

WELCOME!



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acerta



ADM On the Spot



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De kracht van de kameleon



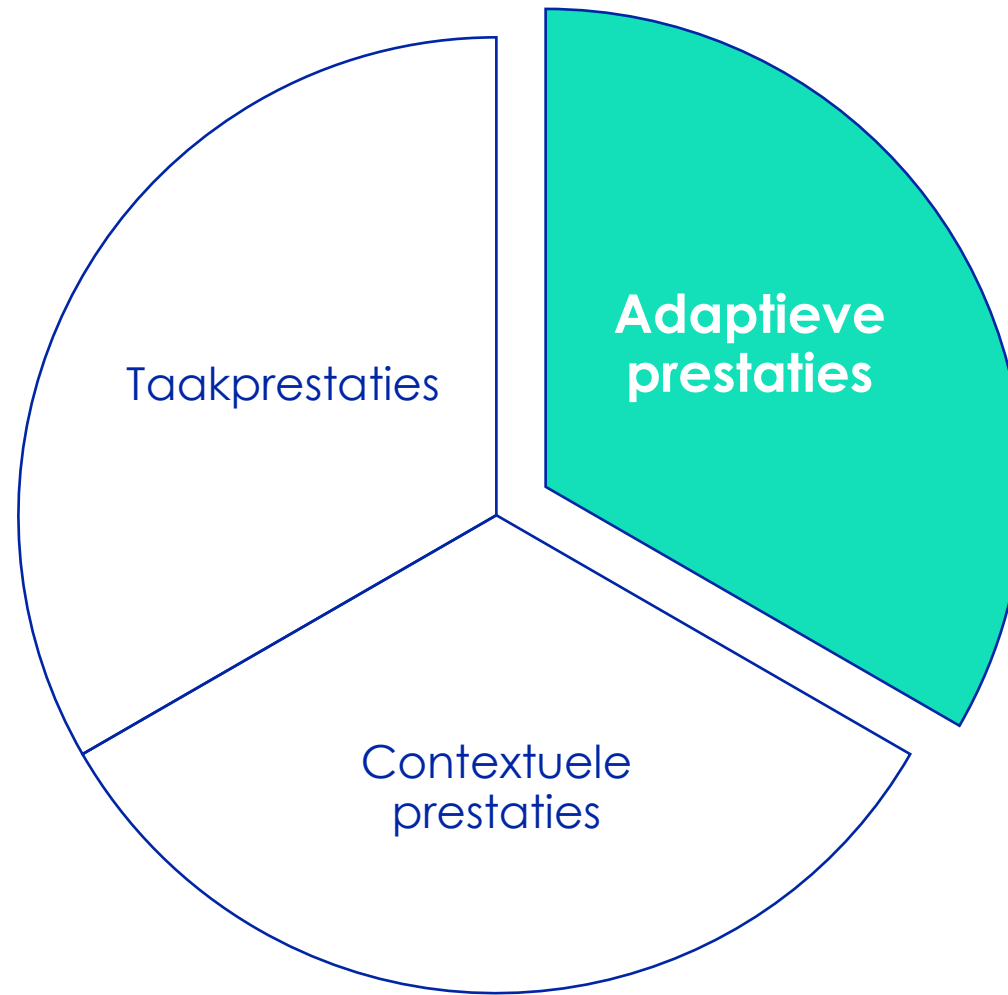


Klaar voor verandering?

Boekkeynote

acerta



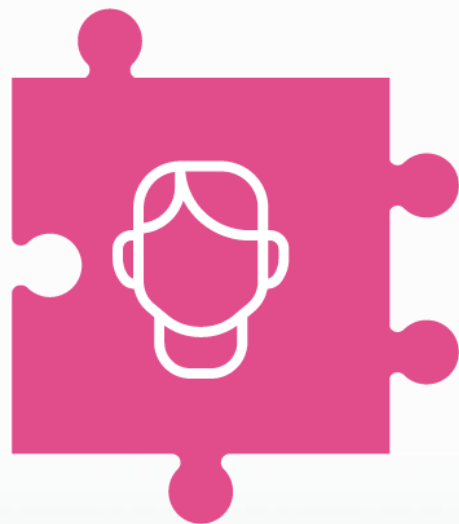


***Processen veranderen op papier
gedrag maakt het verschil***



***Snelle veranderingen vraagt geen plan –
maar gedrag dat direct mee beweegt***

Vergeten we de mens niet?

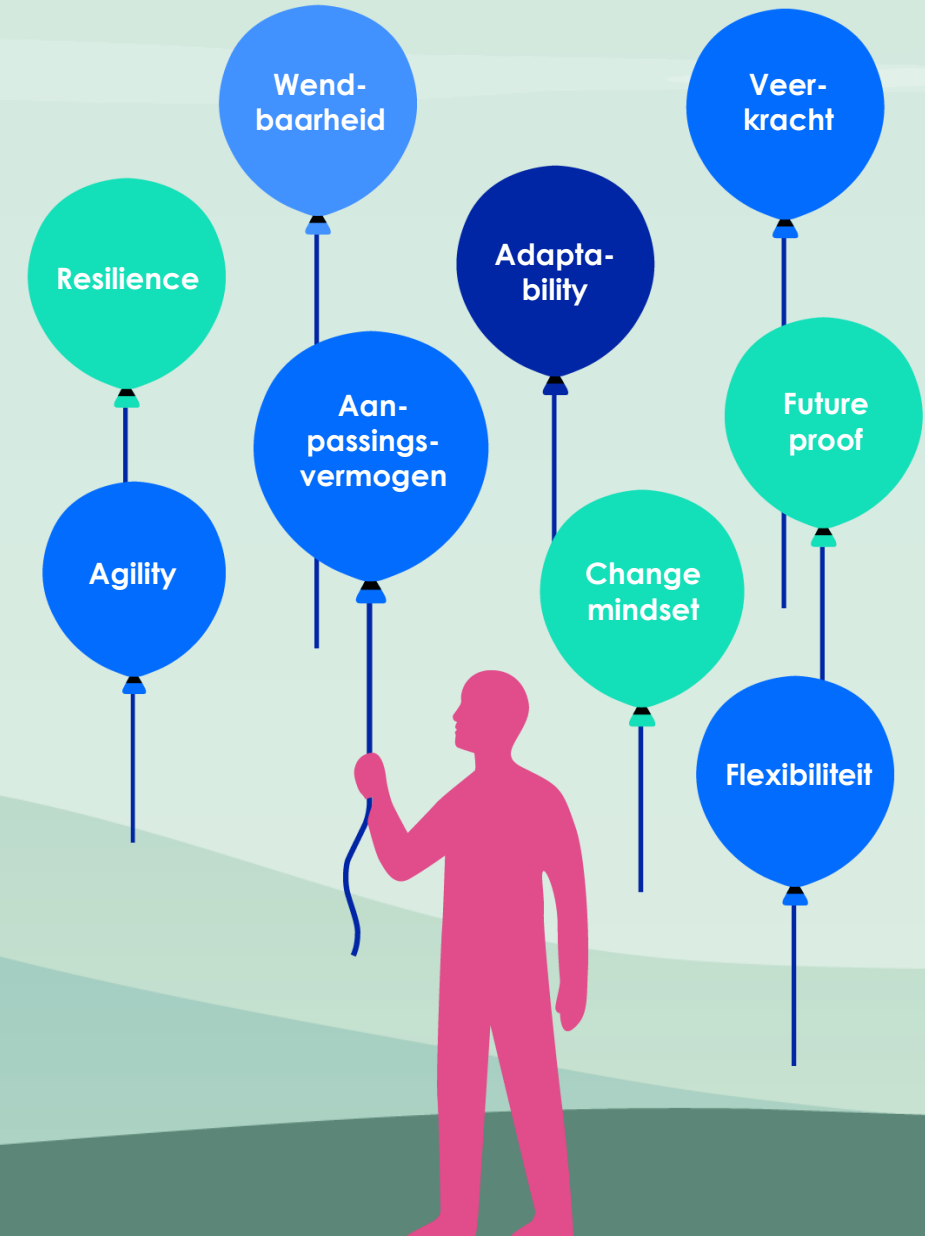


*Verandering =
emoties, gewoontes,
hoop en soms... angst.*



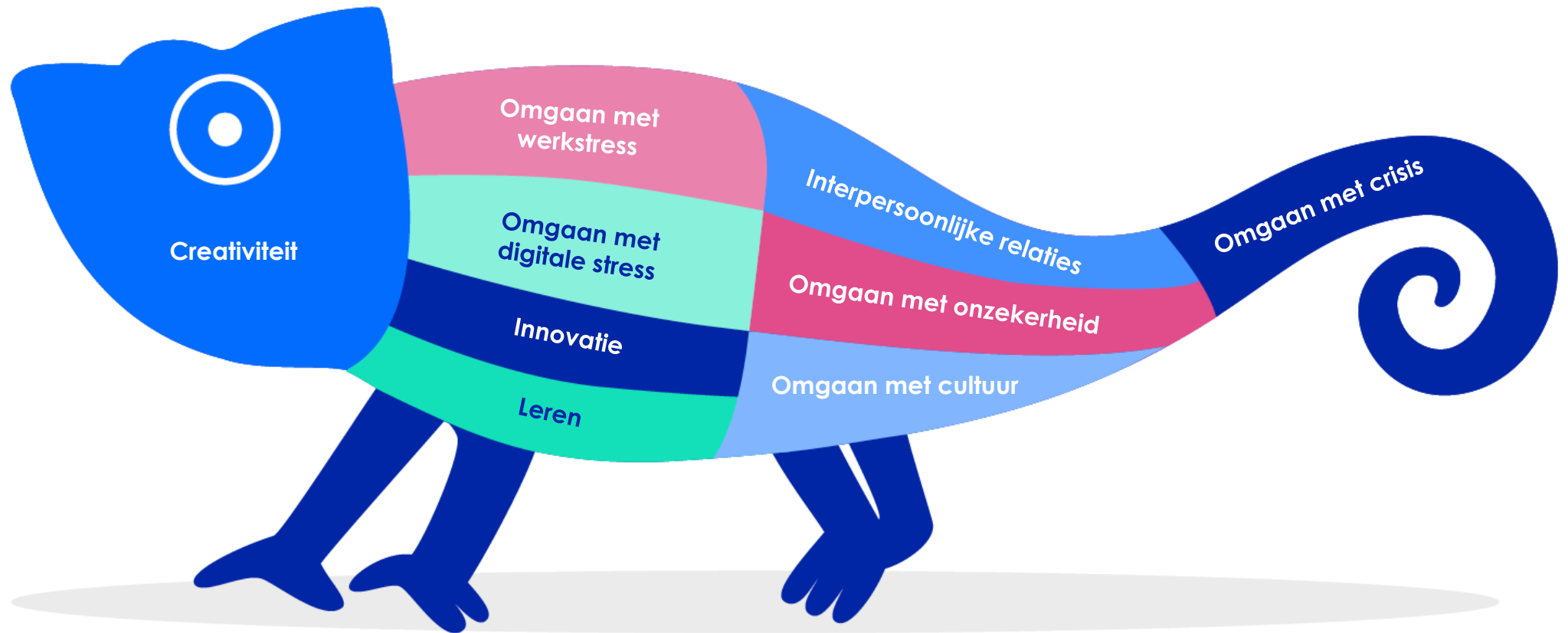
Aanpassingsvermogen

Buzzwoord of Superkracht?



Acerta Adaptability Model (AAM)

9 kleuren van de kameleon

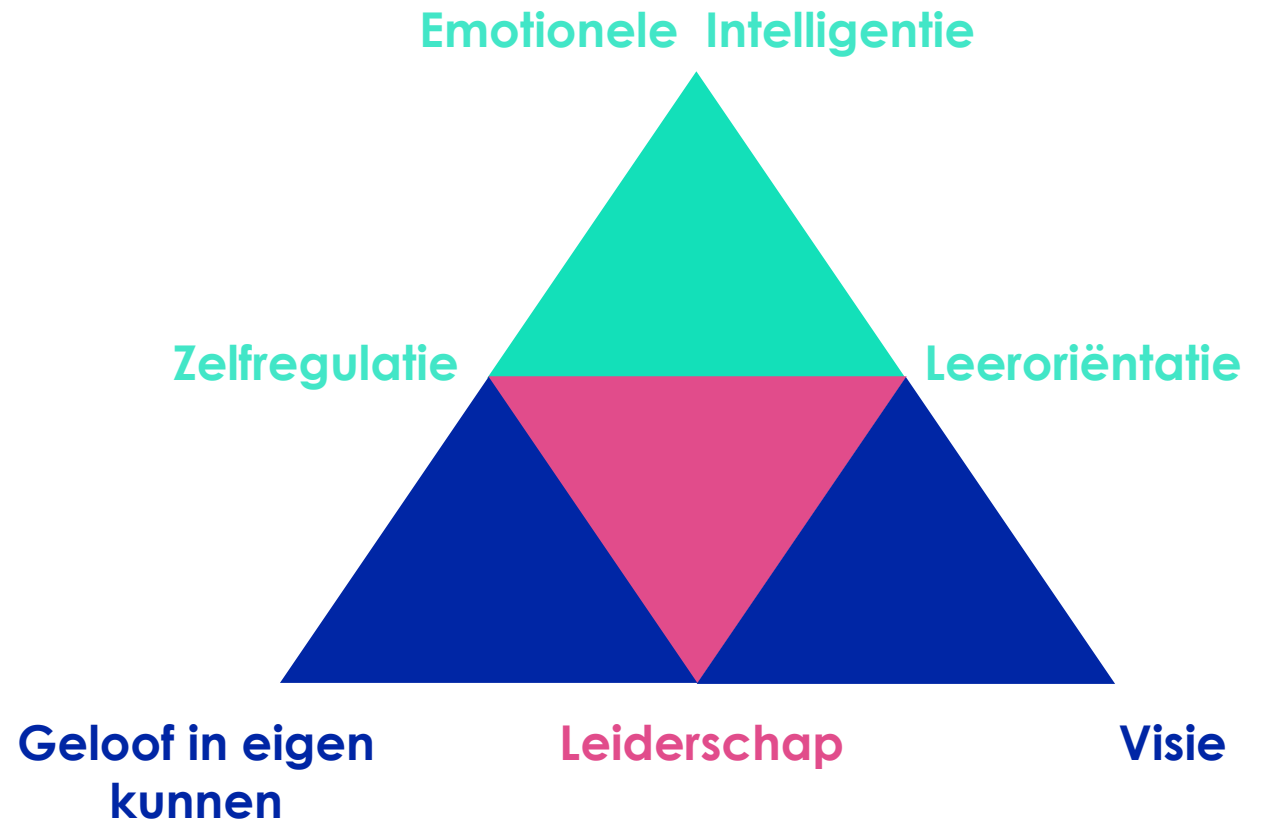




Van individu naar teamkracht

Hoe maak je het ontwikkelaar?

*6 hefboomen
die écht werken*



Adaptability in actie



STOP:
Verandering
managen



START:
Verandering
mogelijk maken



Time to
wake-up



Gebruik de 6
hefbomen als bril:
voor jezelf,
je team en
je organisatie



Iedereen kan
zich aanpassen
als je hen helpt
het te willen én
te kunnen

Christophe Windelen

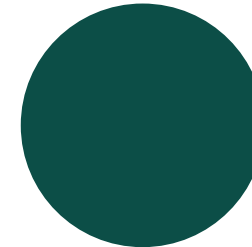
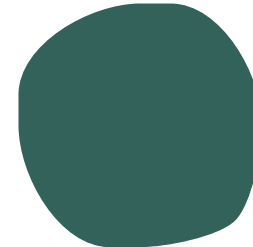
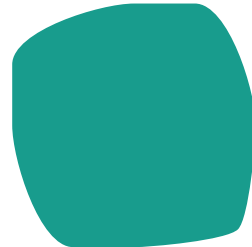
Creëer een rimpel effect.
Stop met veranderen
zoals je het altijd deed





LEADING TRANSFORMATIONS

COMMITTED ALL THE WAY

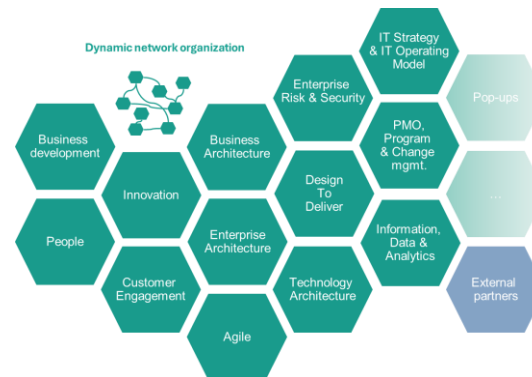
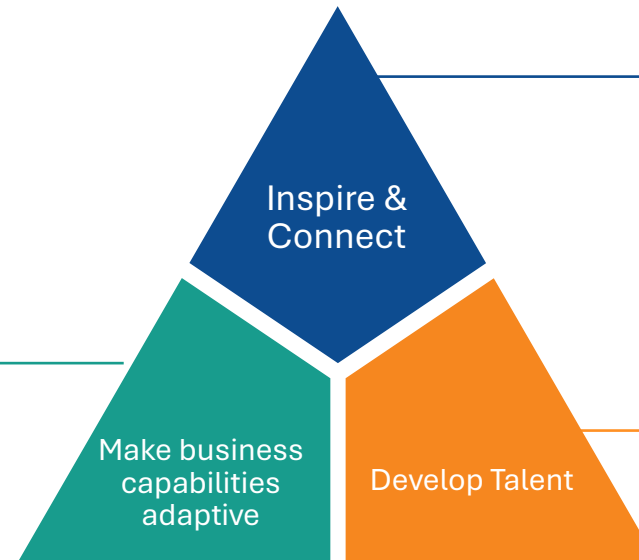


Let the ripple carry the work.

Facts & figures

- 100% independent
- +25 years of single focus
- Turnover: € 18,5 Mio
- +10 new customers yearly
- Consulting staff: +80
- Average consultant experience: +15 years

Transformations that stick



- **Knowledge hub**
 - Conferences
 - Networking, events,...
- **R&D activities**
- **Talent development**
Master of Science in Enterprise Architecture & transformation

MEA



- Driven by dynamic communities
- Self-organizing & Self-learning
- Internal & external ecosystem



7 out of 10 transformations do not achieve their objectives.

So statistically speaking, probably also yours.



What does it do to our people?



5x

More change programmes per employee than a decade ago.

Change is changing, McKinsey, 2025

Welzijn *Beleving van de werkdruk*

WN *Hoe ervaar je de werkdruk in jouw huidige functie?*

Een beetje / veel te hoog 45,9%

Niet te hoog en niet te laag 49,1%

Een beetje / veel te laag 4,9%

WG *Hoe schat je de werkdruk in binnen jouw organisatie?*

Een beetje / veel te hoog 45,7%

Niet te hoog en niet te laag 51,2%

Een beetje / veel te laag 3,1%

Bijna de helft van de werknemers vindt de druk op de werkvloer te hoog, Acerta.be, 27 may 2026



Why will change continue to accelerate?

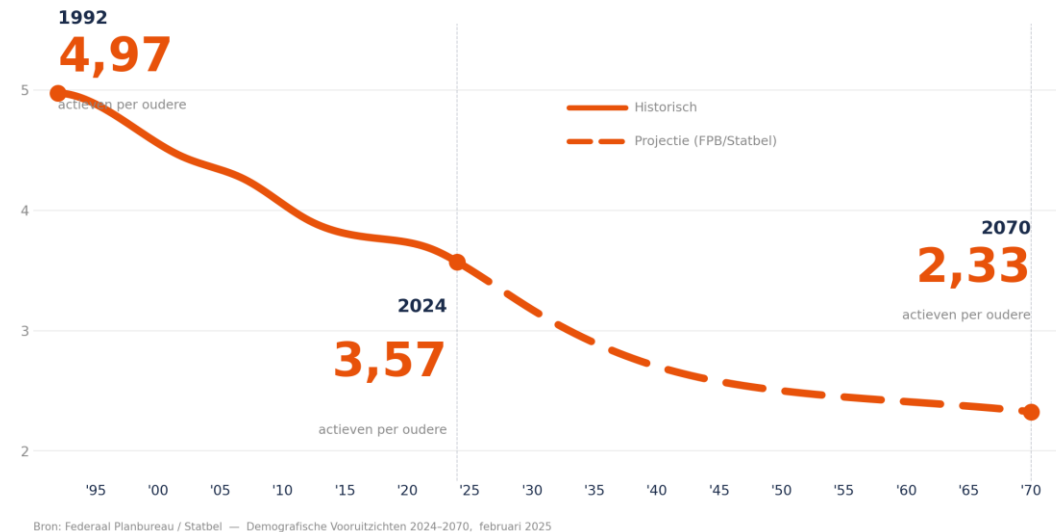


1 M

Fewer active workers per year in Europe, each year until 2050.

Population projections - Eurostat EUROPOP2023 /
OECD 2025

Actieve personen (18-66 j.) per oudere (67+) — België



Federaal Planbureau & Statbel (2025). Demografische Vooruitzichten 2024-2070



New competencies and structure.



39%

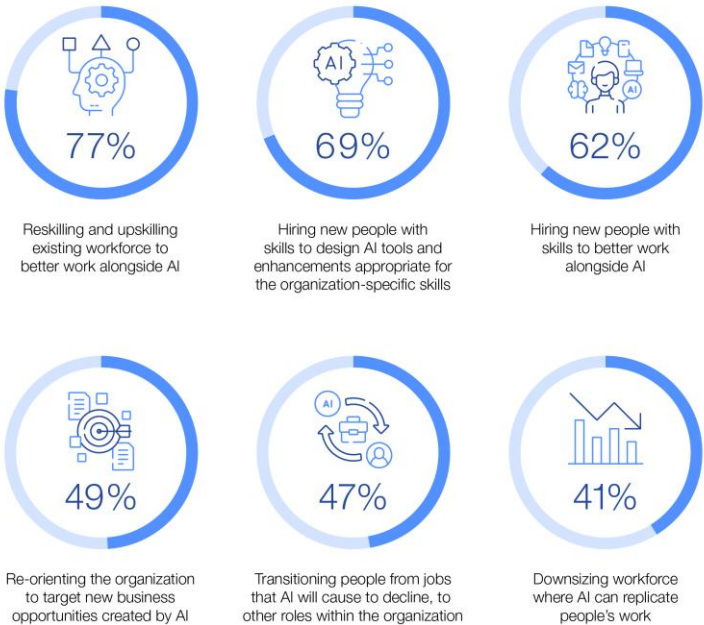
The core skills will change significantly by 2030.

WEF Future of Jobs, 2025

Future of Jobs Report 2025



How will businesses respond to AI developments?



Source: World Economic Forum. (2025). Future of Jobs Report 2025.



The common approach



Hire a consultant

Enhances your competencies or accelerates your transformation, but ownership must remain yours.



Recruit someone

Absolutely, but remember that the talent pool will keep shrinking and future-proof skills may not always be available.



Training

Definitely, probably the way to go... but training and competence development are not the same.



We all know that ...



75%

of the new knowledge disappears
within 6 days unless it is applied
immediately.

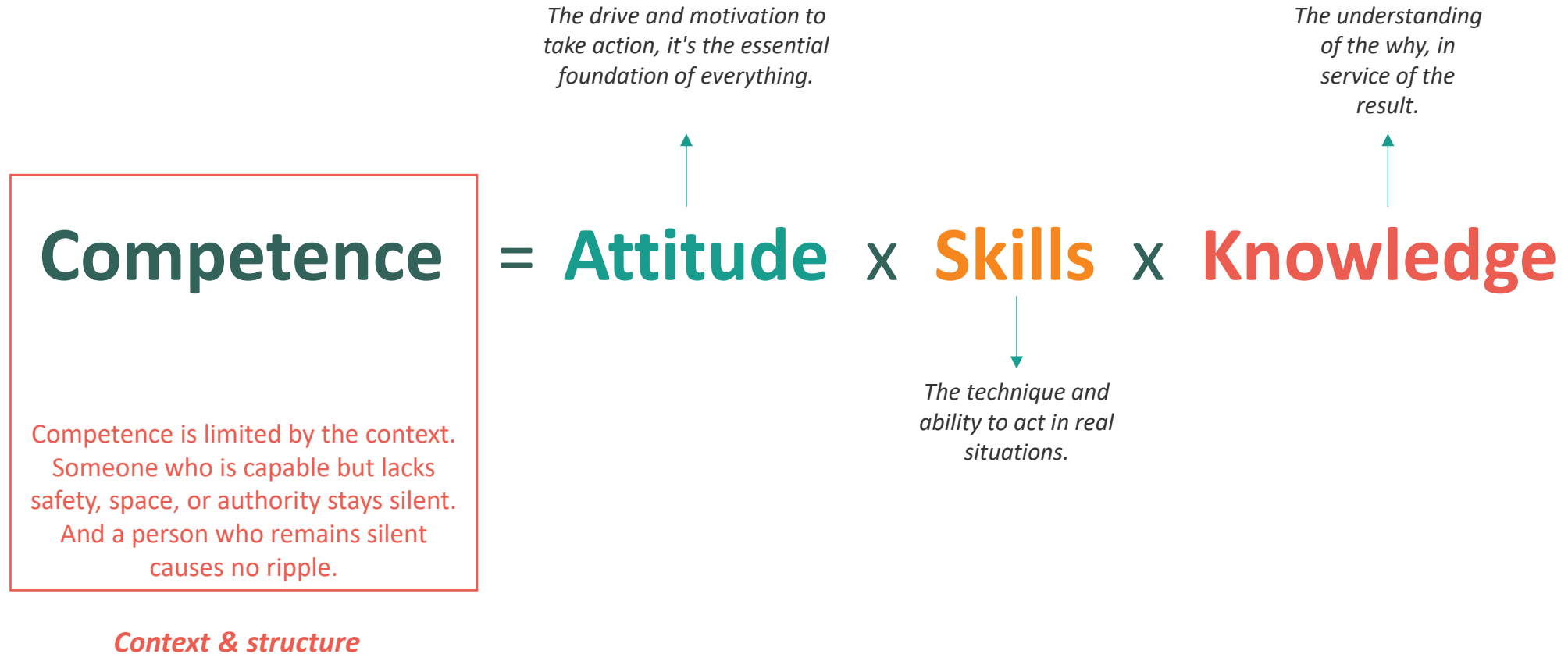
*Measured in 1885. Replicated and confirmed by Murre & Dros,
PLOS ONE, 2015.*

Proven: Most corporate
learning does not
translate into on-the-job
behaviour.

*Beer, M., Finnström, M., & Schrader, D. (2016). Why Leadership
Training Fails — and What to Do About It. Harvard Business Review,
October 2016.*



So how do we start creating the ripple?



01 **Surface obstacles & create the context**, a high-performing team requires psychological safety, equal distribution of voice and clarity in purpose and roles.

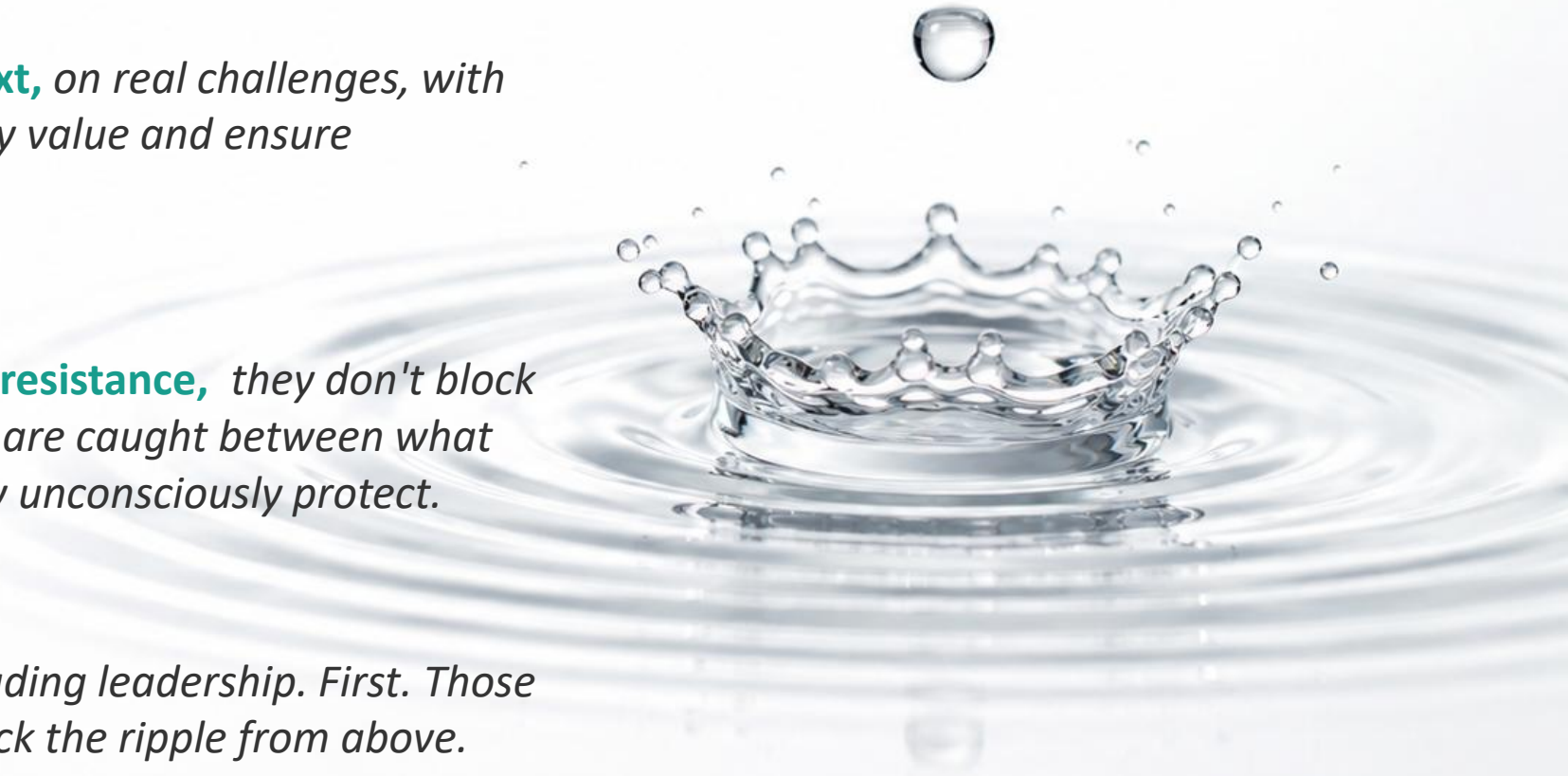


No programme needed. This can start with a conversation in which genuine is listened to.

02 **Learning and applying it in context**, on real challenges, with real commitment. Create company value and ensure competence development.

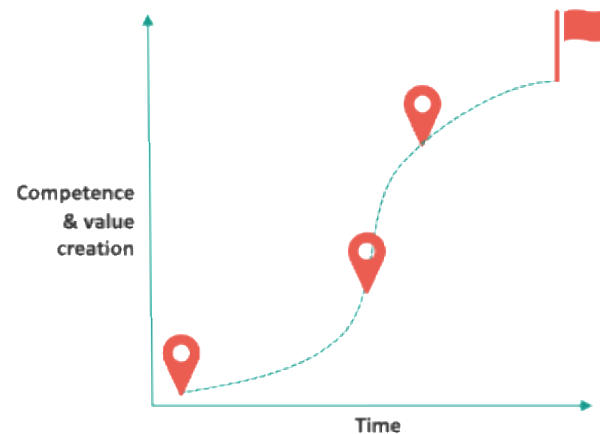
03 **Guide people through their own resistance**, they don't block because they don't want to. They are caught between what they say they want and what they unconsciously protect.

04 **Self-reflection for everyone**, including leadership. First. Those who do not see their own role block the ripple from above.



INNOCOM'S Approach

Improve the onboarding and review process



Part 1: *Identify the desired value to be created and the competencies needed to advance the path forward.*



Part 2: *Develop the competencies, achieve the outcomes, and upgrade the organisational context one cycle at a time.*



Increase competences

Deliver value for the company

An enabling context

An optimized structure

Culture change

The outcome: *"You were able to change in months, what another company failed to do in over two years, and at a much lower budget."*

Create a ripple, and let the water do its work.

Stop changing the way you always did it.

You do not need a big wave. You need the first drop.







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De opportuniteit van verandering



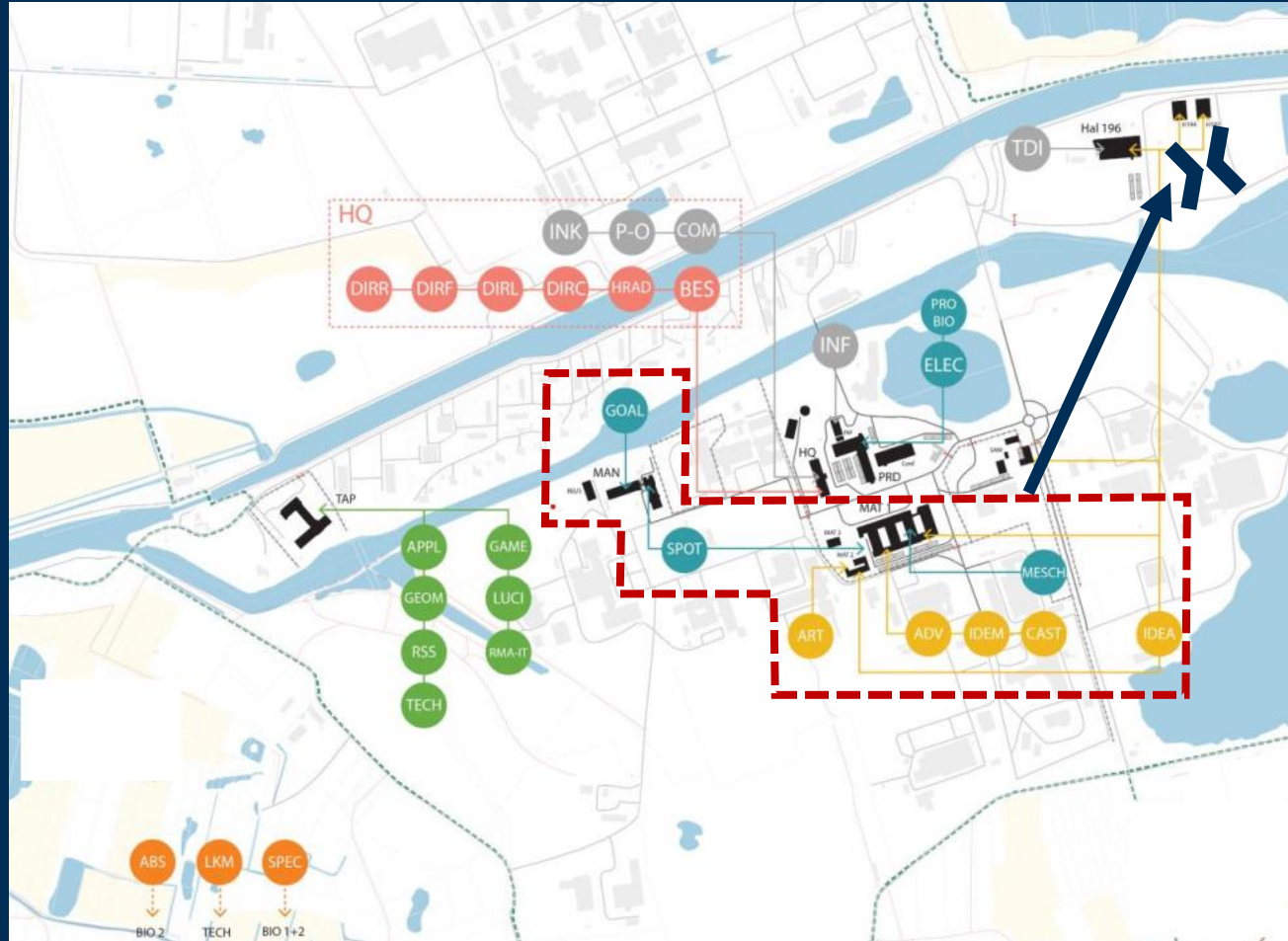
De opportuniteit van verandering

ADM on-the-spot

2 juni 2026

Haest Pieter-Jan

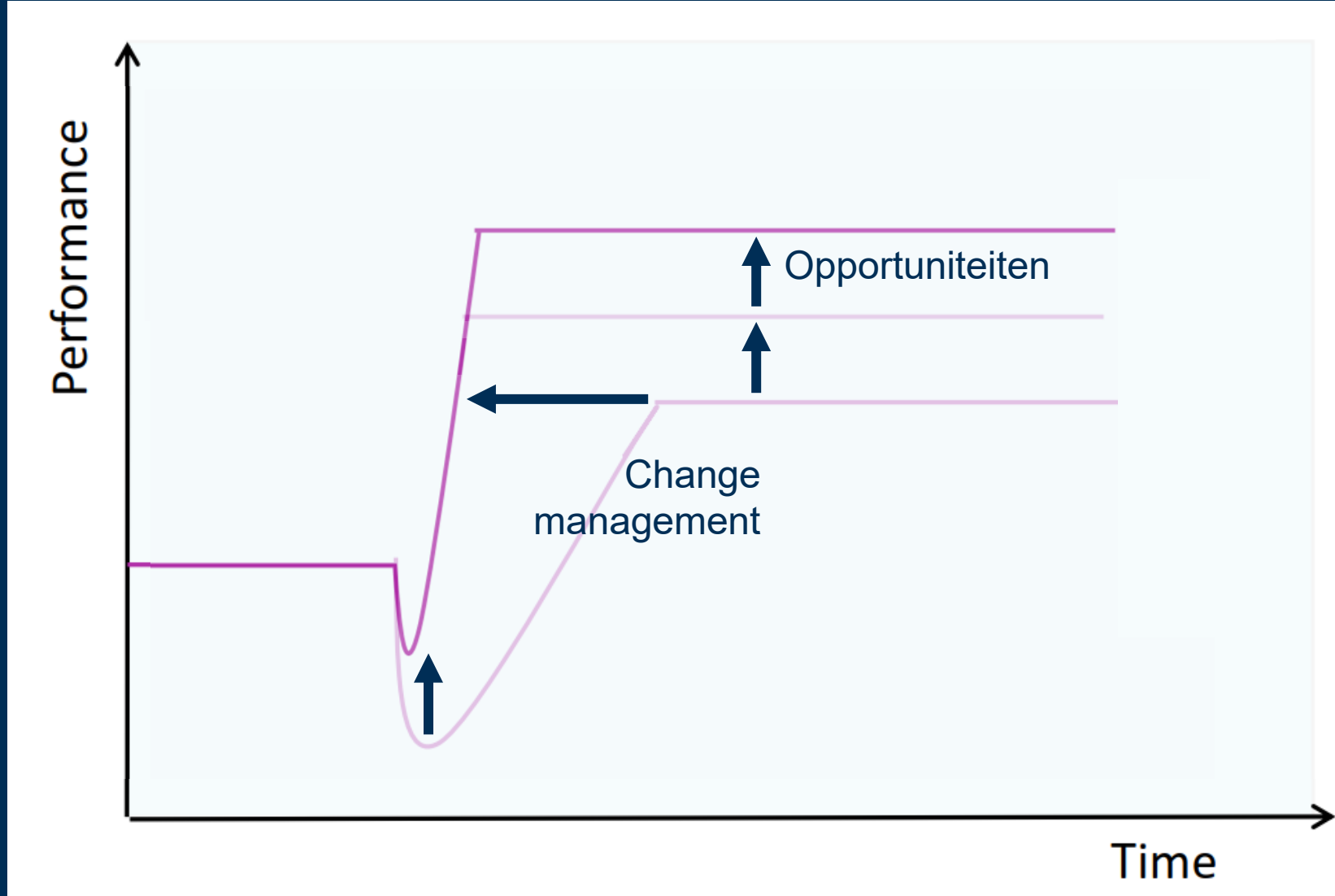
Situatie schets



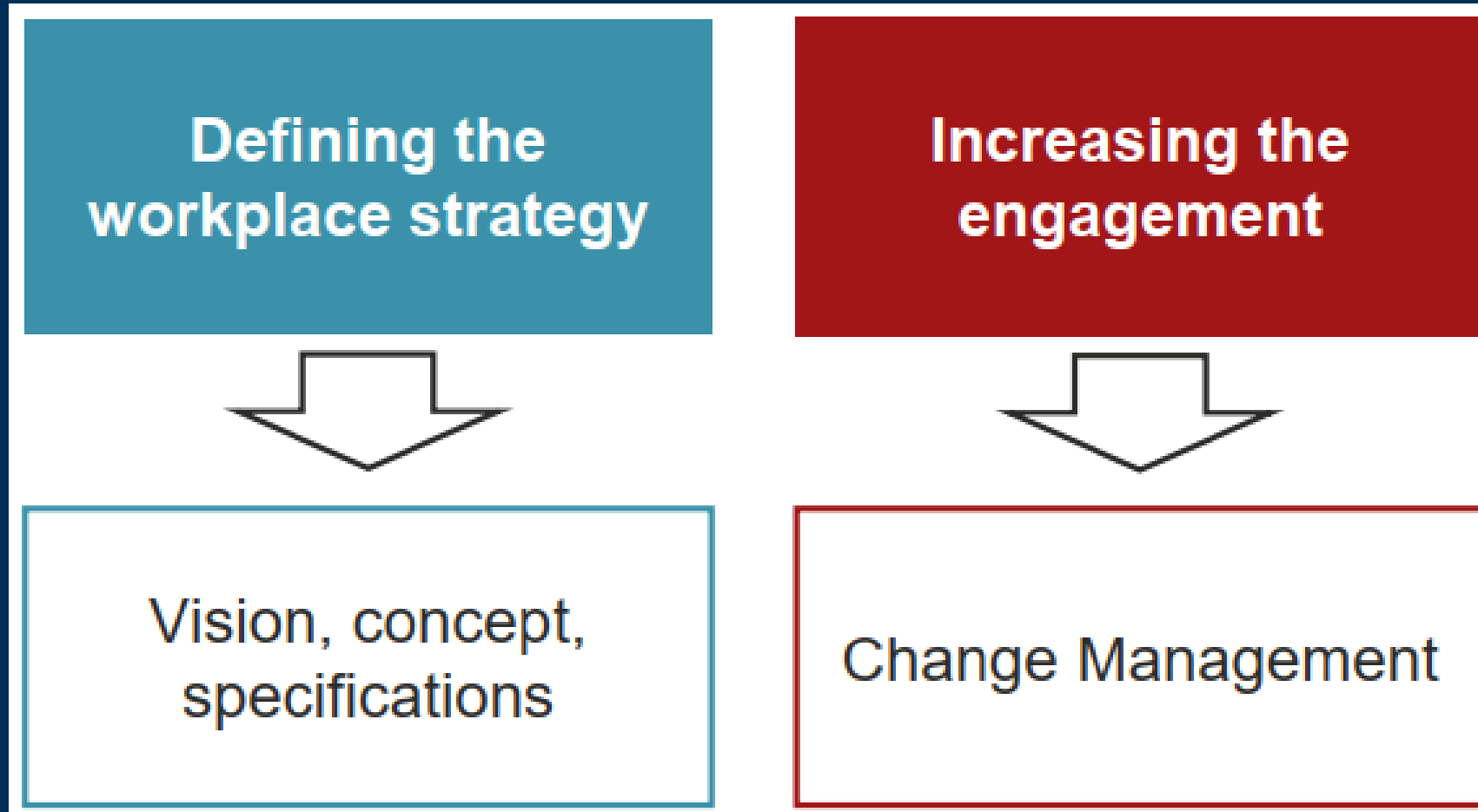
Opportuniteit van verandering



Impact van verandering



Proces



Sleutelementen

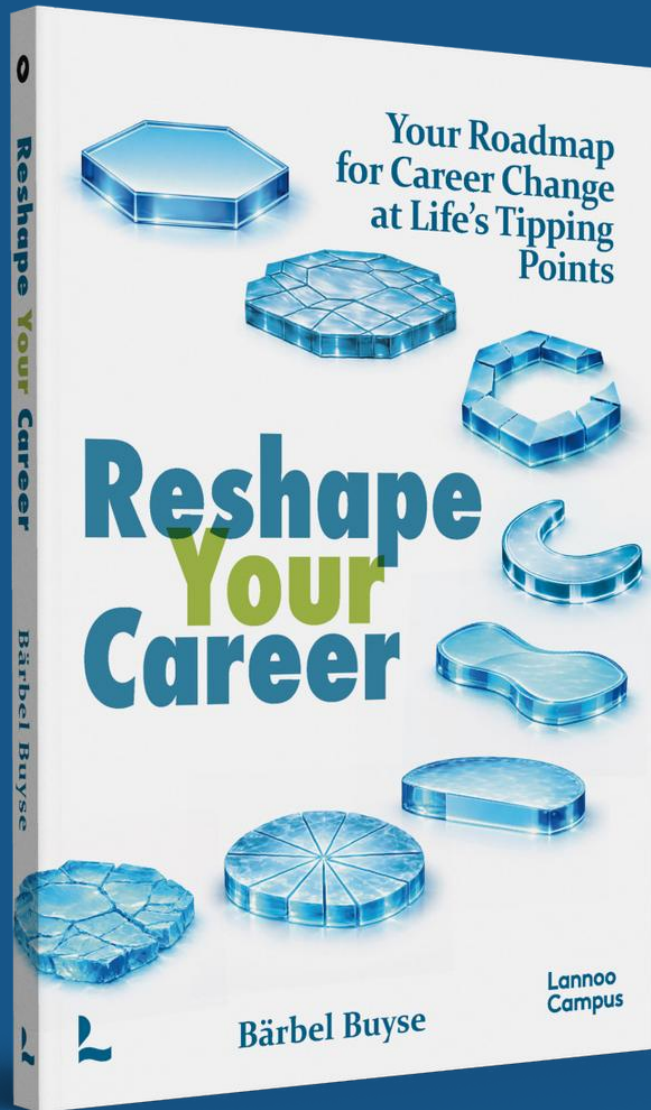


- Engagement
- Belangrijkheid
- Niet onderschatten
- Gebruik feedback

Bärbel Buyse

Reshape Your Career. Your
roadmap for career change at life's
tipping points





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