Addressing the Retirement Wave at KBC Markets Operation & Controlling

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Challenge: 20% of the operational staff in GMS will retire in the next 5 years.

Workforce Reduction

Retirements are expected to reduce the overall workforce size, affecting team capacity and productivity.

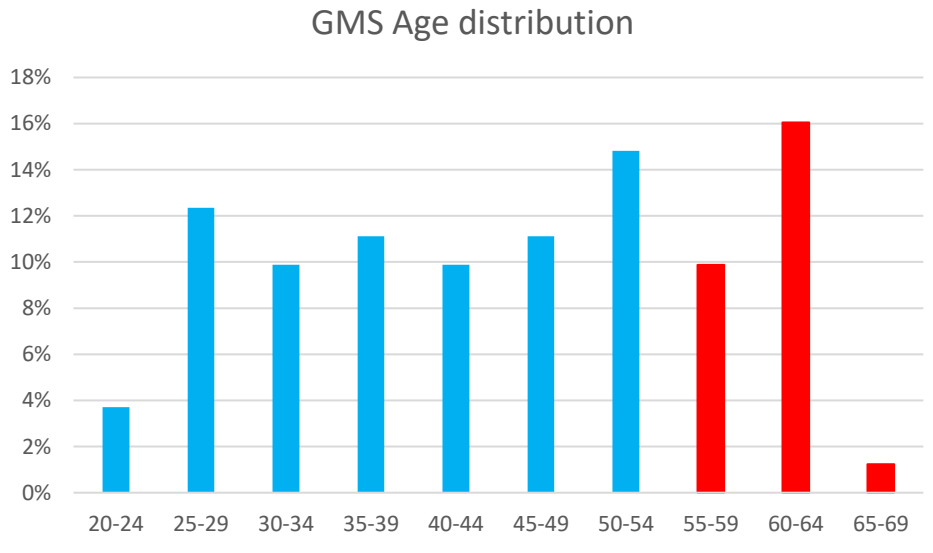
Loss of Experience

Experienced employees leaving will create gaps in Financial Markets knowledge and expertise.

Long-serving employees possess tacit knowledge that enhances operational efficiency and problem-solving. Accumulated operational expertise improves quality and streamlines processes in complex business environments like GMS. That capability will reduce.

Operational Disruption

Reduced workforce and experience may disrupt ongoing operations and project continuity.



Rationale for Focusing on Skills over Tenure

Flexibility through Skills

Skills offer adaptability to changing business environments beyond fixed tenure timelines.

Future-Ready Workforce

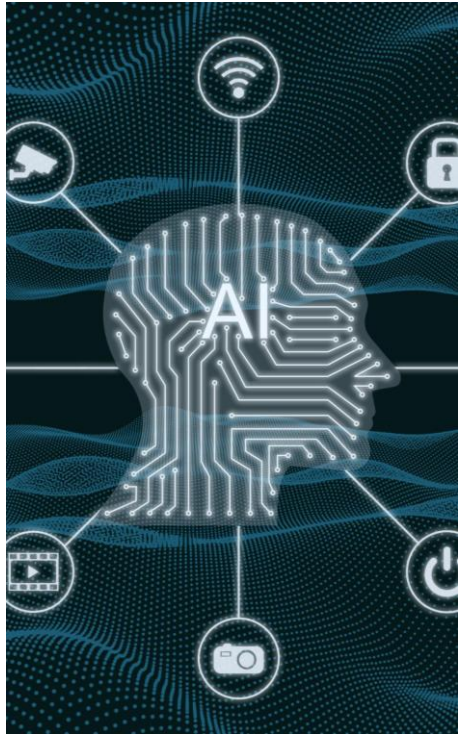
Focusing on skills prepares organizations for emerging technologies and evolving market demands.

Balancing focus on expertise and skills to increase organizational resilience

Technical expertise and knowledge provide the essential capabilities, required for specialized tasks and problem solving.

But the skills to acquire knowledge fast, fathom complexity and deal with ambiguity are as important as the technical expertise.

Critical Skills for GMS's Future



Learning Agility

Learning agility enables individuals to quickly acquire and apply new knowledge in changing situations.

Analytical Thinking

Analytical skills help in solving complex problems through critical thinking and data evaluation.

Coping with Ambiguity

Adaptability and resilience are key for managing uncertainty and ambiguous situations effectively.

Problem-Solving

Problem-solving skills foster innovative solutions by analyzing challenges and identifying effective approaches.

Using AI-Identified Gaps for Focused Recruitment

AI Skill Gap Analysis

AI identifies current and future skill gaps to guide recruitment of essential talent.

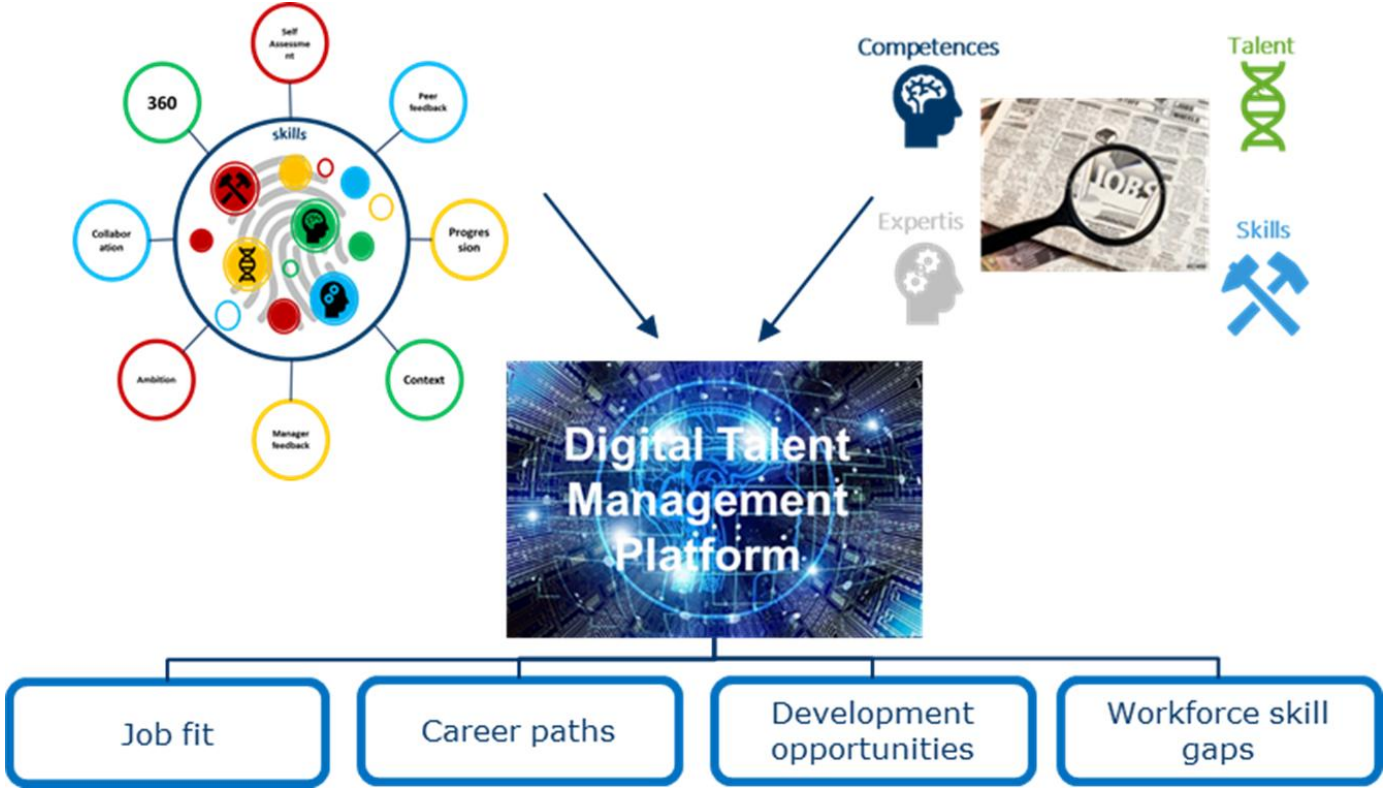
Targeted Hiring Strategy

Hiring focuses on candidates whose skills complement existing team capabilities.

Future Workforce Readiness

Recruitment aligns with future demands to ensure sustained organizational growth.

Using a Digital Talent Management Platform to optimize “match making”



Designing Tailored Upskilling and Reskilling Programs

Customized Training Initiatives

Tailored programs address specific employee skill gaps to boost workforce capabilities effectively.

Skill Development Focus

Programs focus on developing critical skills crucial for business continuity and growth.

Ensuring Workforce Growth

Upskilling and reskilling ensure employees adapt to evolving job requirements, sustaining growth.

Continuous Monitoring and Adjustment of Skill Strategies

AI-Powered Skill Tracking

AI tools continuously monitor the evolution of workforce skills to identify gaps and growth opportunities.

Measuring Program Effectiveness

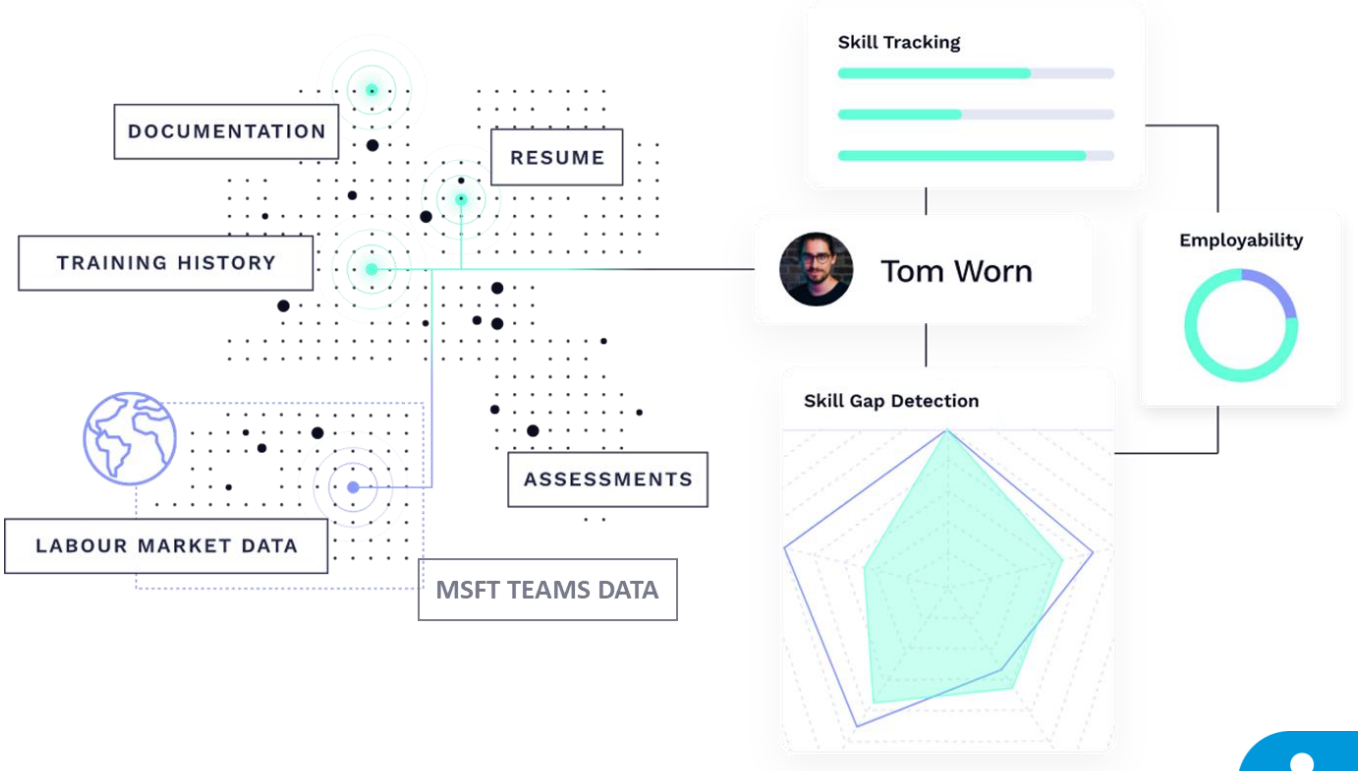
Effectiveness of training programs is measured through data-driven insights to ensure skill improvement.

Dynamic Workforce Adaptation

Workforce strategies are adapted dynamically based on real-time monitoring and analysis of skill data.

Skill inference to support skill identification for employees

TECHWOLF
Know the skills of your workforce. Finally.



Thank you