



Leren in KBC, een verhaal van skills

Jen Deneckere – Learning architect, corporate HR

Geert Nijs – Learning architect, corporate HR

Wat staat er
op het



ONLINE INKIJK BIJ DE MEEST INTERESSANTE CORPORATE ACADEMIES

DE POTTENKIJKER





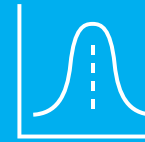
**Strategie
en kader**



StIPPLE



Demo



**Adoption
en Change**



**Vraag en
antwoord**

Agenda



Principal activity: integrated bank-insurance

Clients > 11 million

Core markets: Belgium, the Czech Republic, Slovakia, Hungary, Bulgaria and Ireland.
Present, to a limited extent, in other countries.

Employees 41 000

KBC België

Aantal werknemers > 15 000

Gemiddelde leeftijd 45 jaar

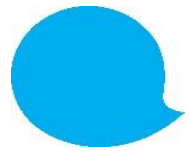
Gemiddeld aantal jaren dienst 19 jaar

more info: www.kbc.com

“We have had the financial crisis which created a lot of turbulence in our sector... Today and tomorrow, we are going to deal with a change which is far more fundamental. It means that we will have to reinvent our business models and the way we deal with customers. We are going to compete with completely new competitors.”

Johan Thijs, CEO KBC

**Reskilling and upskilling will be key
for the transformation of KBC**



Een verhaal van nodige verandering

Strategie en kader

4 types leercultuur

Kahoot! Welke leercultuur overheerst vandaag bij jullie?

"Ik volg een training omdat het verplicht is."



**Cultuur van
compliance training**

*"Ik volg een
aanbevolen training
omdat ik anders mijn
job niet goed kan
doen."*



**Cultuur van
nodige training**

*"Ik weet wat ik wil
(bij)leren en ga zelf op
zoek naar
leeropportuniteiten."*



**Cultuur van
self-regulated leren**

*"Ik leer continu en
gebruik elke aanleiding
die mijn pad kruist om te
leren. Op die manier
verhoog ik mijn relevantie
dag na dag. "*

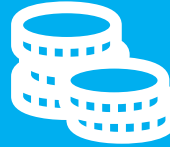


**Cultuur van
continu leren**

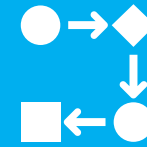
The Skill Challenge



Wijzigend klantengedrag
en verhoogde
gebruikersverwachtingen



Kostendruk in een
competitieve markt



Innovatie en *business
agility* als antwoord op
nieuwe technologie en
operating models



“Winning the talent for war isn’t about finding the right employees. You already have the right employees.”



Wat versta jij onder skills?

Skill



Vaardigheid

Talent

Competentie



Voorbeelden van skills

Functional Skill

- Design Thinking
- Business Process Improvement
- Data Literacy
- Risk Management
- Sales Closing
- Financial Services Applications

Personal Skill

- Active Learning
- Continuous Transformation
- Taking Ownership
- Decision Making & Critical Thinking
- Emotional Intelligence
- Coaching Others

Hotskills

- In functie van de transformatie
- Voor alle KBC medewerkers of binnen directie voor > 50% relevant
- Worden sterk aanbevolen
- Rapportering



1 Basic Understanding



© Nijlense zwemclub

2 Working Knowledge



© laco.eu

3 Extensive Experience



© faqt.nl

4 Expert



© belga

Skill levels

1 Basic Understanding

Weten wat het is

De mindset

De dubbele diamant

Beseffen dat je niet altijd vanuit de klant denkt

2 Working Knowledge

De meeste elementaire technieken

Kunnen deelnemen aan Design Thinking Workshops en weten wat van je verwacht wordt

De principes van deze methode in je eigen werkcontext kunnen toepassen

3 Extensive Experience

In staat om grotere groepen op sleeptouw te nemen

In staat deze methode in diverse werkcontexten toe te passen

Begeleidt een volledige reeks workshops

4 Expert

Beleid bepalen over design thinking

2

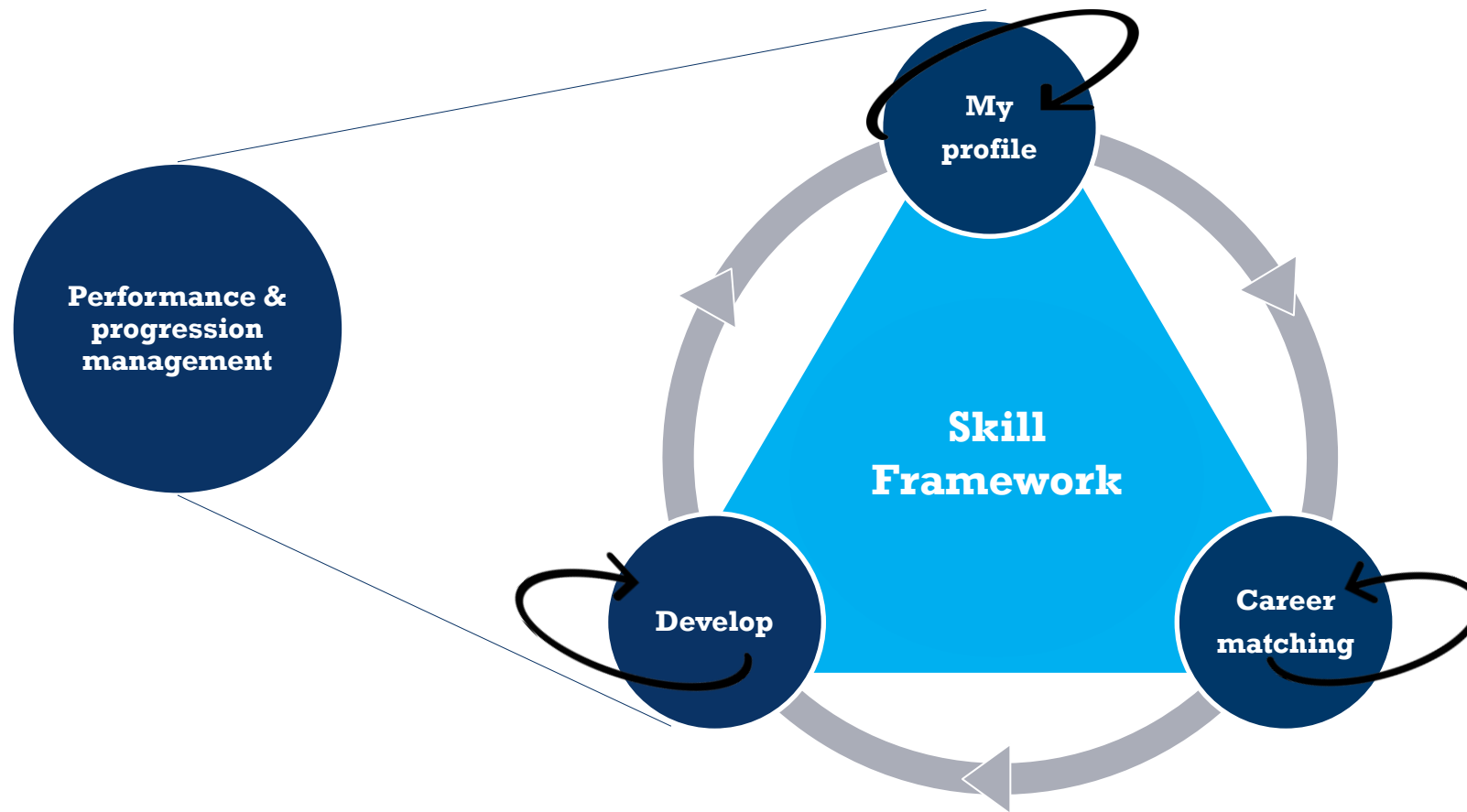
Het antwoord op de skill challenge

De technologie



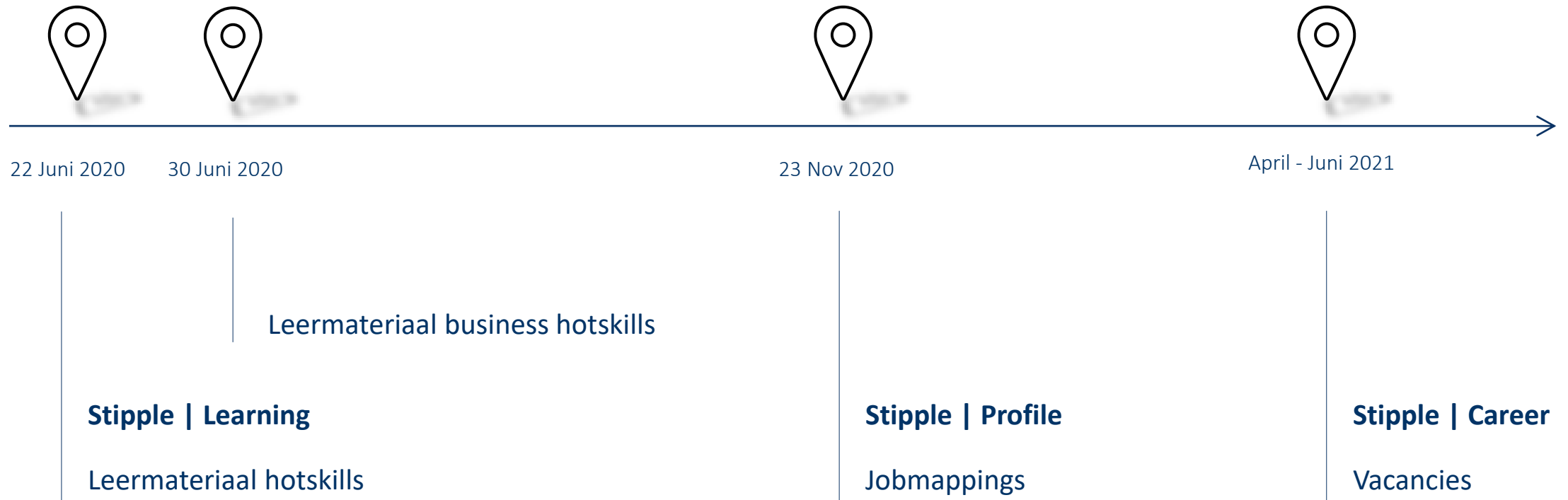
SKILLS to improve PERFORMANCE,
PROGRESSION, LEARNING &
EMPLOYABILITY

●●● StiPPLE



Basiscomponenten

Aankondiging strategie update



Learning Content

articulāte

rs

Active Learning - basics - NL

START OPLEIDING

DETAILS

Hoe we leren evolueert. Leren gebeurt al lang niet meer uitsluitend in een klaslokaal. In deze snel veranderende tijden moeten we ons continu bijscholen. Maar hoe werkt leren eigenlijk? En wat kan je doen om actief te leren?

Deze leermodule wil je inspireren tijdens je leerexpeditie, of je nu pas start of al een tijdje op weg bent!

- In eerste fase voor hot skills
- Nadien ook andere (personal/functional)
- > 40 skills available (not all levels yet)

Job mapping

- In eerste fase voor functies > 10 medewerkers
- Met deze functies zijn +/- 95% van alle medewerkers afgedekt
- 256 mappings

SKILLS					PROF LEVEL			Behaviour
Assess	Code	Title	Class	Description	Proficient	Important	Typ	
	I0960	Accuracy and Attention to Detail	Foundational	Understanding the necessity and value of accuracy; ability to complete tasks with high levels of precision.	3. Extensive Experience	High	Basic	Contributes to development of a high quality business production and precise control process. Demonstrates expertise in quality assurance tools, techniques, and standards. Employs techniques for motivating personnel to meet or exceed accuracy goals. Implements a variety of cross-checking approaches and mechanisms. Processes large quantities of detailed information with high levels of accuracy. Productively balances speed and accuracy.
	I1100	Collaborating	Foundational	Knowledge of collaborative processes; ability to work with a variety of individuals and groups in a constructive and collaborative manner.	3. Extensive Experience	High	Basic	Collaborates with internal and external experts and consultants to develop solutions that can add significant value to clients' success. Demonstrates experience of engendering collaborative processes that lead to problem solving and the achievement of business goals. Establishes and maintains credibility with clients and teammates. Generates "win-win" strategies to gain support for key initiatives from others across boundaries. Provides optimum solutions for complex problems by using collective intelligence of colleagues' networks. Redesigns physical areas to allow for collaboration and private time. Avoids technical jargon when inappropriate. Delivers helpful feedback that focuses on behaviors without offending the recipient. Listens to feedback without defensiveness and uses it for own communication effectiveness. Looks for and considers non-verbal cues from individuals and groups. Makes oral presentations and writes reports needed for own work.
		Effective Communications	Foundational	Understanding of effective communication concepts, tools and techniques; ability to effectively transmit, receive, and accurately interpret ideas, information, and needs through the application of appropriate communication behaviors.	2. Working Knowledge	High	Basic	
	I0500	Effective Presentations	Foundational	Knowledge of effective presentation tools and techniques; ability to present information to groups with the appropriate degree of formality.	2. Working Knowledge	High	Basic	Anticipates and prepares for audience questions. Organizes key points and supporting information for a topic as appropriate for the audience. Prepares and delivers formal presentations to small and friendly audiences. Provides a suitable level of detail using appropriate terminology. Uses feedback on own presentations to improve.
	B1090	Business Performance Management	Foundational	Knowledge of technologies, techniques and practices for the use of business intelligence; ability to monitor and adjust business processes (internal and cross-organizational) in near real-time.	2. Working Knowledge	Medium	Basic	Cites examples of actionable items associated with BPM-based information. Describes tools and techniques for generating and interpreting score cards. Develops queries and reports for performance management. Identifies tools, reports and outputs that assist in discerning patterns and analyzing data. Works with processes and tools for capturing and reporting performance data.
	I1130	Dealing with Disorder	Foundational	Knowledge of the importance of moving forward with less than perfect information; ability to adapt flexibly and comfortably adapt in the face of volatility, uncertainty, complexity, and ambiguity.	2. Working Knowledge	Medium	Basic	Accommodates different levels of ability to respond to change. Adapts easily to changing work demands, and demonstrates an ability to respond, with guidance, in the face of uncertainty and ambiguity. Helps diagnose unresolved issues that result from change programs. Participates in making decisions and carries out tasks in the absence of complete information. Shifts gears and changes course as new information becomes available.

3 Demo



Dit is je persoonlijke dashboard.

StiPPLE Learning & Skills

Aanbevelingen op basis van [jouw profiel](#)



Data Literacy - level 2

Grow in your job with working knowledge

Recommended learning



Business Process Improvement - level 2

Grow in your job with working knowledge

Recommended learning

[Wat is er nieuw in StiPPLE?](#)

Performance & Progressie

Aanbevelingen



Ik heb vandaag geen tips voor je, goed bezig!

[Naar tool](#)

Tijdsregistratie

Je meest recente registratie: vandaag, om 08:17



Werk



Thuis

14:32

Maandag, 08 maart

Beheer

Saldo vorige werkdag: 7u 17min.

< maart 2021 >

M	D	W	D	V	Z	Z
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Snelle links

Handig in een overzicht.

[kbc.be >](#)

HR4U

HR4U



Facility

DOCK!

DOCK!



KBC Connect!



Kennisbank



Skills Profile



Learning



Telewerk

Volledige dag



07:00 - 07:10

onkosten ingeven

What will you learn today?

Search 🔍

2
Learning
hours

Drive your career
Access your profile >

1 You have 1 required learning activities

Your personal learning recommendations >

Learn what is relevant for you

Discover what learning support is most relevant to you, based on your profile settings and on what your peers are learning.

NEW

StiPPLE support & instructional videos >

It's all about your skills

Click here and discover how StiPPLE will help you to develop your skills.

Develop skills for the next level >

Explore the KBC hot skills

Get started here with the Next Level Academy, which focuses on the KBC hot skills. These learning activities will teach you a number of basic concepts useful for every KBC employee.

Develop skills for your business >

Explore Corporate HR hot skills

Knock knock... Who's there? It's the future! Are you ready to receive the future? CHR's hot skills give you an insight into which knowledge and skills are important.

A view on all skills >

Overview of all skills

Explore all the skills for which learning is available on StiPPLE. This list contains hot skills as well as other skills. The skills are listed alphabetically.

Learning

Add personal learning +

Your queue

Learning activities that you have not yet completed. Included enrollments and

Channel subscriptions

Browse the latest learning recommendations in the

Required learning

Complete the required learning assigned to you.

Your completions

Review the learning activities that you have completed.

Hot skills

- KBC hot skills
- Asset Management
- Autolease
- Banking Products & Transformation
- CBC
- Compliance
- Corporate Banking
- Corporate HR**
- DQM
- Facilities
- Group Finance
- Group Legal
- Insurance
- IT
- Markets
- Retail
- Securities
- SS&O

Knock knock... Who's there? It's the future! Are you ready to receive the future? Do you have everything you need to work with the future? CHR's hot skills give you an insight into which knowledge and skills are important to be up-to-date, today and tomorrow. Which trends have an impact on CHR's and KBC's way of working, and what do we need to know to put them into action: discover it all in the hot skills! If you start learning level 1 of each hot skill, you build up a solid basic understanding. Then discuss with your manager for which hot skill you might need to attain a higher level. Go, learn & enjoy!

Corporate HR
Active Learning

>

Corporate HR
Data Literacy

>

Corporate HR
Design Thinking

>

Corporate HR
Digital HR Solutions

>

Corporate HR
Office Support Tools

>

Corporate HR
Remote Working

>



Hot skills

KBC hot skills Asset Management Autolease Banking Products & Transformation CBC Compliance **Corporate Banking** Corporate HR DQM Facilities Group Finance Group Legal Insurance IT Markets Retail Securities SS&O

Contribute to the success of Corporate Banking and to your own future employability by developing the hot skills of our Directorate! At Corporate Banking, we believe in the power of human capital as the key to future success. In order to remain the reference in the future, we will focus on 5 hot skills for the coming years : Collaborating, Emotional Intelligence, Risk Assessment in Sales Context, Data Literacy and Sales Closing and Agreements. CDI-DR has decided that by 31DEC2020 every Corporate Banking employee should at least follow the e-learning level 1: basic understanding for each of the 5 hot skills. Learning is more fun when you can do it as a team. Share your experiences in your team and learn from each other. Discuss what you personally will focus on during your progression dialogues with your manager.

Corporate Banking
Collaborating



Corporate Banking
Data Literacy



Corporate Banking
Emotional Intelligence



Corporate Banking
Risk Assessment in
Sales Context



Corporate Banking
Sales Closing and
Agreements





Jen Deneckere

Learning Partner (senior)
 KBC G LEARNING ARCHITECTS



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 ☎ +3224483883 |
 

About Me

Product owner for StipPLE Learning, L&D consultant with expertise in training, learning methods, learning technologies. Graduated from KU Leuven (Master Degree in History; Degree in Business Economics).

Job Role and Skills

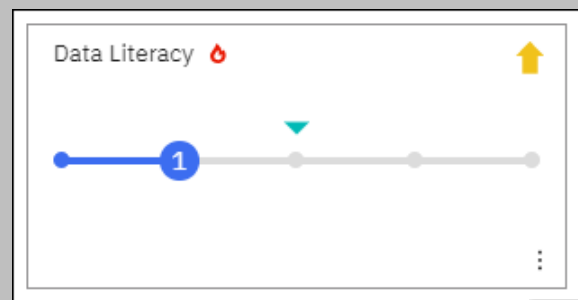
My Roles

Current Role Learning Partner (senior)

Other Roles Training Consultant

My Skills

L3: Analytical Thinking L3: Self-Directed Growth and Development L3: Accuracy and Attention to Detail
 L3: Performance & Progression Management L2: Knowledge of Organization L2: Human Resources Policies, Strategies and Environment
 L2: Emotional Intelligence L2: Effective Communications L2: Business Acumen L2: Client Relationship Management L2: Consulting
 L2: Effective Presentations L2: Design Thinking L2: Decision Making and Critical Thinking L2: Project Management
 L2: Continuous Transformation L2: Problem Solving L2: Collaborating L2: Office Support Tools L2: Active Learning
 L2: Planning: Tactical, Strategic L2: Training Delivery L2: Competency-based Training and Development L2: Distance Learning Technologies
 L2: Digital HR Solutions L2: Remote Working L2: Negotiating L2: Training Delivery - GCF L2: Training Evaluation
 L2: Adult Learning: Theory and Practice L2: Training Needs Analysis L2: Instructional Design L2: Training Solution Development
 L4: Data Literacy L4: Understanding Customer Needs L4: HR: Trends and Direction L4: Workforce Analytics L4: Tolerance for Ambiguity



- Skill Details
- Archive
- Remove ⓘ
- Create Development Goal



 Dit is je persoonlijke dashboard.

StiPPLE Learning & Skills

Aanbevelingen op basis van [jouw profiel](#)



Data Literacy - level 2

Grow in your job with working knowledge

Recommended learning



Business Process Improvement - level 2

Grow in your job with working knowledge

Recommended learning



StipPLE | Learning

Recommendations Learning Team Search 20

< Back

Corporate HR

Data Literacy

Share

Skill description: Knowledge and understanding of the why, what and how of data, including how analytics build on data and value is created. Ability to understand and communicate how this translates into the personal context.

Recommended learning

Data literacy @ Corporate HR

Subscribe

Video

People Analytics - basics

30 mins

321 ★★★★★ 52

Data Literacy - basic understanding (level 1)

Subscribe

eLearning

Data Literacy - basics

50 mins

Completed 25 Feb 2021

Level 2 description

Identifies opportunities to collect and use data to improve performance within one's own function.

Is able to identify good data quality and can help improve mediocre data quality .

Strives to base business decisions on data and insights, rather than intuition or personal experience.

Assists in data related tasks or projects within one's own team.

Basic knowledge of different analytics, how they relate and when they are applied.

Data Literacy - working knowledge (level 2)

Subscribe

eLearning

Demytify Artificial Intelligence

1 hr 30 mins

692 ★★★★★ 124

eLearning

Self Service Analytics

1 hr

100 ★★★★★ 20

Data Literacy - extensive experience (level 3)

Subscribe

Document

Warming up for extensive experience

30 mins

222 ★★★★★ 36

Data Literacy - expert (level 4)

Subscribe

Document

Warming up for expert

30 mins

139 ★★★★★ 20

Data privacy

Data Literacy 🔥

Description

Knowledge and understanding of the why, what and how of data, including how analytics build on data and value is created. Ability to understand and communicate how this translates into the personal context.

All criteria

1 - Basic Understanding

- 1.1 Understands what data is and understands why data is now more important than before.
- 1.2 Understands where data comes from.
- 1.3 Understands how data is used by analytics and what this means for the role of humans .
- 1.4 Understands how working with data and customers' trust are crucial for each other.

2 - Working Knowledge

- 2.1 Identifies opportunities to collect and use data to improve performance within one's own function.
- 2.2 Is able to identify good data quality and can help improve mediocre data quality .
- 2.3 Strives to base business decisions on data and insights, rather than intuition or personal experience.
- 2.4 Assists in data related tasks or projects within one's own team.
- 2.5 Basic knowledge of different analytics, how they relate and when they are applied.

3 - Extensive Experience

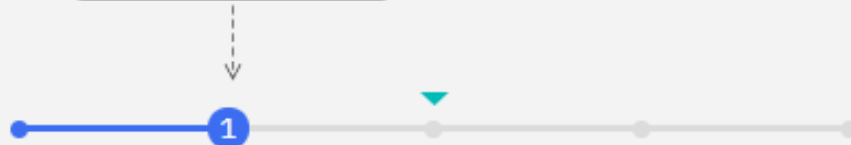
- 3.1 Creates opportunities to collect and use data to improve performance within one's own function and across teams.
- 3.2 Bases business decisions mainly on data and insights, rather than intuition or personal experience.
- 3.3 Collaborates in data related tasks or projects across teams.
- 3.4 Gains actionable insights from data and is able to present them in a concise and clear manner.
- 3.5 Follows new data trends and domain/product evolutions.

4 - Expert

- 4.1 Explains the why, what and how of data in a clear and motivating manner.
- 4.2 Coaches others in identifying and creating data related opportunities to boost performance.
- 4.3 Helps others to base business decisions on data and insights.
- 4.4 Promotes the use of data skills and helps others to level.
- 4.5 Helps others to gain insight in data and improve their storyline based on key insights.

[Show less](#)

Frank Elsen's Assessment





Hebben jullie plannen om jullie leertechnologie aan te passen aan de skill challenge?

▲ Neen, helemaal niet

◆ Neen, maar we zouden er beter werk van maken

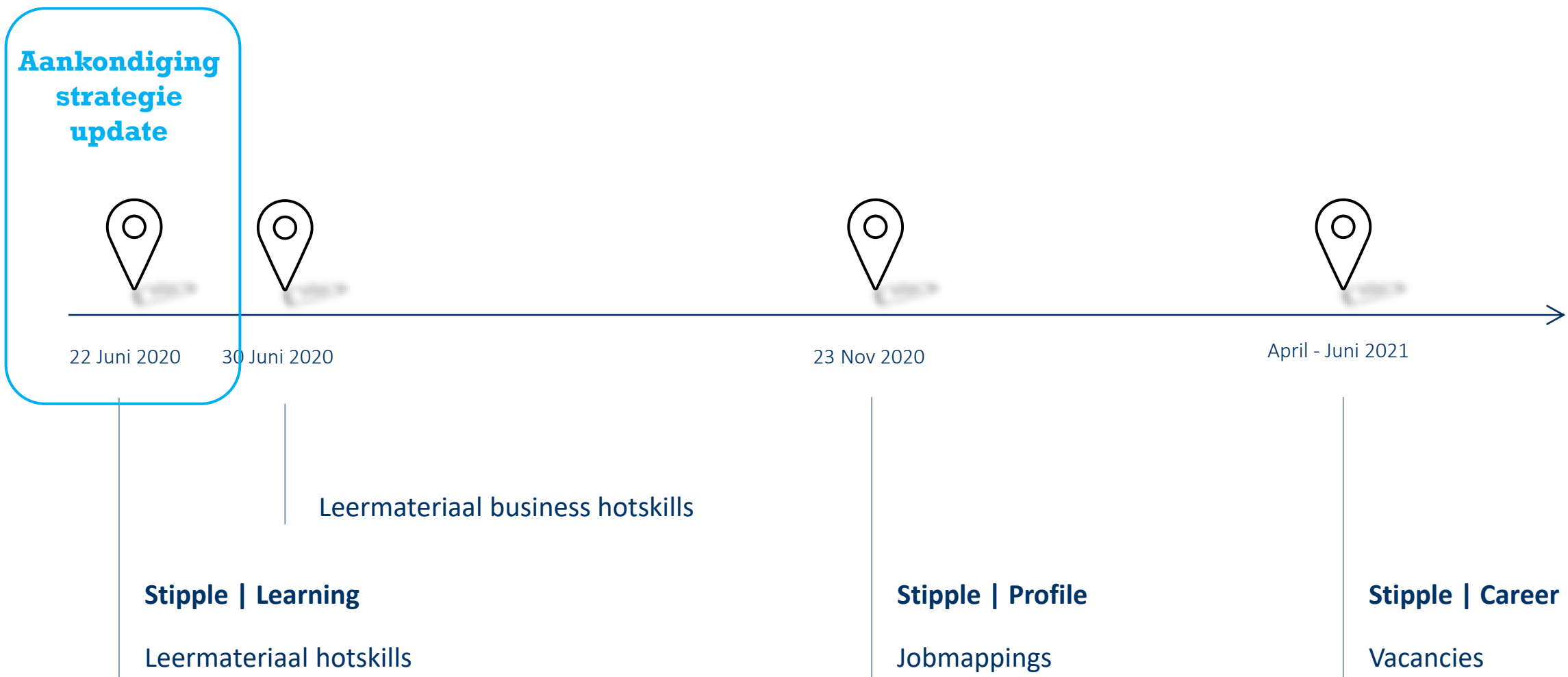
● Ja, iets gelijkaardig als StIPPLE

■ Ja, maar op een totaal andere manier

4

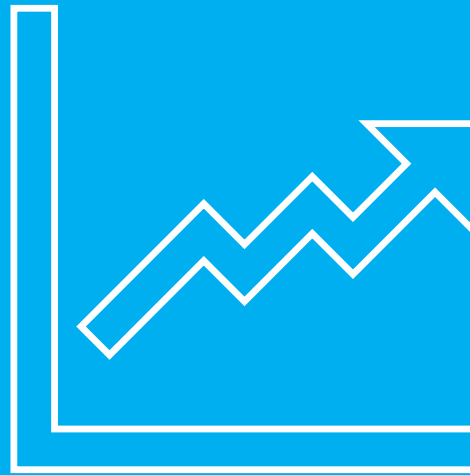
Adoption & Change

En hoe zit het dan met de change?

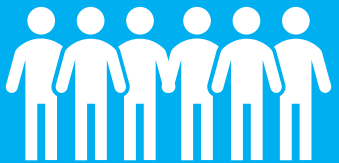


●●●StiPPLE

Learning



Profile



15 087 gebruikers

94% medewerkers aan de slag

193 000 learning activiteiten doorlopen

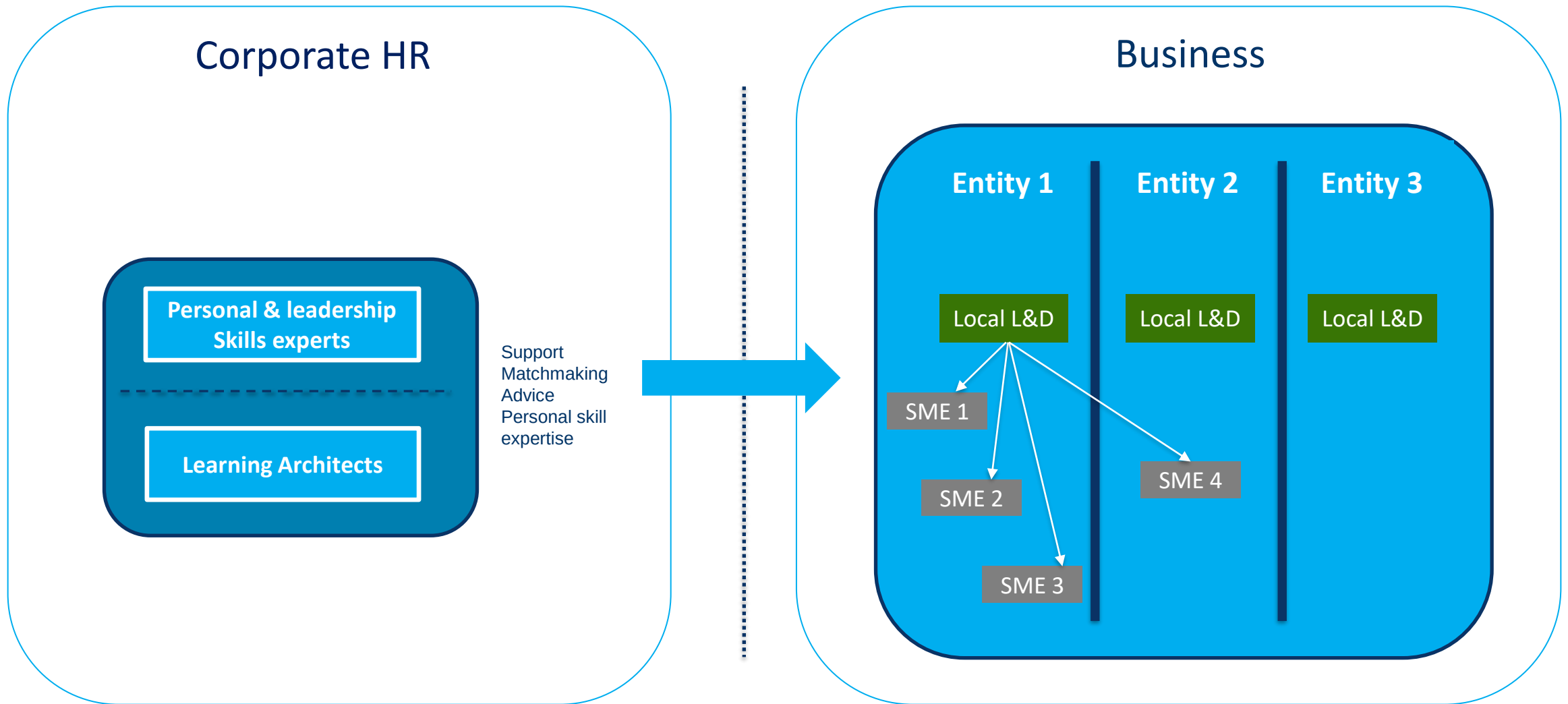
15 082 learning days

55% medewerkers aan de slag

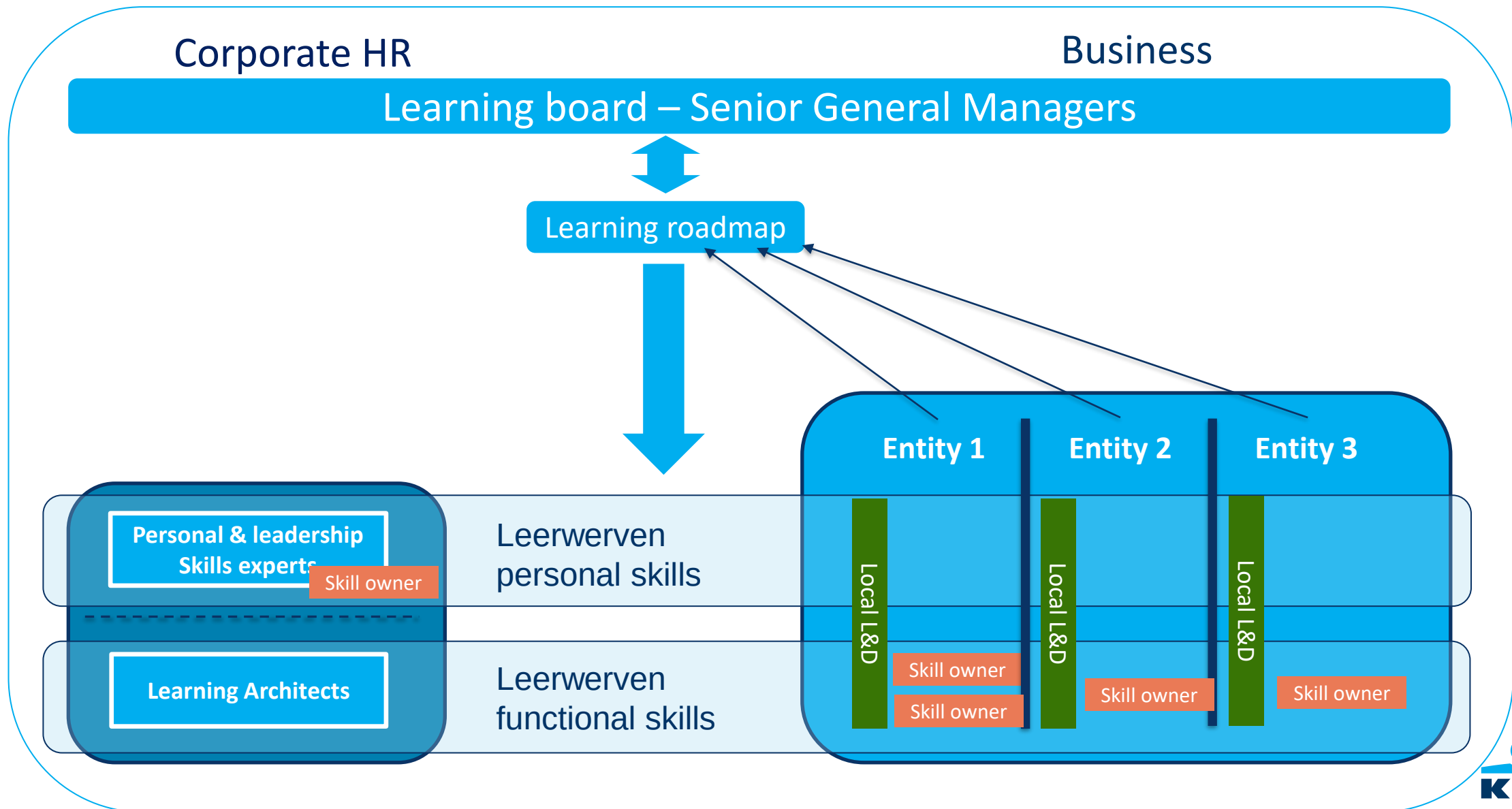
31% minstens op één skill een ambitie gezet

7% heeft zelf skills toegevoegd

Learning operating model BEFORE StiPPLE



New StiPPLE learning operating model



5

Vragen, open discussie

A close-up photograph of a person's hand raised in the air, with fingers spread. The hand is wearing a white long-sleeved shirt with a visible cuff. The background is a blurred crowd of people, suggesting a public event or meeting. A bright blue speech bubble is overlaid on the right side of the image, containing white text.

Vragen
staat vrij.