



TALOGY



John
Cockerill

Leadership reimagined

Inside-out Future-proof Leadership

Céline Martin & Isabelle Boland, 20th November 2025



It's nice to meet you!



Isabelle Boland

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Agenda

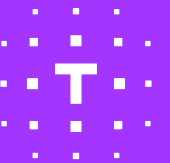
- Introduction
- Future-proof leadership
- InView Leadership Model
- John Cockerill's in-practice case
- Conclusion



1417 M€ Turnover



Future-proof Leadership InView Leadership



Leadership in transition



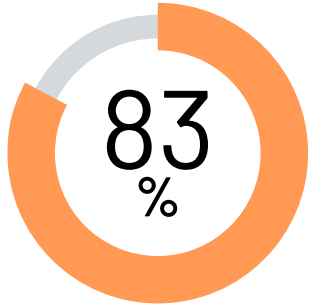
Talogy's global research

- Leadership and organisational performance
- Leadership and the employee experience
- Lessons learned post-pandemic
- The future of leadership

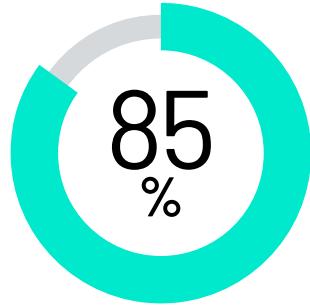


RESPONDENTS:
2,000+
EMPLOYEES
AND LEADERS

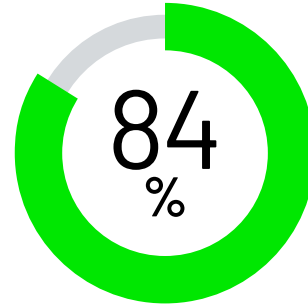
The impact of leadership on employees



of employees
feel their leader's
behaviour positively
affects their work
performance



of employees
feel their leader's
behaviour positively
affects their work
engagement



of employees felt
that their leader's
behaviour positively
affects their
wellbeing at work

Proportion of employees rating their leader's behaviour as having
a moderate to very large impact on each work outcome

Top leadership behaviours that employees feel enhances their work performance the most:

- Being supportive
- Giving autonomy
- Communicating well
- Providing constructive feedback
- Trusting people

The most important **change** leaders feel is required at each level

Biggest challenges leaders face when transitioning to this level

- Relationship boundaries
- Delegating and empowering
- New responsibilities
- Managing diversity
- Communication

FIRST LEVEL

Leading self vs leading others – laying foundations

- Relationship boundaries
- Acceptance and respect
- Managing diversity
- Increased responsibilities
- Delegating and empowering

MID LEVEL

Leading others vs leading leaders – introducing strategy

- Relationship management
- Effective communication
- Driving organisational results
- Operational and strategic balance
- Broadening perspectives

SENIOR LEVEL

Leading the organisation – creating the vision

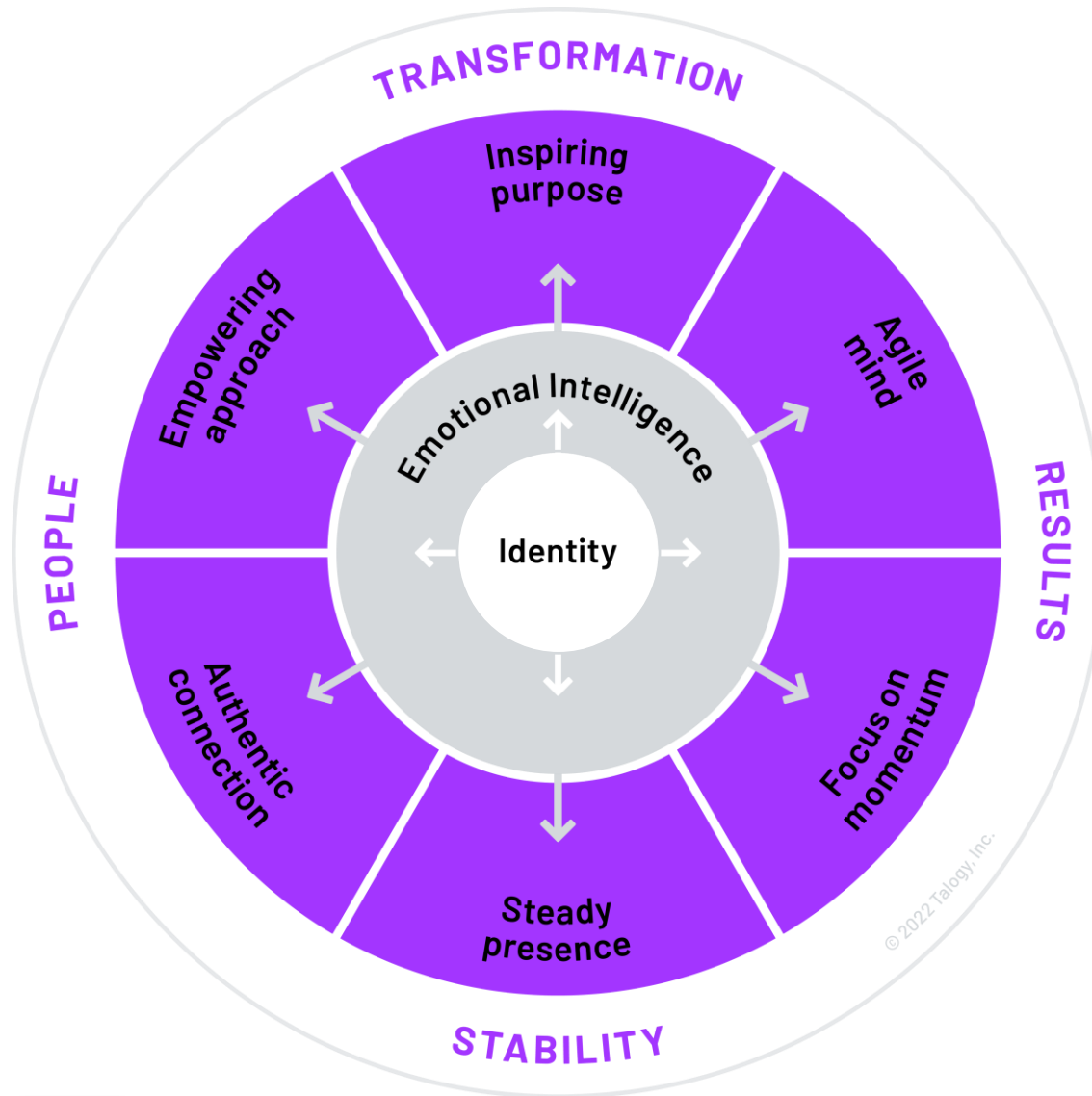
The most important change leaders feel is required at this level

- Adopting a new approach to communication, to provide clarity and direction for the team
- Trusting others to take on the role of technical expert and step away from independent working

- Empowering the team, allowing them autonomy to make their own decisions – move away from the detail of tasks to free up space for other priorities
- Communicating regularly and clearly with teams and senior stakeholders, tailoring messaging to suit a more diverse audience

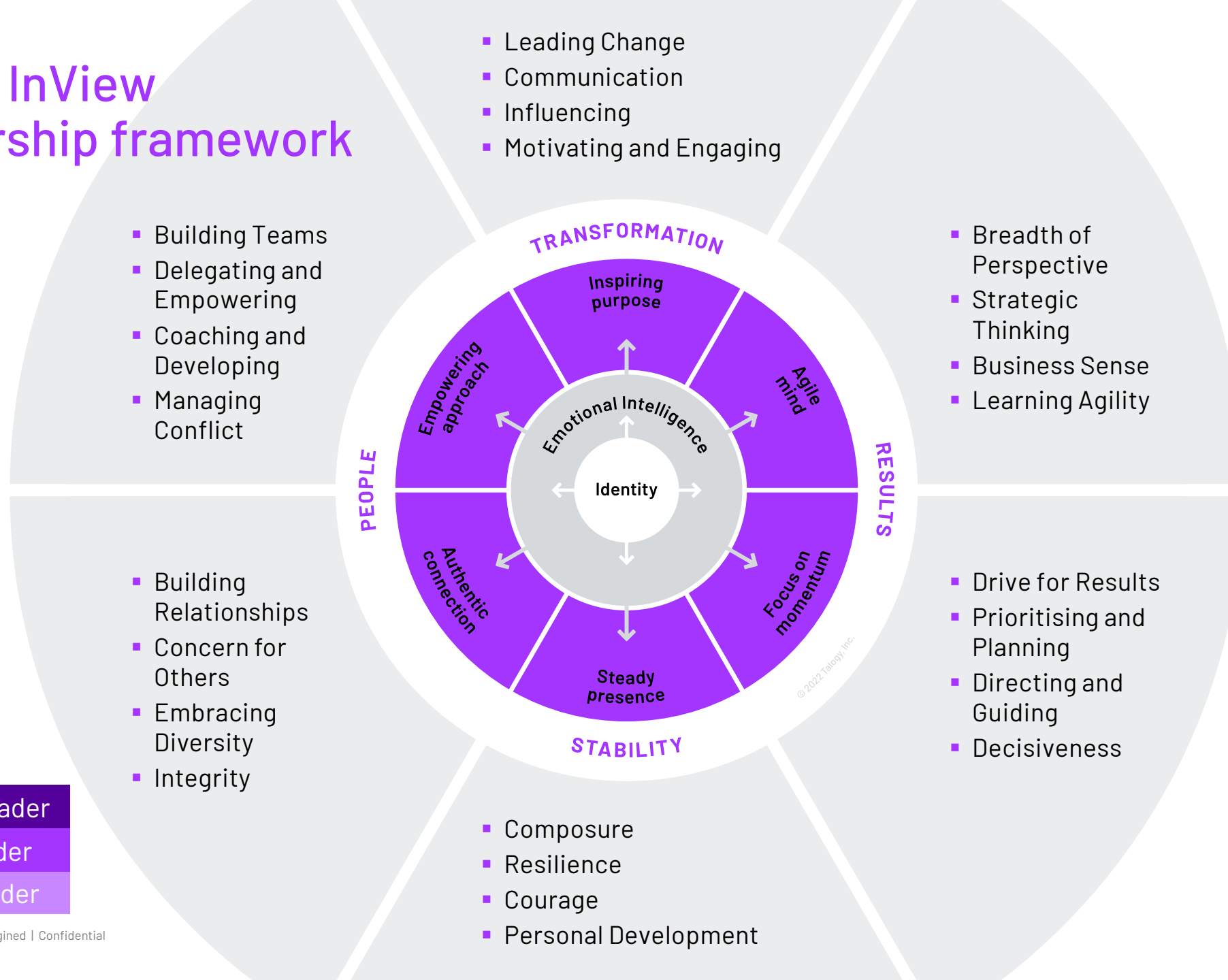
- Effectively conveying their vision and communicate clear, relevant information at the correct level, to the whole organisation
- Learning to lean on their team and trust them to help deliver on strategic goals

Talogy InView Leadership framework



- Leadership starts from the inside out. We lead from who we are.
- Self-awareness and emotional intelligence are key to leadership effectiveness.
- As leaders face a constantly changing world of work, they require certain qualities, skills, and attitudes to succeed.
- Effective leaders constantly balance their focus to enable high performance.

Talogy InView Leadership framework



Senior - Level Leader

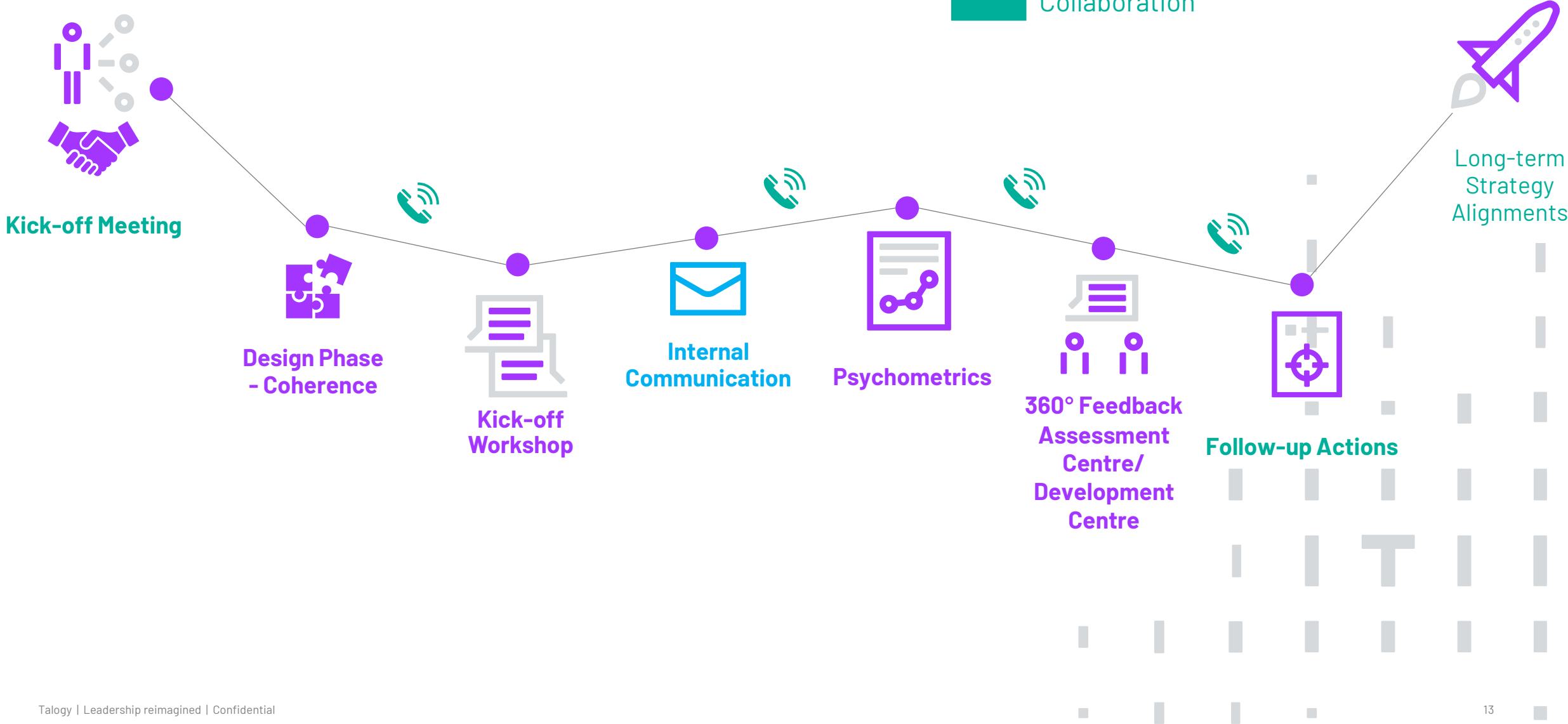
Mid - Level Leader

First - Level Leader

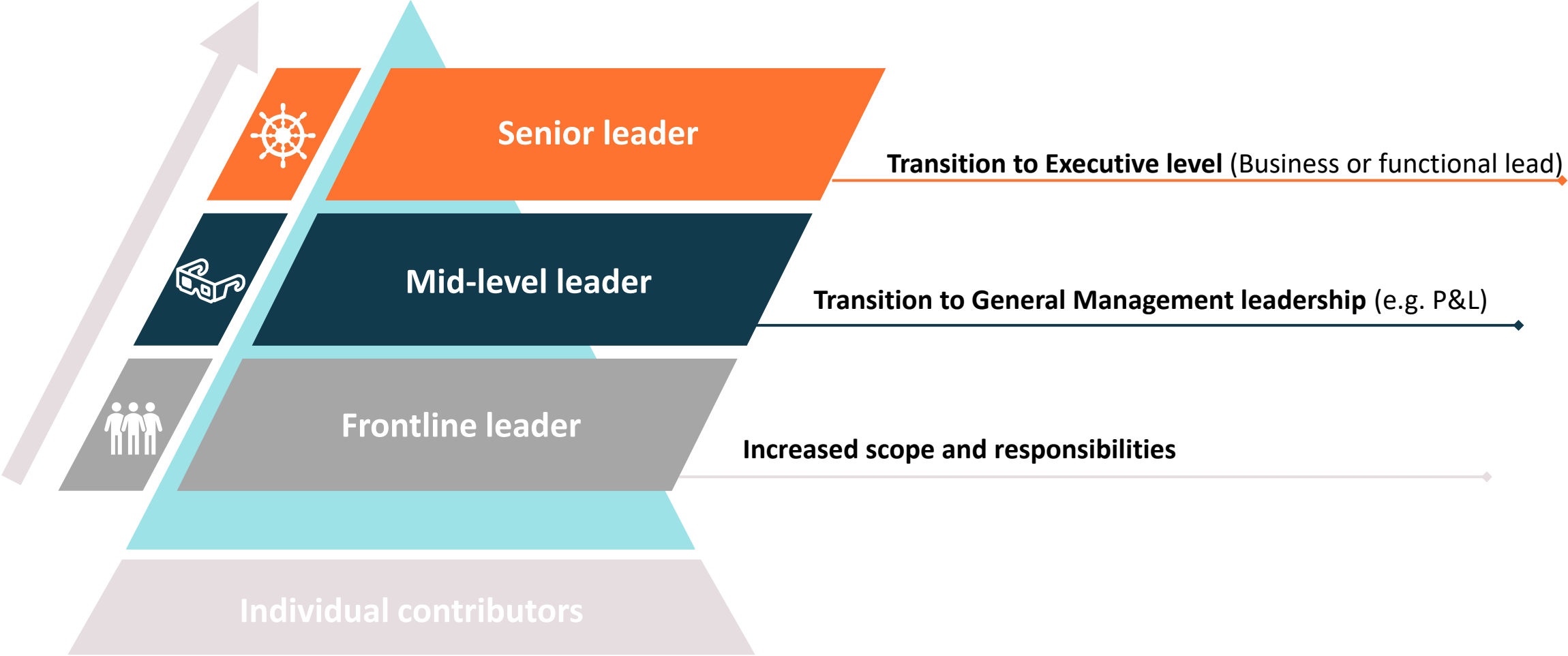
In Practice!

The journey

Talogy
John Cockerill
Collaboration



Definition of our Leadership development path



Core qualities of leaders at each level



Senior

Steady presence



Be the leader that others can rely on

Inspiring purpose



Give people a Why



Mid-level

Empowering approach



You don't need to have all answers

Agile mind



Look ahead and always be ready to adjust course



Frontline

Authentic connection



Results matter but so do people

Focus on momentum



Keep people moving in the right direction

Growth portfolio of an employee

Growth Portfolio

Search for actions or people

Team View

Compliance

Soft Skill

Current: 1 - Elementary

Expected: 3 - Confirmed

Edit Proficiency

Data driven

Soft Skill

Proficiency level hasn't been set for this attribute yet. Choose Edit Proficiency to rate the attribute.

Expected: 3 - Confirmed

Edit Proficiency

Embracing Diversity

Soft Skill

Proficiency level hasn't been set for this attribute yet. Choose Edit Proficiency to rate the attribute.

Expected: 3 - Confirmed

Edit Proficiency

Leading Change

Soft Skill

Proficiency level hasn't been set for this attribute yet. Choose Edit Proficiency to rate the attribute.

Expected: 3 - Confirmed

Edit Proficiency

Learning Agility

Soft Skill

Proficiency level hasn't been set for this attribute yet. Choose Edit Proficiency to rate the attribute.

Expected: 3 - Confirmed

Edit Proficiency

View All (10)

HR Integration in case of merger/a...

Technical/Functional Skill

Current: 1 - Elementary

Expected: 2 - Basic

Edit Proficiency

Functional watch

Technical/Functional Skill

Current: 1 - Elementary

Expected: 3 - Confirmed

Edit Proficiency

Risks and Opportunities Analysis ...

Technical/Functional Skill

Proficiency level hasn't been set for this attribute yet. Choose Edit Proficiency to rate the attribute.

Expected: 3 - Confirmed

Edit Proficiency

Transversal project management

Technical/Functional Skill

Proficiency level hasn't been set for this attribute yet. Choose Edit Proficiency to rate the attribute.

Expected: 3 - Confirmed

Edit Proficiency

HR systems & Reporting

Technical/Functional Skill

Proficiency level hasn't been set for this attribute yet. Choose Edit Proficiency to rate the attribute.

Expected: 3 - Confirmed

Edit Proficiency

View All (9)

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Team portfolio for managers

- Detailed view of employee competencies/skills for managers
- Manage direct report's growth portfolio, add/modify proficiency level, etc.

- Add or remove attributes, from direct reports growth portfolio
- Use filters to search for people by attributes, tags & proficiency levels
- Assign proficiency levels for newly-added attributes
- View Skill Gap of employees
- Add new Skill or attribute to direct reports' growth portfolio

SAP Growth Portfolio Search for actions or people

Home / Team Portfolio

Team Portfolio

Direct Reports (10) Done Add People Role Based Proficiency Gap

Skills (13)	Carroll Feest Sales Representative	Clayton Kuhlman Sales Representative	Hope Windler Sales Manager	Jessie Predovic Sales Representative	Lola Collins Sales Representative
Adaptability	2 Expected: NA	3 Expected: NA	- Expected: NA	+	+
Business Acumen	2 Expected: NA	4 Expected: NA	3 Expected: 4	2 Expected: NA	- Expected: NA
Business Management	+	+	2 Expected: 4	+	+
Customer Service	1 Expected: 3	2 Expected: 4	+	2 Expected: 4	1 Expected: 4
Data Analysis	+	- Expected: NA	3 Expected: NA	+	1 Expected: NA
Effective Communication	2 Expected: 4	5 Expected: 4	1 Expected: 4	2 Expected: 4	1 Expected: 4
Emotional Intelligence	1 Expected: NA	1 Expected: NA	2 Expected: NA	1 Expected: NA	3 Expected: NA
Inside Sales	+	+	+	3 Expected: NA	1 Expected: NA
Negotiation	2 Expected: 4	5 Expected: 4	4 Expected: NA	3 Expected: 4	2 Expected: 4

Legend

Proficiency Gaps

- Very High
- High
- Medium
- Low
- Very Low
- No Gap



Key messages to takeaway



Universal and **flexible** qualities of Inview leadership model allowed us to translate whatever was (and will be) needed



Demonstrated ease of **adoption** by managers and by individuals



The richness of Talogy's assessment and development tools and their **level/possibilities of integration** are very valuable to us to integrate the various initiatives underway



We did not sell this model internally as such, but rather as **a compass** guiding the development of our leadership initiatives



The involvement and **sponsoring of Top Management** was/remains key in this leadership development journey



Collaboration with Talogy is not a simple word... we really did it together !

Leaders as Superpowers Amplifiers





THANK YOU FOR YOUR TIME

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Talogy.com

