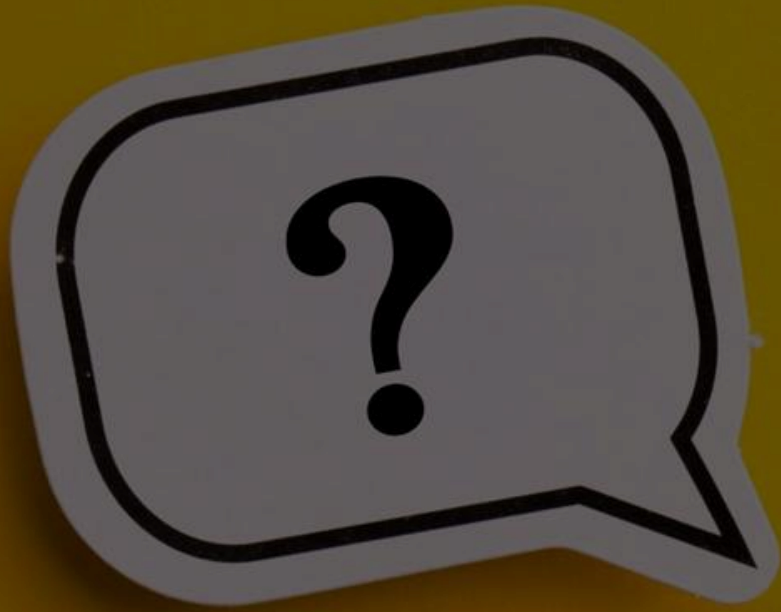


TRUTHS & PERCEPTIONS REGARDING TALENT DEVELOPMENT

Dr. Anastasia Fotinakopoulou, Head of Talent Acquisition





What is Talent?



Talent Management & Talent Development



Talent Management is a strategy that involves hiring the right people and enabling each of them to maximize their individual talent

Talent development is specifically focused on how to develop employee skills and competencies. It has to do with organizations providing learning opportunities and tools for them to advance their overall careers

Talent Management & Talent Development

Talent Management =
recruit and maximize
talent

Talent development=
develop, motivate and
retain employees.

By managing talent strategically, companies can build a high-performance workplace, add value to their branding, and contribute to diversity management.

Talent Development Pillars



Optimization



Research

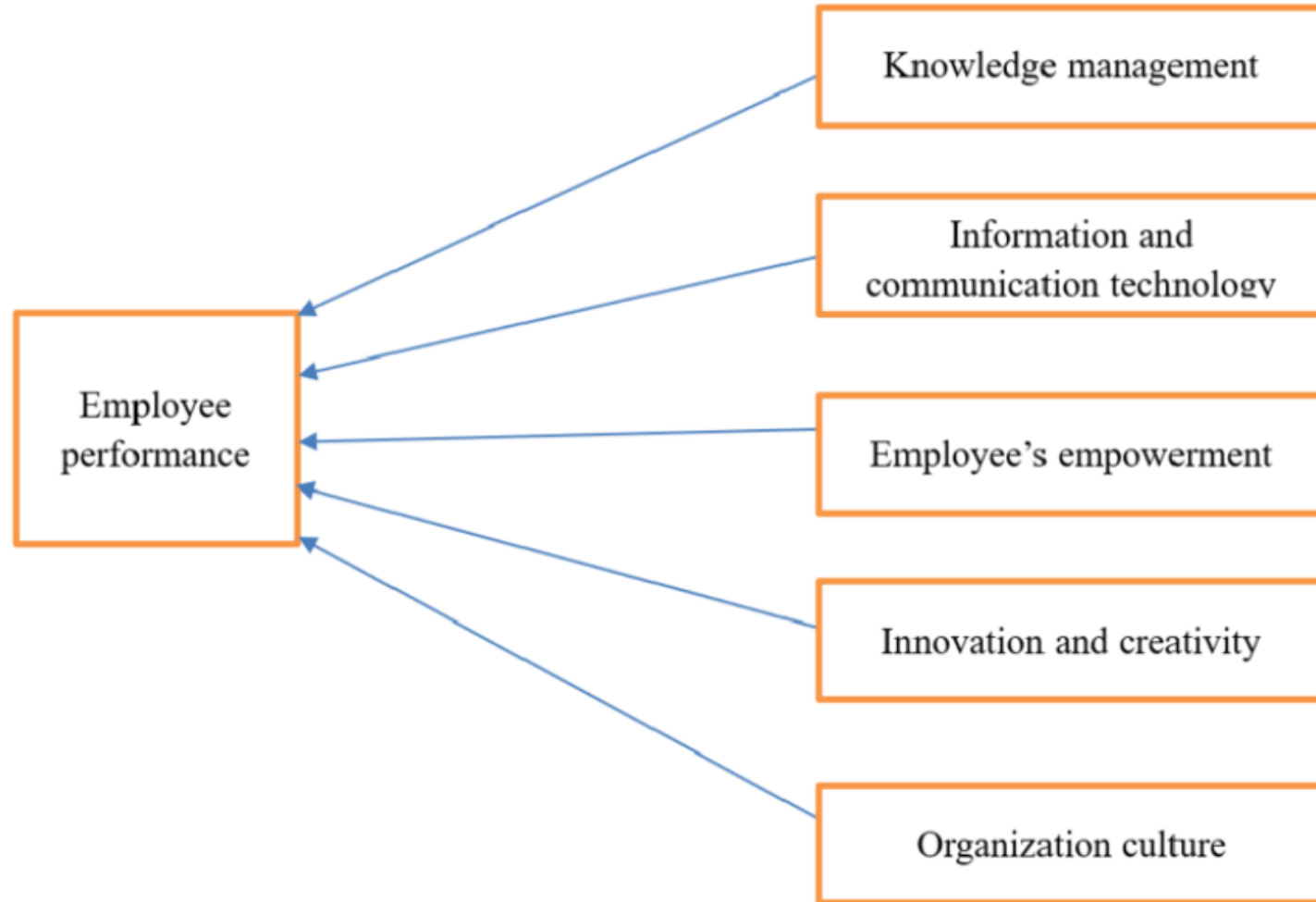


Planning

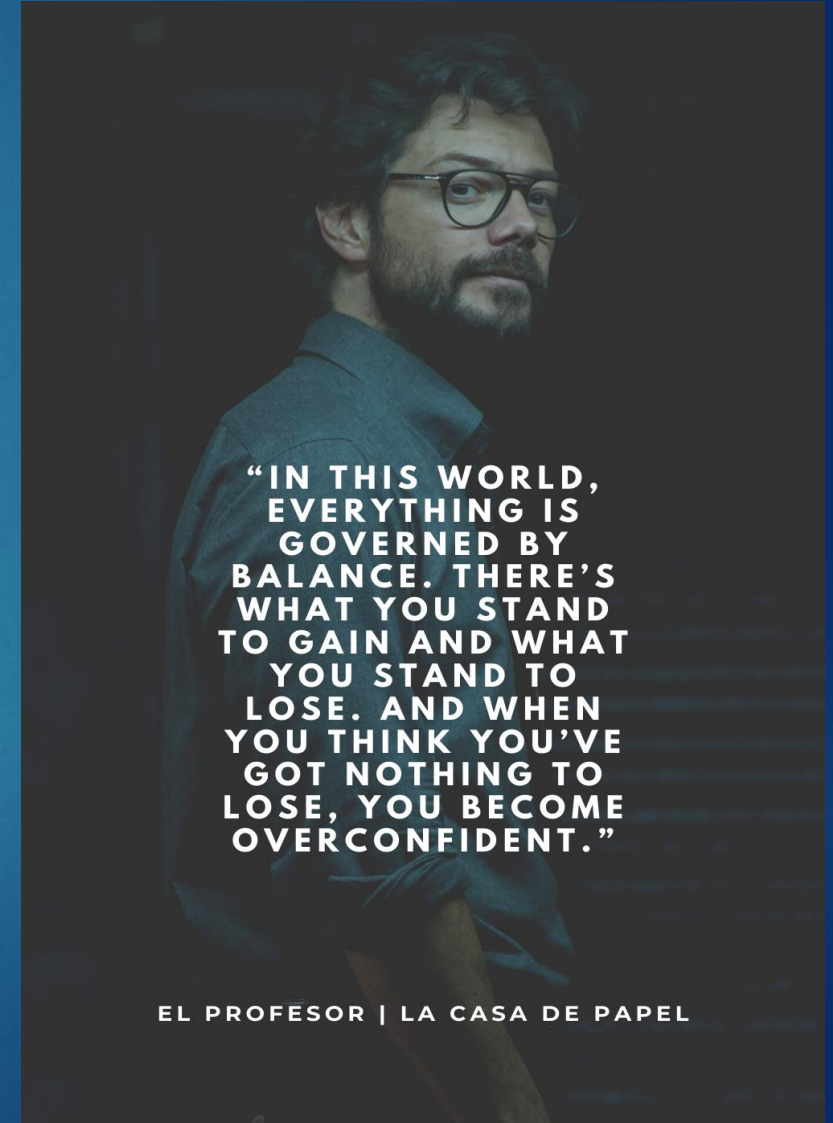
**One of the greatest
talents of all is the talent
to recognize and to
develop talent in others.**

COLIN POWELL

Developing means Promoting?




Factors affecting employee performance



Why Talent Development Matters More Than Ever

1. Rapid Technological Change

 Continuous learning keeps teams aligned with evolving tools, AI, and digital trends.


2. Talent Retention & Engagement

 Employees are more likely to stay and thrive in organizations that invest in their growth.

3. Competitive Advantage

 A skilled, adaptable workforce drives innovation and organizational resilience. Do not also forget skills expire faster now.

4. Leadership Pipeline

 Developing internal talent reduces hiring costs and ensures cultural alignment.

5. Future-Proofing the Organization

 Proactively closing skill gaps prepares teams for emerging business challenges.

💡 **94% of Employees Stay Longer Where They Feel Invested In**

(Source: LinkedIn Learning 2024)

- Organizations that actively support learning and growth see stronger retention, higher engagement, and improved morale.
- Investment in employee development sends a strong cultural signal: *“You matter here.”*
- It's not just about training — it's about showing a long-term commitment to people's careers

🎓 **Shift from Degrees to Skills**

- Employers are rethinking traditional credentials — real-world competencies now matter more than formal education.
- Skills-based hiring and promotion policies are gaining ground across industries.
- This democratizes opportunity, enabling high-potential employees without degrees to move up based on performance, learning, and potential.

State of Talent Development in 2025



Talent Management & Talent Development

TALENT MNGMT

The importance of Talent Development

- ▶ It helps businesses improve performance
- ▶ It allows companies to stay competitive
- ▶ It drives innovation
- ▶ It helps form productive teams
- ▶ It decreases turnover
- ▶ It leads to strong employer branding
- ▶ It motivates others to grow

PLANNING-ATTRACTING-DEVELOPING-RETAINING-TRANSITIONING

How can you improve talent development at your organization?

- ▶ Understand your company objectives
- ▶ Identify opportunities for upskilling and reskilling
- ▶ Provide many learning options and methods
- ▶ Create a culture that embraces continuous learning
- ▶ Promote performance coaching
- ▶ Include leadership development (Future Potential/Effective Leaders)
- ▶ Include all stakeholders in the effort
- ▶ Evaluate and improve, often

How can you improve talent development at your organization?

Talent Development Goals



Steps to start a talent development program



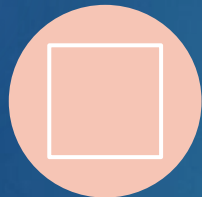
**Determine where
you are today/
Define your
organizational
goals**



**Identify the skills
required**



**Assess your
employees' skills**



**Design
your
training
program**



**Look for hidden
talent**

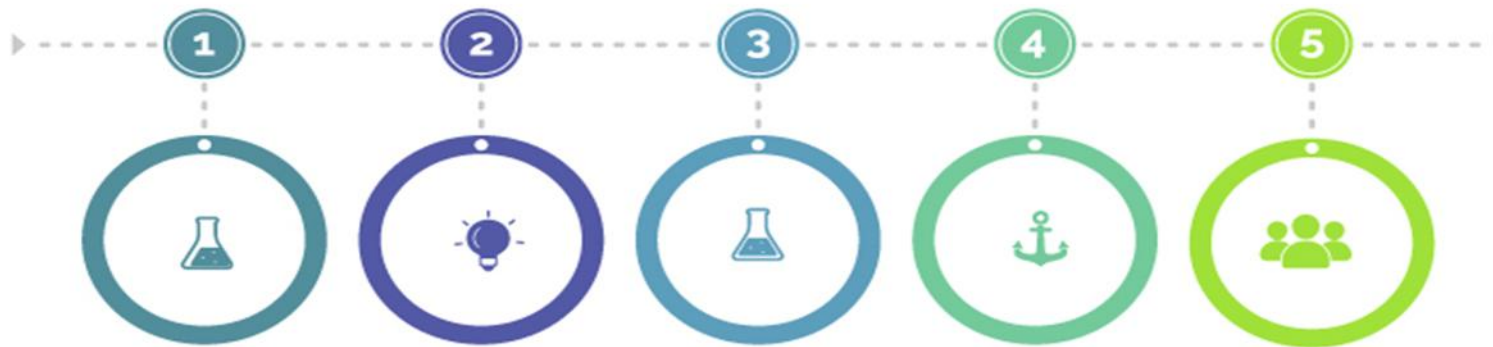


**Create a company
culture of
continuous
learning**

Talent Development Tools

► Competency Mapping/ Skills Pools / Tailored Job Descriptions

KEY STEPS IN THE COMPETENCY MAPPING PROCESS



Top 10 skills of 2025

-
- The logo for the World Economic Forum, featuring a stylized blue globe with a network of lines.
- Analytical thinking and innovation
 - Active learning and learning strategies
 - Complex problem-solving
 - Critical thinking and analysis
 - Creativity, originality and initiative
 - Leadership and social influence

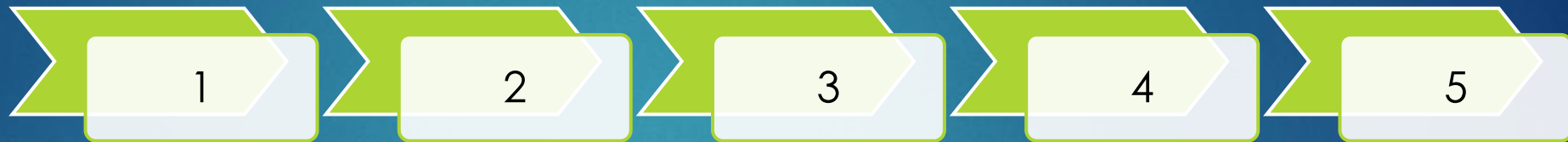
- ❖ A skill is the ability to do something, while competencies are behaviors
- ❖ Skills are specific, while competencies are broad
- ❖ Competencies specify how the individual carries out the skills they have

Talent Development Tools



| COMPETENCY | | DEFINITION |
|-------------------------|---|--|
| Drive for Sales Results | | The ability to achieve results by focusing on the formulated sales objectives |
| COMPETENCY | DEFINITION | BEHAVIORAL DESCRIPTOR(S) |
| Drive for Sales Results | The ability to achieve results by focusing on the formulated sales objectives | <p>A. is proactive and takes the required initiatives to achieve personal sales objectives.</p> <p>B. takes personal responsibility for achieving sales goals.</p> <p>C. monitors the progress of own sales results.</p> <p>D. Thinks out of the box to achieve sales goals.</p> |

Talent Development Tools



| 1 | 2 | 3 | 4 | 5 |
|-----------------|---------------------|--------------------------------|--|------------------|
| Novice | Learner | Practitioner | Expert | Master |
| Still struggles | May commit mistakes | Knows, Understands and Applies | Knows, Understands and Applies and Innovates | Role Model/Coach |

Talent Development Tools

- ▶ 360/Performance Management Programme
- ▶ Development Centers
- ▶ Coaching/Mentoring Programmes/Giving Constructive Feedback
- ▶ E-Learning Programmes
- ▶ Talent Mobility

HR managers distinguish several types of talent mobility programs:

- ❖ Vertical – when you transfer an employee to a higher position (for example, to a managerial role).
 - ❖ Horizontal – when you move an employee within their functional area, expanding their responsibilities and areas of control.
 - ❖ Cross-functional – when you transfer an employee to another department, a business unit, or a totally different role.
 - ❖ Talent mobility has nothing to do with relocation, however, you can transfer your employees to foreign branches within a talent mobility program.
- ▶ Working in Agile Teams (People Cloud)

Talent Development Challenges

- ▶ Creating a New Normal
- ▶ Global Agility
- ▶ Staying Competitive
- ▶ Redefining Talent
- ▶ Redefining Working Engagement
- ▶ Engaging Everyone
- ▶ Lifelong Learning
- ▶ Customizing Performance Management
- ▶ Make talent development part of your company culture
- ▶ Developing through hybrid workplace
- ▶ Nurture a Growth Mindset

Develop Talent & Build a High Performance Culture

| | |
|-----------|--|
| Define | Define your company's goals (& align with talent development) |
| Interview | Interview employees to discover hidden talents and interests |
| Connect | Connect leaders with high performers through mentoring relationships |
| Connect | Connect colleagues at the same level for peer development |
| Design | Design individual training programs (Customization) |
| Engage in | Engage in career pathing with all employees |
| Implement | Implement Career Development as your EVP |
| Design | Design Employee Experience for all levels of your people |

Why talent development plans fail?

- ▶ Lack of awareness among employees
- ▶ Focusing on external talent acquisition
- ▶ Talent development opportunities are inaccessible
- ▶ Companies do not invest on new L&D opportunities



How to rethink your talent development plan?

- ▶ Align employee development efforts with company goals
- ▶ Integrate workforce education into your talent development roadmap
- ▶ Build change and disruption into your plan
- ▶ Make data-driven adjustments

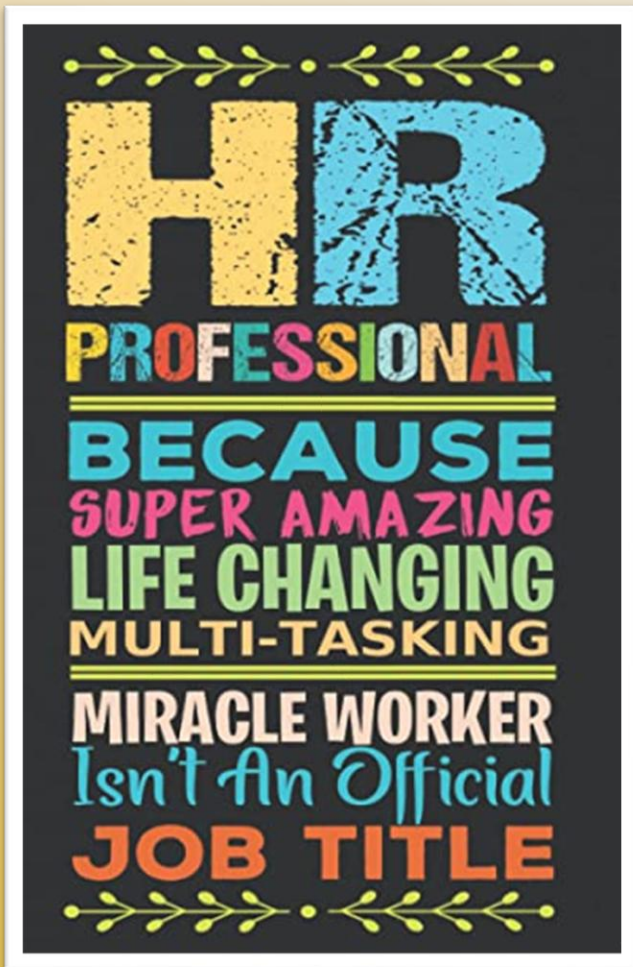
IMPROVEMENT
BEGINS
WITH
I.

#WEARESTEADFAST

Challenges to look out for

- Digital fatigue and burnout
- Keeping training relevant
- Equity in learning access
- Measuring impact beyond course completions



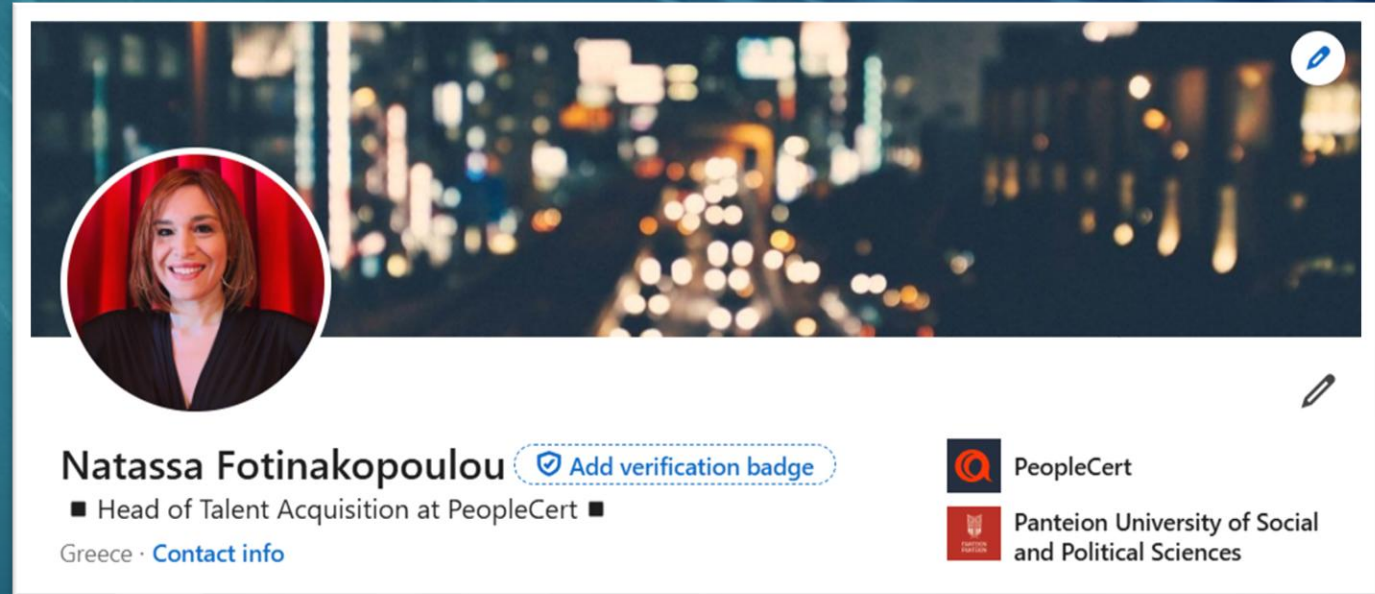


15 Life Lessons I Learned in HR

Believe you can and you're halfway there." — Theodore Roosevelt.

- ▶ Leaders are not created by titles
- ▶ Every Day is a new day and you get to start again
- ▶ There is always another channel to recruit from
- ▶ Never burn a bridge
- ▶ Proactive is better than reactive
- ▶ People are people
- ▶ 99% of conflict is caused by miscommunication
- ▶ Trust your first instinct
- ▶ HR is not only about (knowing) HR
- ▶ We are our People
- ▶ Talent without Hard work is nothing
- ▶ Have a plan, but give yourself room to improvise
- ▶ Build and Nurture Networks That Propel You Forward
- ▶ Get up after every fall
- ▶ There's Such A Thing As Too Much Thinking





Thank You!