

# WELCOME

6-november-2015  
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Talent management  
[www.joepvesters.nl](http://www.joepvesters.nl)

**WORKSHOP**

**TALENT MANAGEMENT**

**IN THE NEW ERA**

**A PRESENTATION**

**WITH TASKS**

## **WHO IS JOEP VESTERS?**

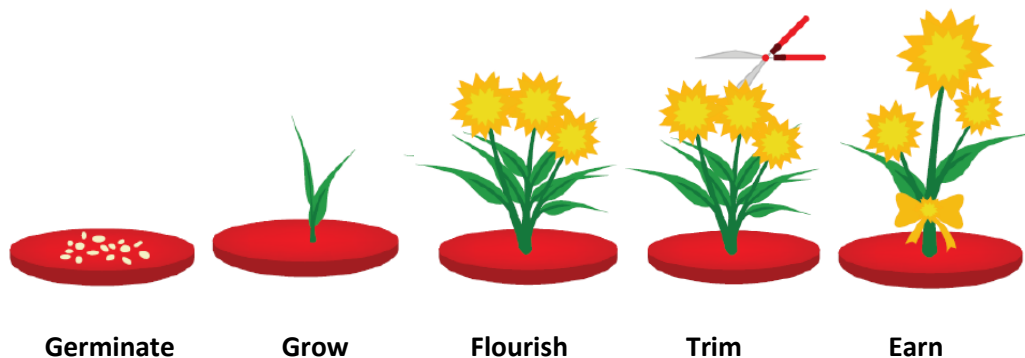
- **BACKGROUND IN HRM, IN MANAGEMENT AND AS BUSINESS PARTNER**
- **AUTHOR OF TWO BOOKS**

# first book (2013)

## TALENT MANAGEMENT

for the

(highly) gifted



*A practical approach in 5 steps for  
the (highly) gifted,  
their parents, teachers and  
managers.*

# 2ND BOOK: TALENT MANAGEMENT IN THE NEW ERA (2015)

'We leven in een nieuwe tijd. Vol economische, technologische en innovatieve uitdagingen. Het managen van talentontwikkeling is essentieel om de regie over je leven te houden. Het verbindt ook de onderdelen 'ikzelf', 'onderwijs' en 'werken' waarmee je te maken krijgt. De tips voor jezelf zijn gekoppeld aan 4 fasen van de levensloop van de mens. De 3 aanpakken voor onderwijsinstellingen en de 3 aanpakken voor bedrijven zijn gekoppeld aan de volgende invalshoeken: 'luisteren en kijken', 'verbinden' en 'delen'. Talentmanagement in de nieuwe tijd, het geheel is meer dan de som der delen.



Het talent van Joep Vesters (talent-, P&O- en lijnmanager, coach, trainer) is om individuen, onderwijsinstellingen en bedrijven te helpen met keuzes bij talentontwikkeling en talentmanagement.

*'Dit veelzijdige boek is geschreven met een voor deze materie opvallend genuanceerde en zelfkritische blik en onderbouwd met een indrukwekkend aantal getuigenissen. De bottom-up benadering, waarbij heel consequent wordt vertrokken van de overtuiging van ieders individuele talenten, zorgt voor een verfrissende visie. De auteur beschrijft een fundamenteel andere kijk in de omgang met onze creativiteit en dit is erg belangrijk voor onze verwarrende tijd, waarin anonimiserende en ontmenselijkende processen dreigen. In deze zin is het inspirerend voor onderwijs, bedrijfsleven en politiek, in feite voor iedereen die zich bewust wil engageren.'*

Prof. Dr. Dirk De Wachter  
(Psychiater-Psychotherapeut)

*'Vertrekkend vanuit een brede waaier aan perspectieven reikt Joep Vesters in dit boek inzichten aan rond talentmanagement die verder gaan dan die in de mainstream strategische HRM-literatuur. Een aanrader voor hen die talentmanagement in een ruimer kader willen leren zien.'*

Prof. Dr. Nicky Dries  
(Research Professor Research Centre for Organisation Studies KU Leuven)



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JOEP VESTERS - TALENTMANAGEMENT IN DE NIEUWE TIJD (INTERVIEWS, TIPS EN AANPAKKEN)



**THIS WORKSHOP IS BASED ON SOME  
OF THE CONTENT OF MY SECOND  
BOOK**

# **TASK 1: HOW MANY TALENTS DO YOU HAVE?**

- **WHAT ARE TALENTS?**
- **WHAT IS TALENT DEVELOPMENT?**
- **WHAT IS TALENT MANAGEMENT?**

# **WHY IS TALENT MANAGEMENT IMPORTANT?**

- **EMPLOYEES ARE THE CRITICAL FACTOR**
- **HUMAN RESOURCES : HUMAN BEINGS**
- **BALANCE BETWEEN PRODUCTIVITY AND WELL-BEING**
- **INNOVATION>DISTINCTIVE**

# HOW TO MEASURE TALENT

- **THE FEAR OF A LOWER BUDGET/INCOME**
- **THE “WRONG” MINDSET (THE EYES OF THE ORGANISATION)**

# THE NEW ERA (1)

## ECONOMY

- **AVERAGE LIFE SPAN OF AN ORGANISATION = 12 YEARS**
- **THE IMPORTANCE OF DURABILITY**
- **THE GAP BETWEEN RICH AND POOR IS GREATER**
- **NOT ENOUGH WORK FOR EVERYONE>3 DAY WORKING WEEK**
- **DIFFERENT KINDS OF WORK RELATIONS AND WORK AMBITIONS**
- **GLOBAL PLAYING FIELD>ANOTHER LEVEL OF CONSUMPTION**
- **EVERYONE AS A BRAND**

# THE NEW ERA (2)

## TECHNOLOGY

- **ONGOING, IRREVERSIBLE TECHNOLOGICAL POSSIBILITIES**
- **GREAT IMPACT ON OUR LIVES> DO WE UNDERSTAND HOW THEY WORK?**
- **DATA, BIG DATA>PRIVACY**
- **A NEW TECHNICAL REVOLUTION>INTERNET IN THE DESERTS, NUMBER OF USERS (INDIA)**

# THE NEW ERA (3)

## INNOVATION

- **BOTTOM UP INNOVATION (JUGAAD INNOVATION)**
  - **DO MORE WITH LESS**
  - **SEARCH FOR POSSIBILITIES IN DIFFICULT CIRCUMSTANCES**
  - **THINK AND ACT FLEXIBLY**
  - **KEEP IT SIMPLE**
  - **EXPAND YOUR MARKET**
  - **FOLLOW YOUR HEART**
  
- **INNOVATION IS THE MOST IMPORTANT FACTOR FOR ORGANISATIONS AND HUMAN BEINGS TO BE ABLE TO EXIST**
  - **RE-INVENT YOURSELF TIMELY**
  - **TRUST YOURSELF AND YOUR EMPLOYEES**

## **TASK 2**

**I'VE TALKED A LOT ABOUT *WHAT*, BUT  
THAT'S NOT THE IMPORTANT FACTOR  
ANYMORE**

**NOWADAYS IT'S ABOUT *WHY* AND  
*HOW***

## TASK 3

**BECAUSE ANTIQUATED APPROACHES NO LONGER  
WORK, WE NEED ANOTHER WAY OF SEEING THINGS**



# **TALENT MANAGEMENT AND THE INDIVIDUAL (1)**

- **WHO AM I, WHAT ARE MY TALENTS AND WHEN WILL I USE THEM?**
- **TALENT MANAGEMENT AND THE FOUR STAGES OF YOUR LIFE**
  - **0 – 5 YEARS: THE PRE-SCHOOL PERIOD**
  - **5-16 YEARS: THE COMPULSORY SCHOOL PERIODE**
  - **16-70 YEARS: THE WORK PERIODE**
  - **> 70 YEARS: THE LEISURE PERIODE**



**ELABORATION**

# **TALENT MANAGEMENT AND THE INDIVIDUAL (2)**

## **TIPS FOR THE PRE-SCHOOL PERIODE (0-5 YEARS)**

- **YOURSELF: LIVE YOUR FANTASY**
- **YOUR PARENTS: LISTENING AND WATCHING YOUR CHILDREN**
- **YOUR TALENT COACH: TO HELP IDENTIFY AND LIST YOUR TALENTS> ADVICE ABOUT THE RIGHT TYPE OF SCHOOL**
- **YOUR FAMILY DOCTOR: INCREASE THEIR SKILLS REGARDING THE GIFTED AND TALENTED CHILD**

# **TALENT MANAGEMENT AND THE INDIVIDUAL (3)**

## **TIPS FOR THE COMPULSORY SCHOOL PERIODE (5-16 YEARS)**

- **YOURSELF: LIVE YOUR LIFE AND NOT THE LIFE YOUR ENVIRONMENT REQUIRES/EXPECTS OF YOU**
- **YOUR PARENTS: BE SURE THE SCHOOLS HAVE ENOUGH TIME FOR THE INDIVIDUAL PUPILS/STUDENTS AND IF THEY PEREPARE THEM FOR LIFE IN THE NEW ERA**
- **YOUR TALENT COACH: PLAN A WEEKLY "REFLECTION MOMENT" (JOEPIEMOMENT)**
- **YOUR TALENT LOBBYIST: HELPS YOU FIND THE RIGHT FIT BETWEEN YOUR BRAND AND THE BRAND OF THE EDUCATIONAL INSTITUTION**

# **TALENT MANAGEMENT AND THE INDIVIDUAL (4)**

## **TIPS FOR THE WORK PERIOD (16-70 YEARS)**

- **YOURSELF: DO WORK THAT FITS YOUR TALENTS. CHOOSE THE RIGHT ORGANISATION (WHERE TALENT MANAGEMENT IS TAKEN SERIOUSLY)**
- **TALENT COACH: HELPS YOU DECIDE WHICH ORGANISATION COULD BE RIGHT FOR YOU TO WORK IN. ALTERNATIVELY, HELPS YOU SEARCH FOR A COMBINATION OF PAID EMPLOYMENT, VOLUNTEER AND/OR INDEPENDENT ENTREPRENEURSHIP**
- **TALENT LOBBYIST: HELPS YOU WITH INFORMATION ABOUT THE ORGANISATION OF YOUR CHOICE AND WITH THE STRATEGY TO BRING YOUR BRAND TO THEIR ATTENTION**

# **TALENT MANAGEMENT AND THE INDIVIDUAL (5)**

## **TIPS FOR THE LEISURE PERIODE (>70 YEARS)**

- **NO ROLE FOR A TALENT COACH OR A TALENT LOBBYIST**
- **ACTIVE 20 HOURS WEEKLY AS A VOLUNTEER TALENT COACH OR TALENT LOBBYIST (AFTER FOLLOWING THE RELEVANT TRAINING)**

# **TALENT MANAGEMENT AND THE EDUCATIONAL INSTITUTIONS (1)**

- **VARIETY IN APPROACH (TECHNASIUM, DEMOCRATIC EDUCATION)**
- **TOO MUCH ON THEIR OWN (DIFFICULTY IN SHARING INFORMATION)**
- **FINANCIAL DEPENDENCE> FOCUS ON THE WISHES OF THE FUNDER**
- **TO SEE THE PUPILS/STUDENTS AND THEIR OWN EMPLOYEES AS CUSTOMERS, STILL REQUIRES STEPS**

# **TALENT MANAGEMENT AND THE EDUCATION INSTITUTIONS (2)**

## **3 APPROACHES:**

**FIRST APPROACH: TO LOOK AND TO LISTEN**

**SECOND APPROACH: TO CONNECT**

**THIRD APPROACH: TO SHARE**



**ELABORATION**

# **TALENT MANAGEMENT AND THE EDUCATIONAL INSTITUTIONS (2)**

## **FIRST APPROACH: TO LOOK AND TO LISTEN**

- **GOAL: AN IN THE FIELD TALENT MANAGEMENT, HIGH QUALITY AND DISTINCTIVE EDUCATIONAL INSTITUTION WITH SATISFIED INTERNAL AND EXTERNAL CUSTOMERS**
- **LEAD TIME: 2 YEARS**
- **8 STEPS**
  - **AMONG OTHER THINGS:**
    - **WHAT IS TALENT MANAGEMENT?**
    - **HOW DO YOU RECOGNIZE TALENTS?**
    - **0-MEASUREMENT AND 1-MEASUREMENT**

# **TALENT MANAGEMENT AND THE EDUCATIONAL INSTITUTIONS (3)**

## **SECOND APPROACH: TO CONNECT**

- **GOAL: COOPERATION OF EDUCATIONAL INSTITUTIONS WORKING IN THE FIELD OF TALENT MANAGEMENT. THEY ARE HIGH QUALITY, DISTINCTIVE AND EFFECTIVE WITH SATISFIED INTERNAL AND EXTERNAL CUSTOMERS**
- **LEAD TIME: 3 YEARS**
- **7 STEPS**
  - **AMONG OTHER THINGS:**
    - **WHY WORK TOGETHER?**
    - **WITH WHOM AND HOW (4 ALTERNATIVES)?**

# **TALENT MANAGEMENT AND THE EDUCATIONAL INSTITUTIONS (4)**

## **THIRD APPROACH: TO SHARE**

- **GOAL: SHARING OF SUBSTANTIVE KNOWLEDGE AND PRACTICAL EXPERIENCES OF DIFFERENT DOMAINS (= THE NEW NAME FOR A BOX) BY PEOPLE OF ALL AGES. THIS IS DONE BY WAY OF DIGITAL COMMUNITIES WHICH ALLOW TO DEVELOP AND SHARE THEIR TALENTS. THIS CAN, AMONG OTHER THINGS, RESULT IN EARNING A GOOD REPUTATION BY THOSE INVOLVED ON THE INTERNET. THE LATTER COMES IN PLACE OF DIPLOMAS**
- **LEAD TIME: ANY TIME**
- **5 STEPS**
  - **AMONG OTHER THINGS:**
    - **WHY RADICALLY BREAK WITH THE CURRENT APPROACH?**

# **TALENT MANAGEMENT AND ORGANISATIONS (1)**

- **BINDING OF HIGH POTENTIALS IN RELATION TO STRATEGIC WORKFORCE PLANNING**
- **AS SUCCESSOR OF COMPETENCY MANAGEMENT**
- **FOR THE FORGOTTEN WORKERS WITHOUT A JOB GUARANTEE**
- **IN COMBINATION WITH SELF MANAGING TEAMS (RICARDO SEMMLER)**
- **THROUGH JOB SHARING AND JOB CRAFTING**
- **IN COMBINATION WITH GENERATION MANAGEMENT**

# **TALENT MANAGEMENT AND ORGANISATIONS (2)**

## **3 APPROACHES:**

**FIRST APPROACH: TO LOOK AND TO LISTEN**

**SECOND APPROACH: TO CONNECT**

**THIRD APPROACH: TO SHARE**



**ELABORATION**

# **TALENTMANAGEMENT AND ORGANISATIONS (3)**

## **FIRST APPROACH: TO LOOK AND TO LISTEN**

- **GOAL: KNOW THE TALENTS OF YOUR EMPLOYEES AND YOUR CUSTOMERS AND MAKE SURE THAT YOU ARE IN THE FIELD OF TALENT MANAGEMENT, ARE A QUALITY ORGANISATION WITH SATISFIED EMPLOYEES AND HAPPY CUSTOMERS**
- **LEAD TIME: 2 YEARS**
- **10 STEPS**
  - **AMONG OTHER THINGS:**
    - **RECOGNIZE THE TALENTS OF YOUR EMPLOYEES**
    - **RECOGNIZE THE TALENTS OF YOUR CUSTOMERS**
    - **IDENTIFY AREAS OF IMPROVEMENT AND REALIZE THEM THROUGH A PLAN OF INTRODUCTION**

# **TALENT MANAGEMENT AND ORGANISATIONS (4)**

## **SECOND APPROACH: TO CONNECT**

- **GOAL: ORGANISATIONS AND THEIR STAKEHOLDERS WORK TOGETHER THROUGH COMMUNITIES THROUGH WHICH THEY USE THE TALENTS OF EMPLOYEES. IN THE FIELD OF TALENT MANAGEMENT THEY BECOME HIGH QUALITY, DISTINCTIVE AND EFFECTIVE WITH SATISFIED INTERNAL AND EXTERNAL CUSTOMERS**
- **LEAD TIME: 3 YEARS**
- **9 STEPS**
  - **AMONG OTHER THINGS:**
    - **WITH WHICH STAKEHOLDERS DO YOU WANT TO WORK TOGETHER THROUGH COMMUNITIES AND IN WHICH DOMAINS?**

# **TALENT MANAGEMENT AND ORGANISATIONS (5)**

## **THIRD APPROACH: TO SHARE**

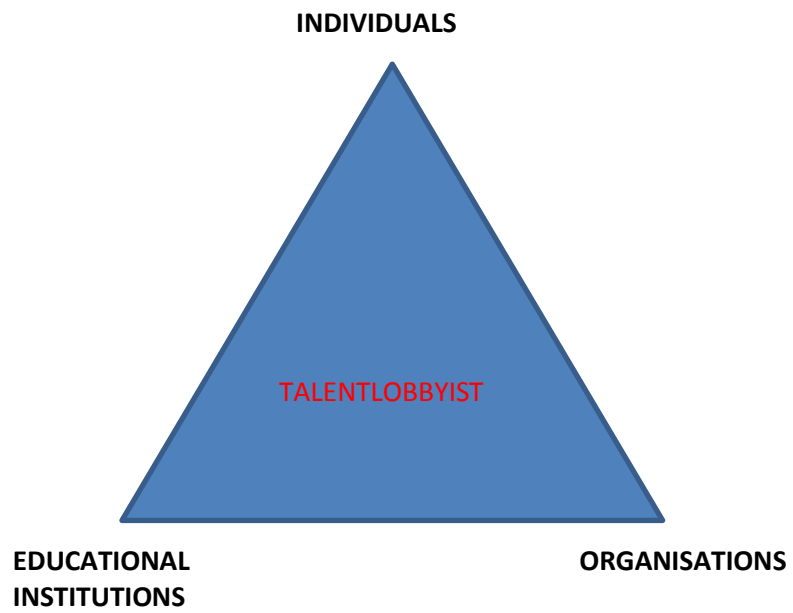
- **GOAL: PEOPLE OF ALL AGES ORGANISE THEMSELVES IN PHYSICAL OR DIGITAL GIVE AND SHARE COMMUNITIES WHERE THEY DEVELOP AND USE THEIR TALENTS FOR SUSTAINABLE PROSPERITY AND A SUSTAINABLE SOCIETY**
- **LEAD TIME: ANY TIME**
- **8 STEPS**
  - **AMONG OTHER THINGS:**
    - **WITH WHOM UNDER WHICH CIRCUMSTANCES?**
    - **HOW TO ACHIEVE THE INTENDED RESULTS?**

# **INTERCULTURAL TALENT MANAGEMENT**

- **INTERCULTURAL TALENT MANAGEMENT WAS NOT A TOPIC IN MY BOOK BUT HAS BEEN DISCUSSED IN SOME INTERVIEWS**
- **SOME SCHOOLS TOLD ME THAT PUPILS/STUDENTS FROM OTHER THAN A DUTCH CULTURAL BACKGROUND, DO NOT ALWAYS WANT TO ENGAGE THEIR INDIVIDUAL TALENTS**
- **SOME INTERVIEWEES TOLD ME:**
  - **THAT DUTCH STUDENTS ARE VERY ASSERTIVE, AND**
  - **THAT FOR INSTANCE AMERICAN AND CHINESE STUDENTS ARE VERY COMPETITIVE**
- **YEARS AGO SOME INDIAN PEOPLE TOLD ME THAT THEIR WISH WAS THAT THEIR CHILDREN AND GRANDCHILDREN WOULD ACHIEVE RESPECTED JOBS AND BE SUCCESSFUL IN DUTCH SOCIETY  
YOU COULD IMAGINE HOW A RELATIONSHIP BETWEEN INTERCULTURAL MANAGEMENT AND INTERCULTURAL "TRIBES" WOULD LOOK IN ORGANISATIONS>  
MANAGERS AS LEADERS OF A TRIBE?**
- **MY TIPS AND APPROACHES CAN BE USED FOR INTERCULTURAL TALENT MANAGEMENT**

# **TALENT MANAGEMENT REQUIRES COOPERATION BETWEEN INDIVIDUALS, EDUCATIONAL INSTITUTIONS AND ORGANISATIONS...*WHY?***

- **TALENT MANAGEMENT IS A LIFE-LONG, ONGOING PROCESS (FROM THE CRADLE TO THE GRAVE)**
- **NO ONE IS CAPABLE OF DEVELOPING THEIR GIFTS INTO TALENTS WITHOUT THE FEEDBACK AND HELP FROM THEIR ENVIRONMENT**
- **TALENT MANAGEMENT IS A CHAIN AND ITS POWER DEPENDS ON THE LINKS (INDIVIDUALS, EDUCATIONAL INSTITUTIONS AND ORGANISATIONS)**
- **BUT THOSE LINKS DON'T ACT THAT WAY (NOWADAYS). THEY SOMETIMES ACT LIKE ISLANDS:**
  - **NOT SHARING INFORMATION**
  - **NOT HELPING EACH OTHER IN A PRACTICAL WAY (LOOKING THROUGH EACH OTHERS EYES)**
  - **THEY JUST DON'T KNOW THE DEGREE OF DEPENDENCE ON EACH OTHER**



# CLOSING

- **DO YOU NEED MORE INFORMATION?  
LET ME REFER YOU TO MY WEBSITE  
[WWW.JOEPVESTERS.NL](http://WWW.JOEPVESTERS.NL)**
  - **LECTURES (INTERVIEW IN THE SPEAKERS  
ACADEMY MAGAZINE)**
  - **WORKSHOPS**
  - **CONSULTING**
  - **PRACTICAL ASSIGNMENT FOR  
ORGANISATIONS (INCLUDING BRAIN  
TRAINING AND MINDFULNESS)**
- **QUESTIONS?**
  - **WELCOME LATER THIS AFTERNOON, OR**
  - **BY USING THE QUESTION OPTION ON MY  
WEBSITE**