



Leadership reimagined

Inside-out Future-proof Leadership

Céline Martin & Isabelle Boland, 20th November 2025



It's nice to meet you!



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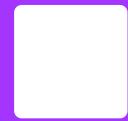
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Agenda

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

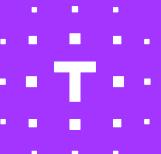


1417 M€ Turnover



Future-proof Leadership

InView Leadership

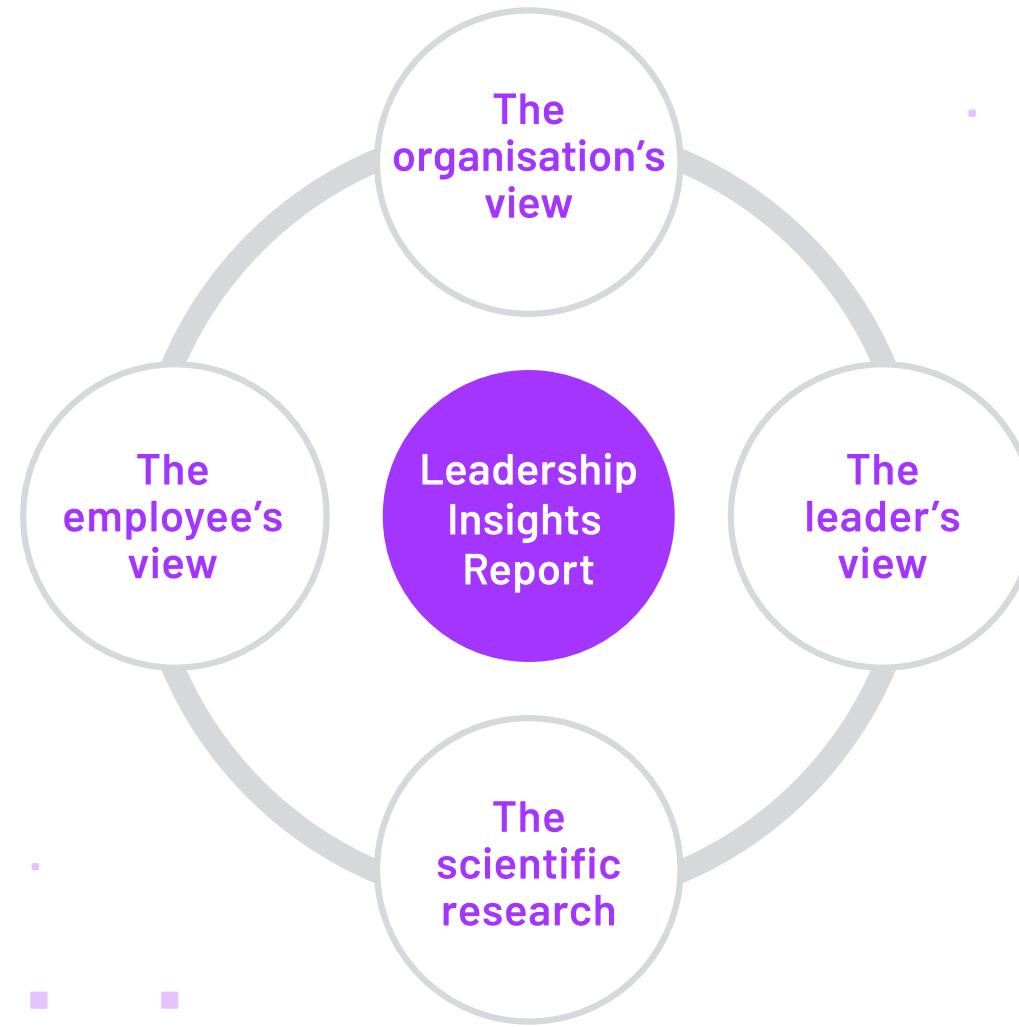


Leadership in transition



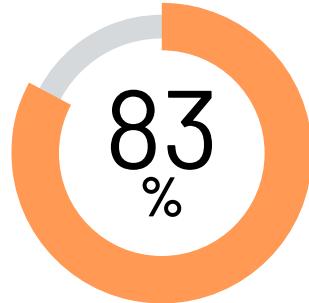
Talogy's global research

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

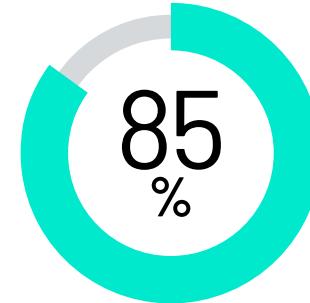


RESPONDENTS:
2,000+
EMPLOYEES
AND LEADERS

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

The most important change leaders feel is required at this level

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

FIRST LEVEL

Leading self vs leading others – laying foundations

- 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

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

MID LEVEL

Leading others vs leading leaders – introducing strategy

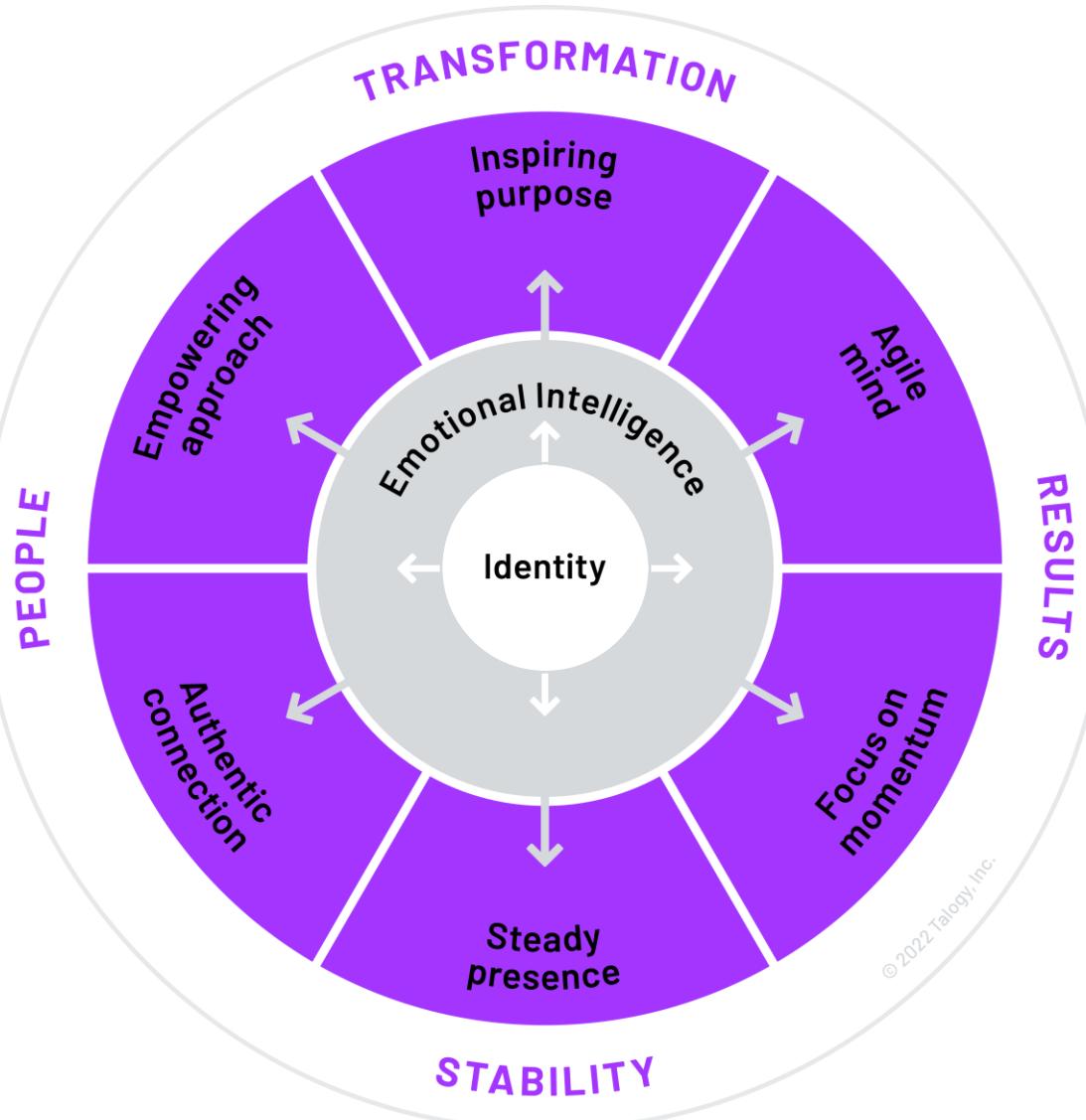
- Empowering the team, allowing them autonomy to make their own decisions – move away from the detail of tasks to free up space for other priorities
- Communicating regularly and clearly with teams and senior stakeholders, tailoring messaging to suit a more diverse audience

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

SENIOR LEVEL

Leading the organisation – creating the vision

- 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



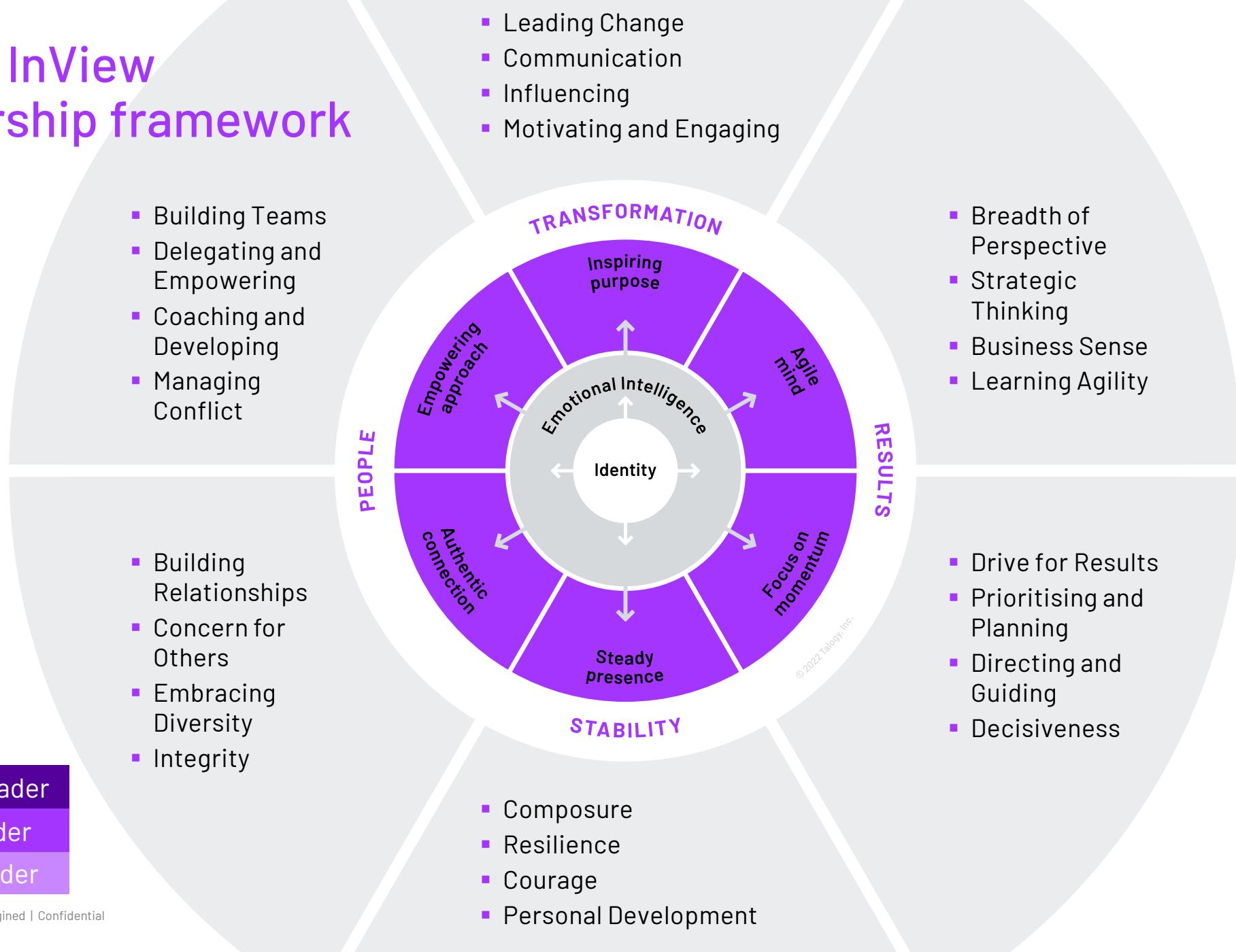
Talogy InView Leadership framework

- 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.

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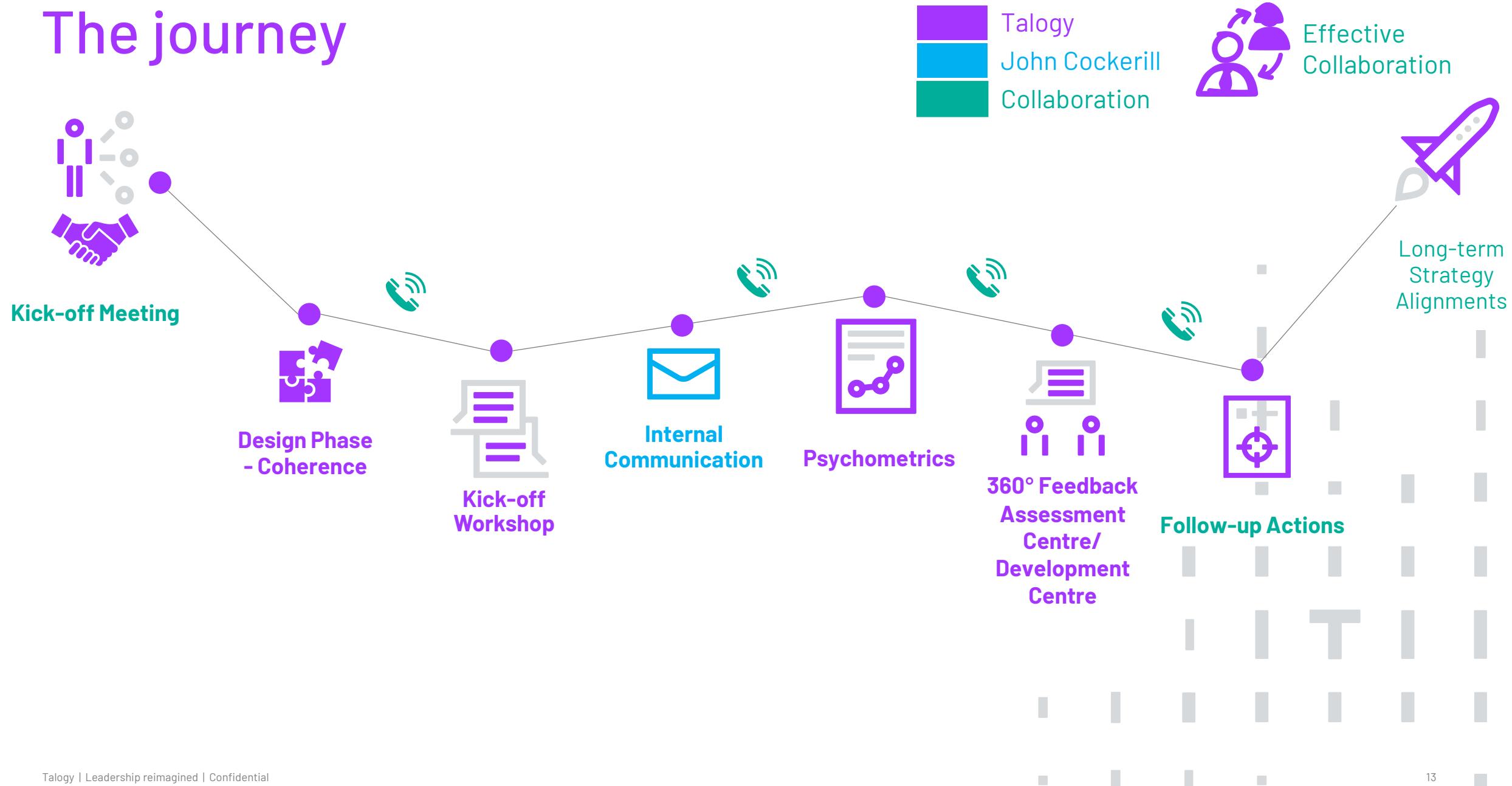
Talogy InView Leadership framework

Senior - Level Leader
Mid - Level Leader
First - Level Leader



In Practice!

The journey



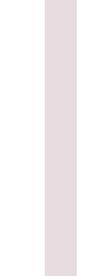
Definition of our Leadership development path



Core qualities of leaders at each level



Senior



Frontline



Talent
Development

Growth portfolio of an employee

Growth Portfolio  Search for actions or people    

Soft Skills View All (10)

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 

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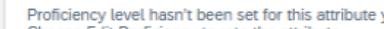
Expected: 3 - Confirmed

 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 (9)

Technical/Functional Skills

HR Integration in case of merger/... 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 

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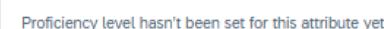
Expected: 3 - Confirmed

 Edit Proficiency

Transversal project management Technical/Functional Skill 

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Expected: 3 - Confirmed

 Edit Proficiency

HR systems & Reporting Technical/Functional Skill 

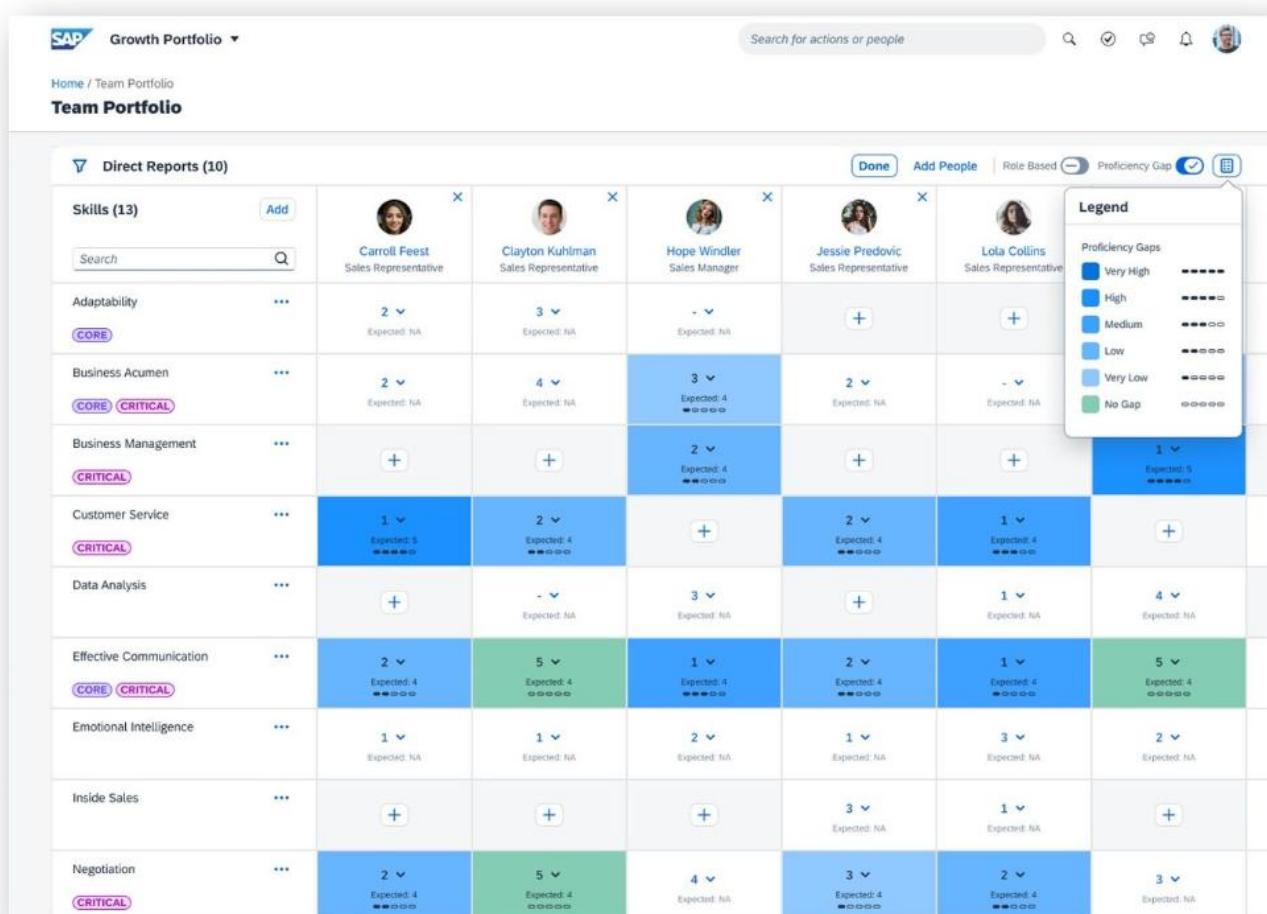
Proficiency level hasn't been set for this attribute yet. Choose Edit Proficiency to rate the attribute.

Expected: 3 - Confirmed

 Edit Proficiency

Team portfolio for managers

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



The screenshot shows the SAP Growth Portfolio 'Team Portfolio' interface. The main area displays a grid of 'Direct Reports (10)' with columns for 'Skills (13)' and individual report cards for Carroll Feest, Clayton Kuhlman, Hope Windler, Jessie Predovic, and Lola Collins. A legend on the right defines proficiency gaps from 'Very High' (4 dots) to 'No Gap' (4 dashes). A tooltip on the legend indicates the current proficiency level for each skill. The interface includes a search bar, filter buttons, and a 'Done' button.

1. Add or remove attributes, from direct reports growth portfolio

2. Use filters to search for people by attributes, tags & proficiency levels

3. Assign proficiency levels for newly-added attributes

4. View Skill Gap of employees

5. Add new Skill or attribute to direct reports' growth portfolio

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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