

TECHWOLF

EVENT REPORT

**THE IMPACT OF
SKILLS DATA
IN A BUSINESS
CONTEXT**

SKILLS /by TechWolf

June 14 2022



On the 14th of June 2022, TechWolf brought more than 25 CHROs and HR Leaders together for the second edition of SKILLS /by TechWolf.

Hosted at the secluded vineyard of Valke Vleug, the event provided ample opportunity for attendees to deep dive into HR topics that transcend industries.

THE IMPACT OF SKILLS DATA IN A BUSINESS CONTEXT

This report gathers key insights from the participants and attendees of the panel discussion.



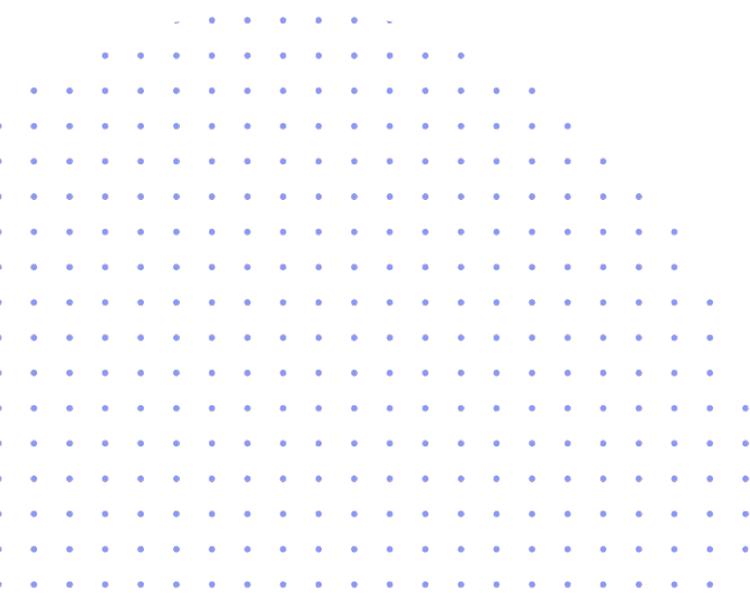
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The SKILLS Panel



TECHWOLF

Andreas De Neve
CEO and Founder



Anik Stalmans
CHRO



Jelle Jacquet
Deputy CHRO

Hein Knaapen
Moderator



3 Lessons in HR

37 Years of Hein Knaapen's HR Experience Condensed in 3 Learnings

About Hein Knaapen

Panel moderator of the day is Hein Knaapen, Managing Partner of CEO.works with over 35 years of experience in delivering transformative talent solutions in multinational companies.

Prior to consulting, Hein Knaapen worked in senior HR positions at Unilever before becoming the CHRO at KPN Telecom. Later he took up the role of CHRO at ING Bank, where he developed and implemented the people strategy for over 53,000 employees, while also reducing the HR budget by 20%.

Within CEO.works, Knaapen helps companies to take talent decisions as rigorously, risk-aware and evidence-based as investment decisions.

It was a great honour for TechWolf to welcome Mr. Knaapen as a speaker and moderator at the SKILLS event.

To jumpstart the panel conversation, Hein Knaapen shared the 3 most important learnings he picked up during his long and successful career in HR.

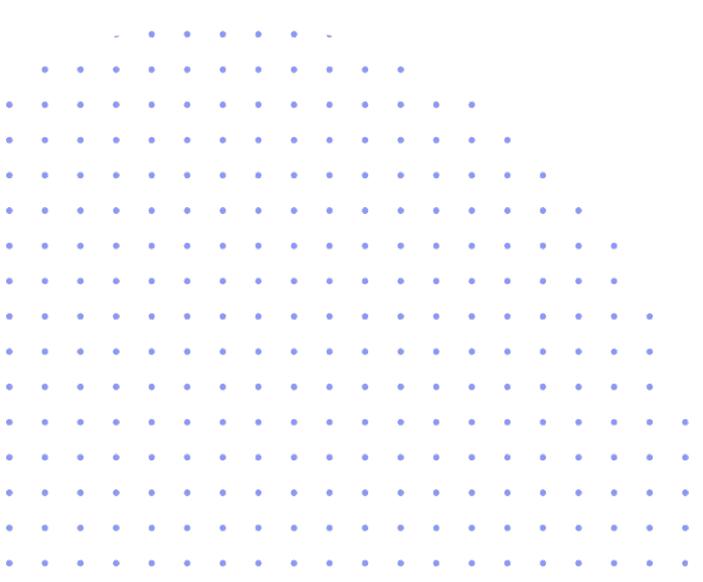
HR Is About Company Performance

1

Hein Knaapen: “It is too easy to forget, but at the end of the day, everything HR does should always be just about ONE thing: company performance.

Being law-abiding decent citizens is important, and should guide everything we do, but as a profession, we in HR have all too often burdened ourselves with responsibilities that are honourable but don't do anything for company performance.

We should always ask ourselves: if not for company performance, why would we do this?”



Focus On What Matters

2

“There is only so much that matters. HR sometimes is too enchanted by solutions or fashions that really are just in search of a problem. Keeping a laser-sharp focus helps.

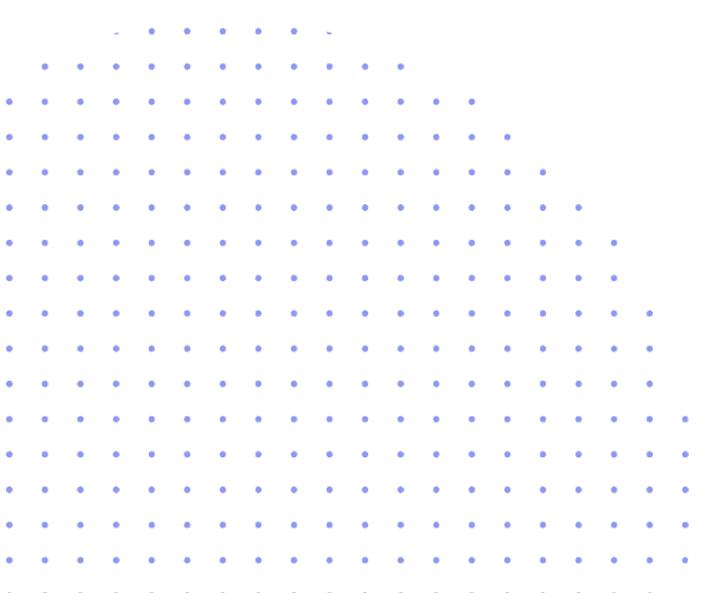
As there are all kinds of issues that people wish to burden us with, we should really be asking ourselves “why on earth would we want to take this on, will it impact company performance at all?”

Think Big, but Don't Start Big

3

“Always think big, but don't start big! Thinking big and starting big often leads to failure.

Experience has thought me to keep thinking big, but to start very small, and to move very fast.”



Panel Conversation

Hein Knaapen discusses hot topics in HR with Anik Stalmans, Jelle Jacquet and Andreas De Neve.

Business Challenges and HR

Anik Stalmans, CHRO at IT-Services Provider Cegeka has been at the company for 25 years, working in various departments. Her most pressing business challenges?

Anik Stalmans: “We need to keep the skills of our workforce related to the needs of the business.

Cegeka is an IT company, with job content needs that are evolving quickly. When the job content changes, the skills that we need also change. We don't only need a skills overview on an individual level, but also on a company level, to make the right decisions on learning tracks, recruitment initiatives and so on.

Insights into the skills that we have and the skills we need help us drive our business.”



Jelle Jacquet is Deputy Chief People Officer at Orange. Before joining Orange 6 years ago, she held HR roles at Hudson, PwC and BNP Paribas Fortis. What challenges are high on her agenda?



Jelle Jacquet: “Simply put: transformation.

Living in the post-COVID world means you have to reinvent the way people are working.

At Orange we’re also in the middle of a company transformation, as we’re taking the next big step in our history with the VOO deal that is awaiting a green light from the European Commission.

We’re looking to double our footprint through this, and we’ll also be leveraging TechWolf to quickly understand skills within this broader context.”

The Road to the Skills-Based Organisation

Anik Stalmans: “With TechWolf, we’re introducing new technology. We started our journey by analysing skills for specific profiles.

The results were good, and we’ve now moved on to leveraging TechWolf in defining our company-specific taxonomy.

Next up is building an overview of the available skills, and match them with the skills we need.

Of course, skills intelligence is an ongoing process: to get results, skills data needs to be up-to-date at any given moment in time.

Using skills data to address business challenges is not just an HR priority. At Cegeka, we see it as a business priority first and foremost, facilitated by HR.

In order to be respected and valued as an HR department, you need to provide solutions for the strategic issues the company encounters.”





Jelle Jacquet: “My journey towards a skills-based approach started when I took up the Deputy CHRO role 9 months ago.

Before that time, I had a rather one-sided HR career, working more on the so-called ‘softer’ HR topics such as Learning & Development, Culture and Leadership.

In my new role, I discovered the ‘hard’ part of HR, through for example the Strategic Workforce Planning process. At first, this seemed more of a finance than an HR-related process to be honest.

For me, the missing part in Strategic Workforce calculations was about the skills involved. To make the exercise truly strategic, we needed to start with the business strategy first, and decide which skills were needed to create value within the strategy, taking into account the scarcity and value of the skills involved, and only then start the SWP calculations.

That's where TechWolf fitted in. Adding skills to the equation brought the business and HR together on the subject.

I also learned that knowing every skill of every employee really is the holy grail for HR people, but that we must be realistic and understand that simply having a skills overview is not an important issue at C-level. C-level executives are more driven by the strategic use-cases that make a difference and drive results.

To make a skills-based organisation work, you need to focus on what the business needs are, as indicated by the leadership of the business.”





Evi Meire (Belfius): “Before looking into skills management, Belfius had been talking with Techwolf for a while.

Over the last couple of years, we had made a huge shift in becoming more technologically advanced in our customer-facing solutions.

In comparison, our HR department was at that time somewhat less data-driven.

That changed when our CTO took on the CHRO role. Under his leadership, HR took huge steps in leveraging tech and data. The path opened up to working with new technology like TechWolf.

I’m happy to start with a well-defined first step where we can solve pressing problems for our business colleagues and take it from there.”

The Impact of Skills Intelligence

Andreas De Neve:

“In working with any company, be it locally or on a larger international scale, TechWolf tends to come in when priorities and roadmaps are already defined.

Usually projects in areas like Internal Mobility, Learning & Development or Strategic Workforce Planning are already on the table.



What we see is that, regardless of the maturity or size of the company, these projects tend to run into roadblocks at a certain point. Some steps along the way were overlooked in terms of data, or in defining what was actually needed before starting the initiatives.

That's where our technology delivers value straight away: TechWolf makes sure the foundation is solid, and that the data is in place so that the first use-cases can be rolled out smoothly.

As Hein said, starting with a big bang and trying to roll out everything at the same time doesn't yield the best results. We help companies get the basics right, so they can focus on the actual processes.”

HR Transformation in an Enterprise Setting

Jelle Jacquet: “Rolling out new initiatives, be it in HR or any other department, needs to be carefully managed. Start small, and build on your early successes. The wishlist for HR is always much longer than what your actual capacity is allowing you to do.

To make HR more aligned with the needs of the business, we first took stock of what we were doing. Turned out that about 80% of the budget and about 70% of the people were fully booked by the transactional role of HR.

When the business challenges you on either more transactional work or taking on more strategic projects, you need to decide where to focus your energy. HR needs to dig in deep to the strategic exercises to get the priorities straight.

Anik Stalmans: “I had been managing teams in other departments before going into HR. It struck me that although the HR team was doing great work, the link with what the business needs was not that strong.

When starting with skills management, we made sure the other departments and company leadership were on board. From the start, we positioned skills management in the larger business context. Skills fuel the business, making skills management a company-wide topic.”

Audience interaction: Skills in the Fluid Organisation

Yves Demaeght (KPMG): “Many companies are moving away from being static organisations, with the majority of employees on the payroll, to becoming more fluid, with a correspondingly fluid cloud of skills among employees, consultants, contractors, temporary employees, project-related hires and so on.

From a skills management perspective, this adds complexity. I am curious to know how TechWolf would help with that?

Kris Legroe (Telenet): “As a TechWolf customer, I can share my take on this. When Telenet started working with TechWolf, the fluid workforce was a topic straight away, as we work with contractors too.

The whole idea is that you look beyond the ‘fixed’ workforce and use TechWolf to look into the demand and need for the skills you need to fulfil your strategy.

We’ve been working with Techwolf on this, we now have the data set in place to get those insights.”



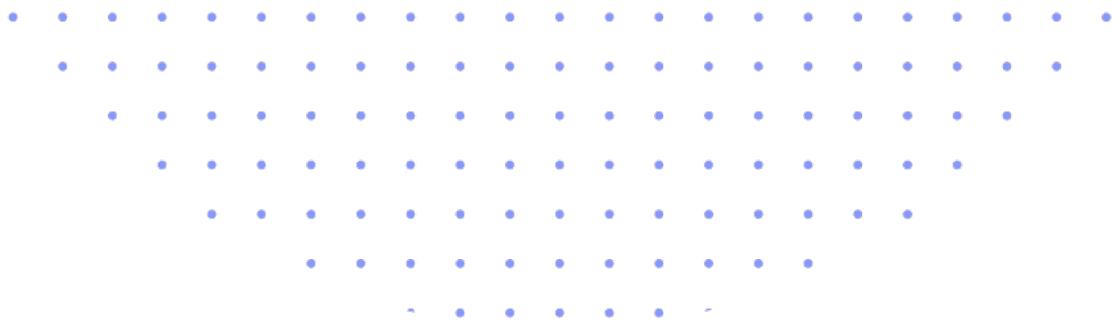
Closing Words: Future Proofing Skills within HR

Hein Knaapen: “As the panel discussion comes to a close, it is striking to see the parallels between leveraging data to get results and adopting a more data-driven mindset within HR.”

Andreas De Neve: “True. Where we’ve seen tools and solutions elevate departments such as Marketing in the last decade, HR is definitely next.

We’re proud to support this movement every step of the way.”





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