilities*** (skills, knowledge, ability) of your team?
- What are the full-time & part-time ***developmental opportunities*** available that could close the gaps?
- What are some ***accountabilities*** that could be given to team members as developmental opportunities to close the gaps?



COLOR KEY:

Red = Difficult to develop

Yellow = Developable with time, effort & motivation

Green = Easy to develop

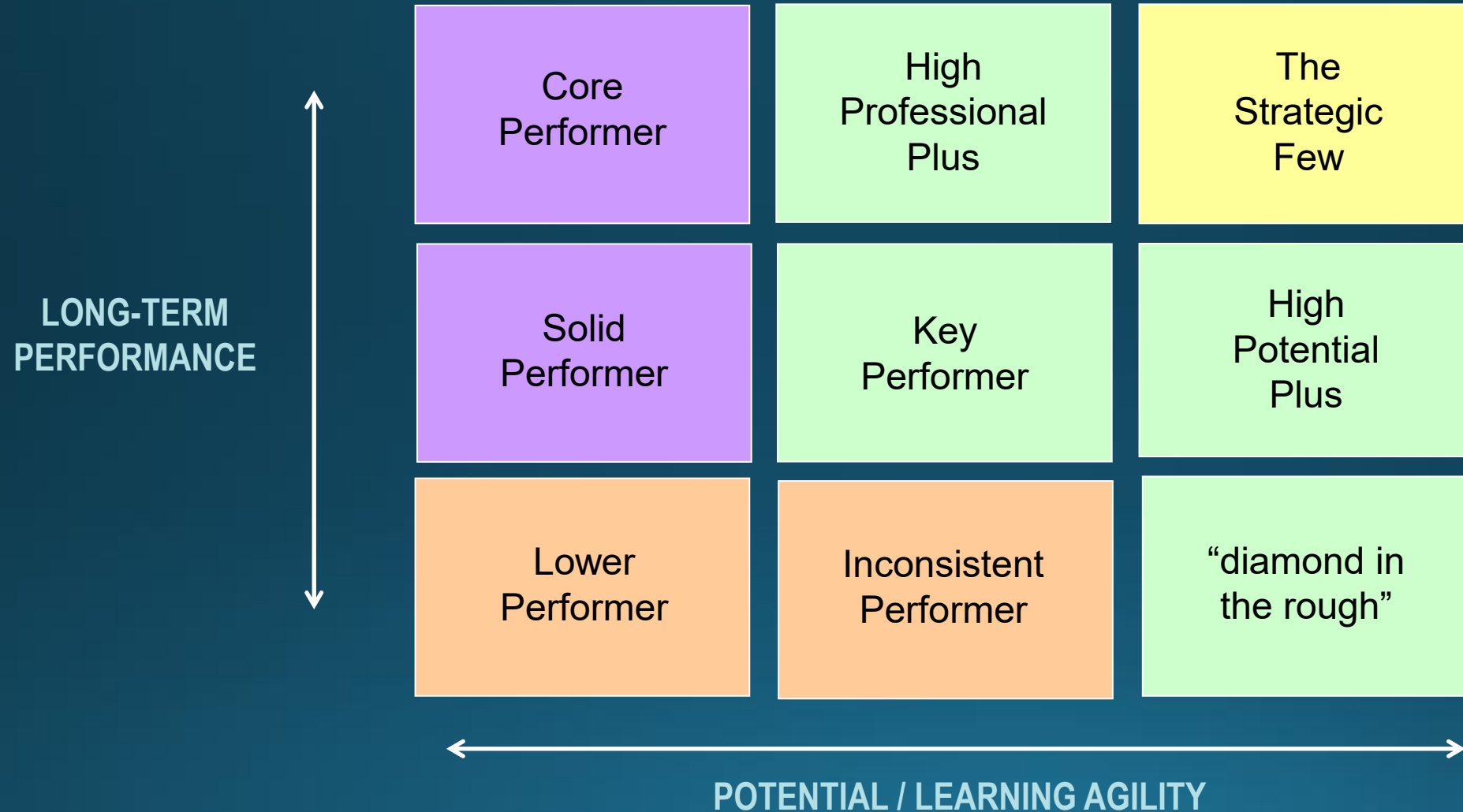
‘Development Heat’

= the amount of risk involved in undertaking a development task.

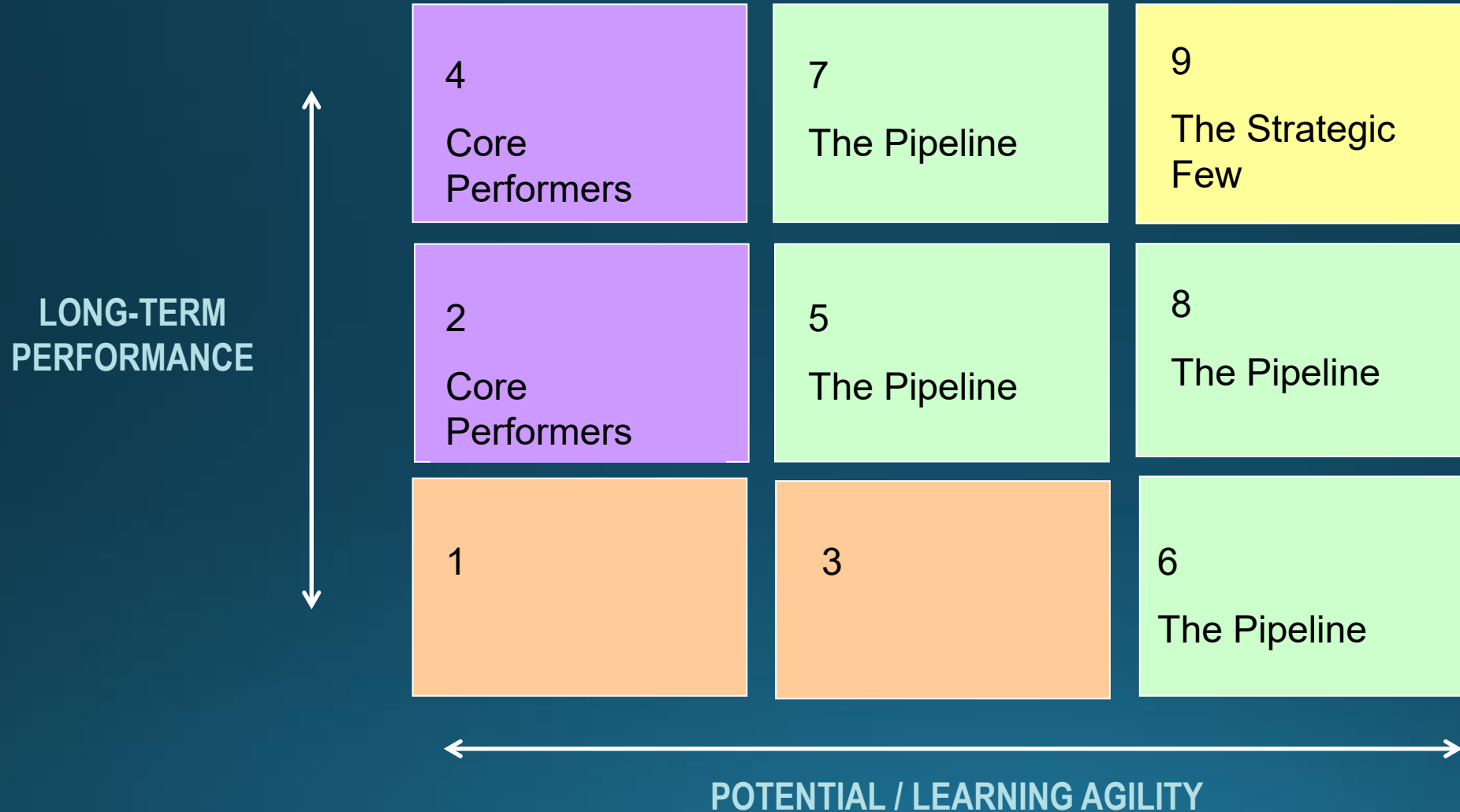
Consider this:

- The varied and the adverse create a need to learn.
- Development only occurs when there is something at stake and we are most motivated to learn when the stakes are *high*.
- The main focus of development should be on experiences with a *lasting impact*.
- We try our best when the chance to succeed is between 50% and 67%.

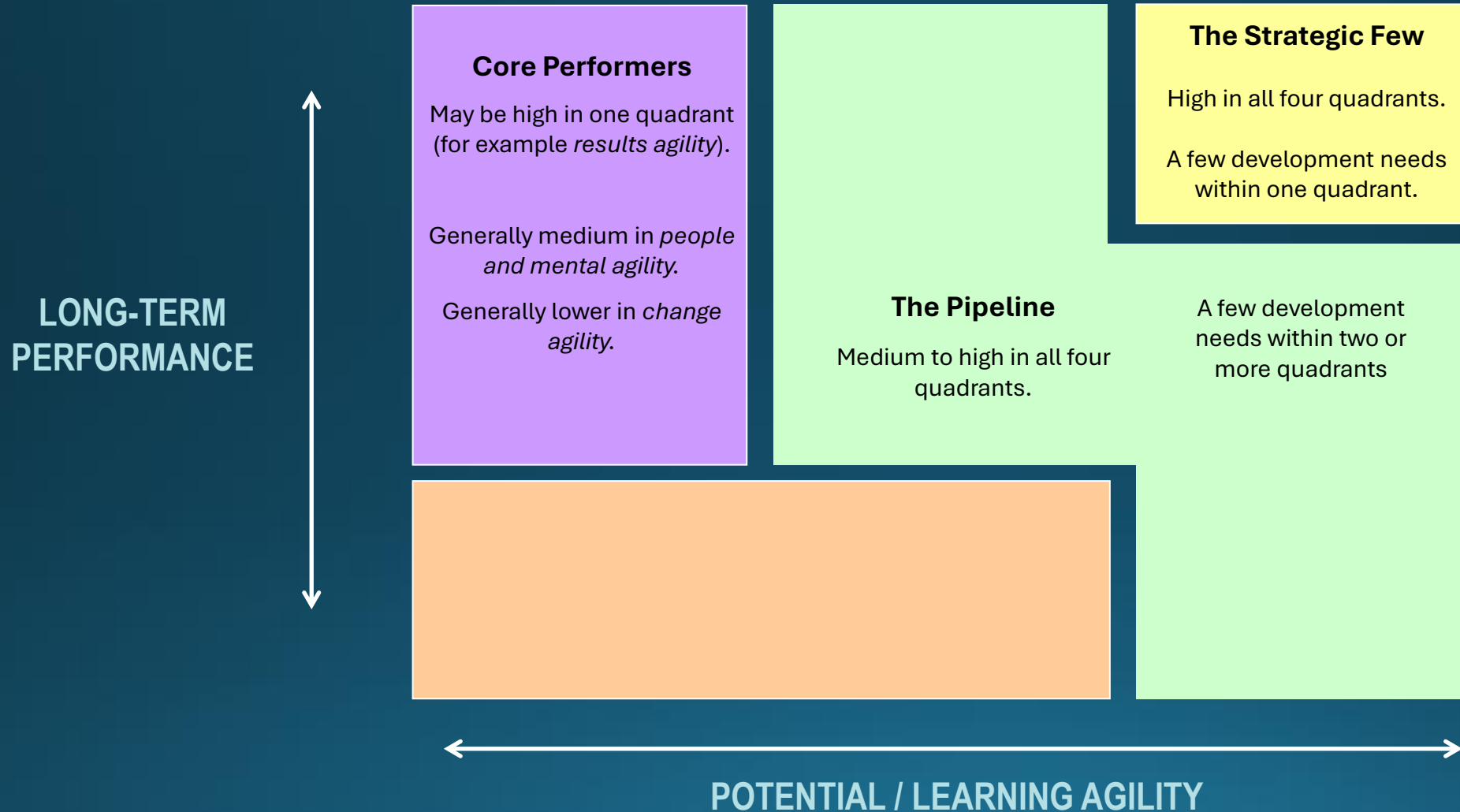
The 9-cell matrix



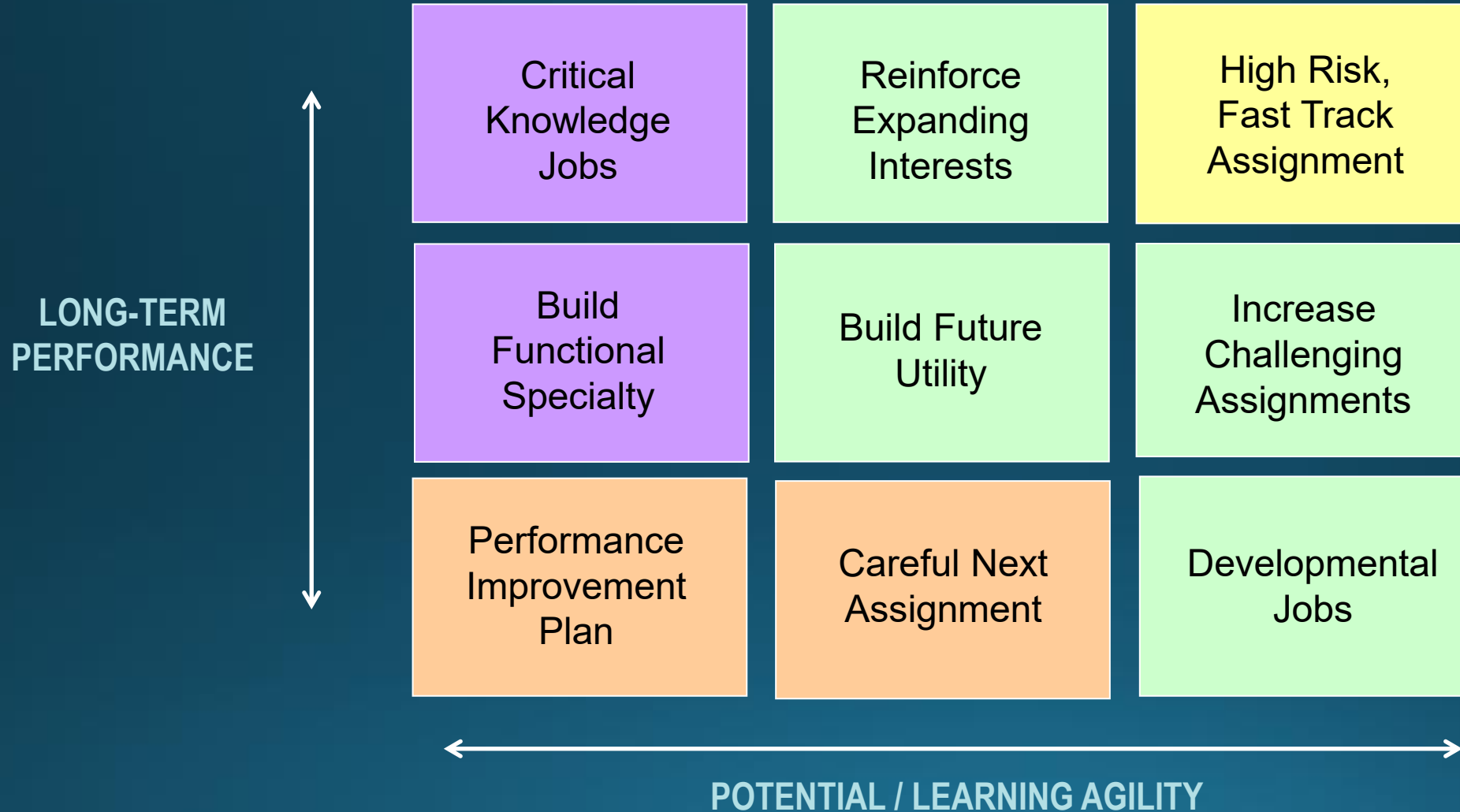
TalentTalk Matrix



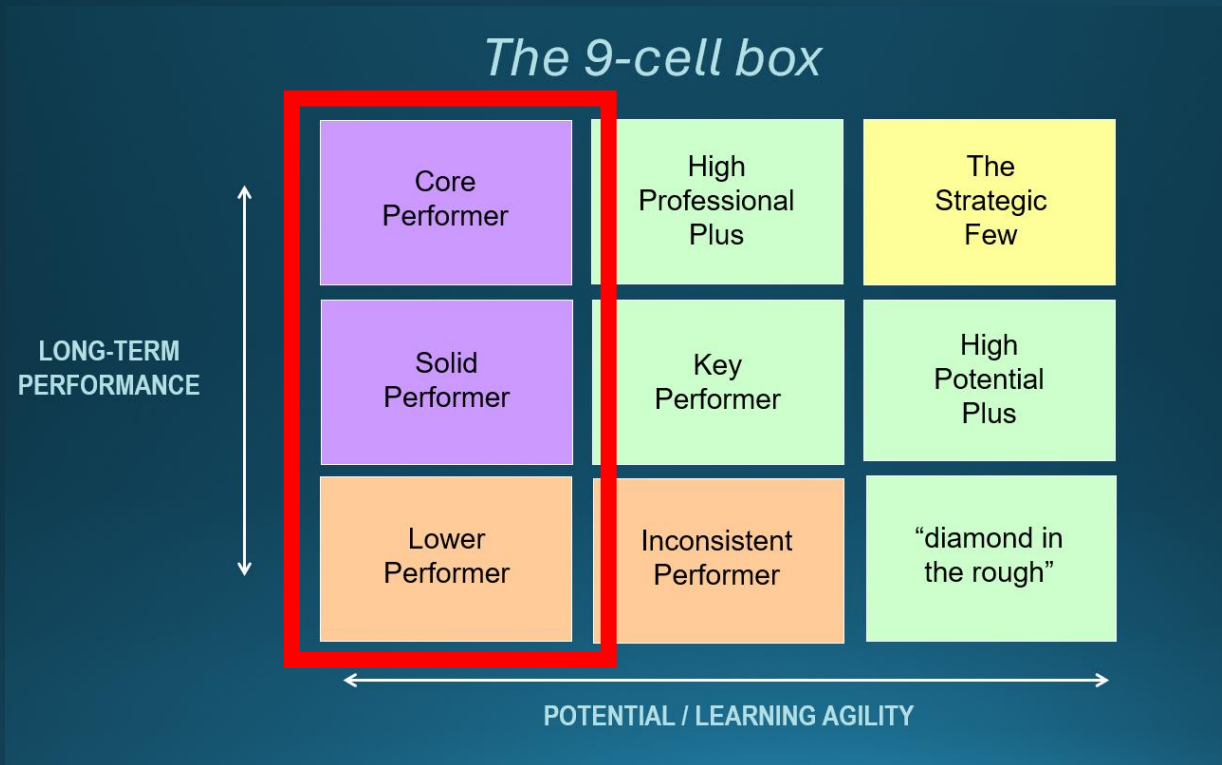
Four Quadrants



Development by cell placement

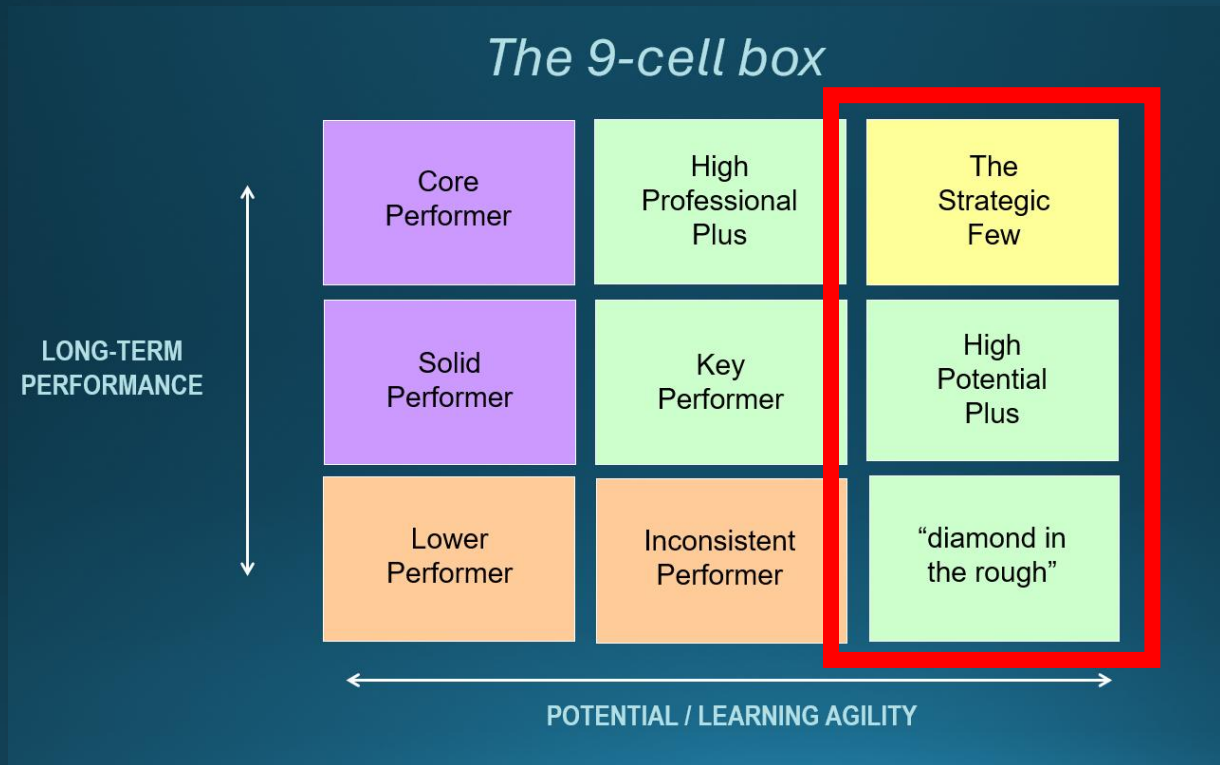


High Professionals



- Recognized functional, technical, managerial expert
- Can be counted on, especially in tough times
- Consistent top performer
- Is a good developer of direct reports
- Would be difficult to replace in kind
- Works independently with little or no supervision

High Potentials



- Quickly responds to diverse, intense, varied and adverse assignments (changes behavior easily)
- Superior performance in new conditions
- Eagerly learns new competencies to perform
- Easily learns new technologies and/or functions
- Deals with ambiguity/complexity well
- Clever problem-solver
- Thinks strategically
- Low tolerance for marginal processes or people

Development Summary

LONG-TERM
PERFORMANCE



- Performance based feedback
- Skill competency training
- Some conferences / seminars
- Use high performers as mentors

- Backup the “Strategic Few”
- Assess competencies
- Diversify background

- Assign to key roles
- Assign mentor(s) / coach(s)
- Provide regular feedback
- Make visible to senior management
- Aggressively move in the organization

- Advanced courses
- Make visible to local senior management

- Consider international assignment
- Move across the organization

- Performance improvement plan
- Move out of organization
- Careful next assignment



POTENTIAL / LEARNING AGILITY

Learning Agility: The Magic Multiplier



Raw Material:

Applied intelligence (savvy), emotional intelligence (EQ), career motivation

Experiences:

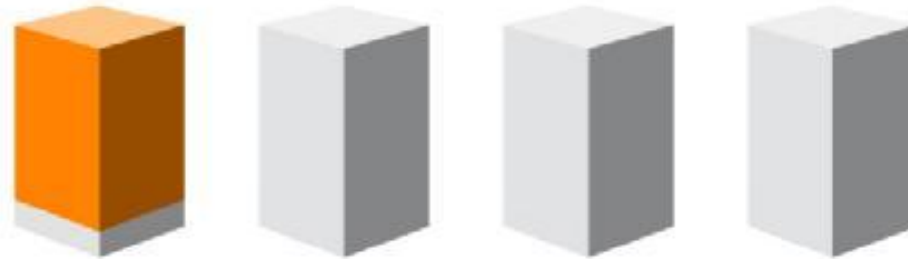
Job changes, in-place assignments, hardships, people, feedback, workshops, courses, readings (70:20:10 development)

Learning Agility:

The ability and willingness to learn from experience

Less than 1 in 4

companies believe they have
a "ready now" talent pipeline.



True or false?

Managers are well positioned to identify their successors.

True or false?

Talent 'labelling' can have a negative impact on the performance of others.

True or *false*?

Real talents make sure they are visible.

True or *false*?

Talents will become good leaders.

True or false?

Different circumstances call for different requirements for talents.

True or false?

Managers are very capable in developing their talents.

True or false?

Developing talents = a fast career.

True or false?

‘Learning by doing’ is the most effective way of learning.

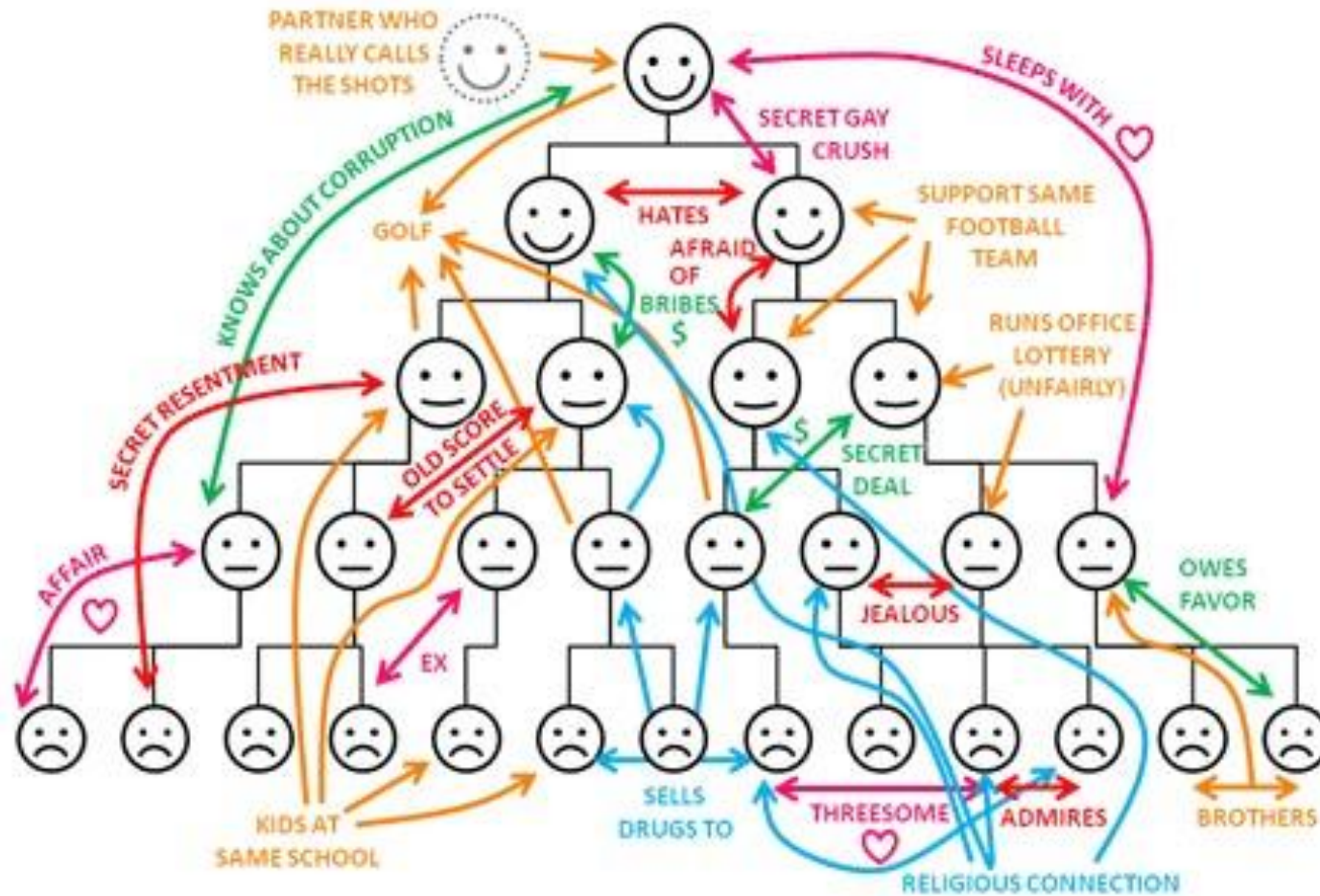
True or *false*?

A talent is allowed to show 'prima donna' behavior.

True or *false*?

Talents develop quickly, but they always need practice.

REAL ORGANIZATION CHART



Recent Developments

Jitske Kramer

- Talent management is about creating tribes where employees can:
 - bring their full human selves;
 - contribute meaningfully;
 - navigate differences safely.

Jitske Kramer

- Talent management should be human-centered and ritualized.
- Drawing from anthropology, Kramer emphasizes the power of **rituals**, such as:
 - onboarding rites of passage
 - storytelling
 - feedback conversations
 - ceremonies of recognition or closure
- These rituals strengthen belonging and identity, enabling employees to contribute their talents with confidence.



ETHOS

USING CHARACTER, CREDIBILITY AND ETHICS TO PERSUADE



PATHOS

USING EMOTIONS AND PASSION TO PERSUADE



LOGOS

USING LOGICAL REASONING AND EVIDENCE TO PERSUADE

“Talent means nothing, while **experience**, acquired in humility and with hard work, means everything.”

- *Patrick Süskind, Perfume: The Story of a Murderer*