



PLENARY SESSION – PART 1 –
Sustainability, Digitalisation and People

ERA CONVENTION 2026

People scarcity: challenges and solutions

2-4 JUNE 2026

MT12

Stefan Stremersch

#ERAConvention2026





Where this book comes from

ACADEMIC GROUNDING

DEVELOPING YOUNG TALENT IN ACADEMIA



COMPANY OBSERVATION

DEVELOPING TALENT IN
LARGE ORGANIZATIONS



DIRECT PRACTICE

DEVELOPING TALENT
AT EUROMAT

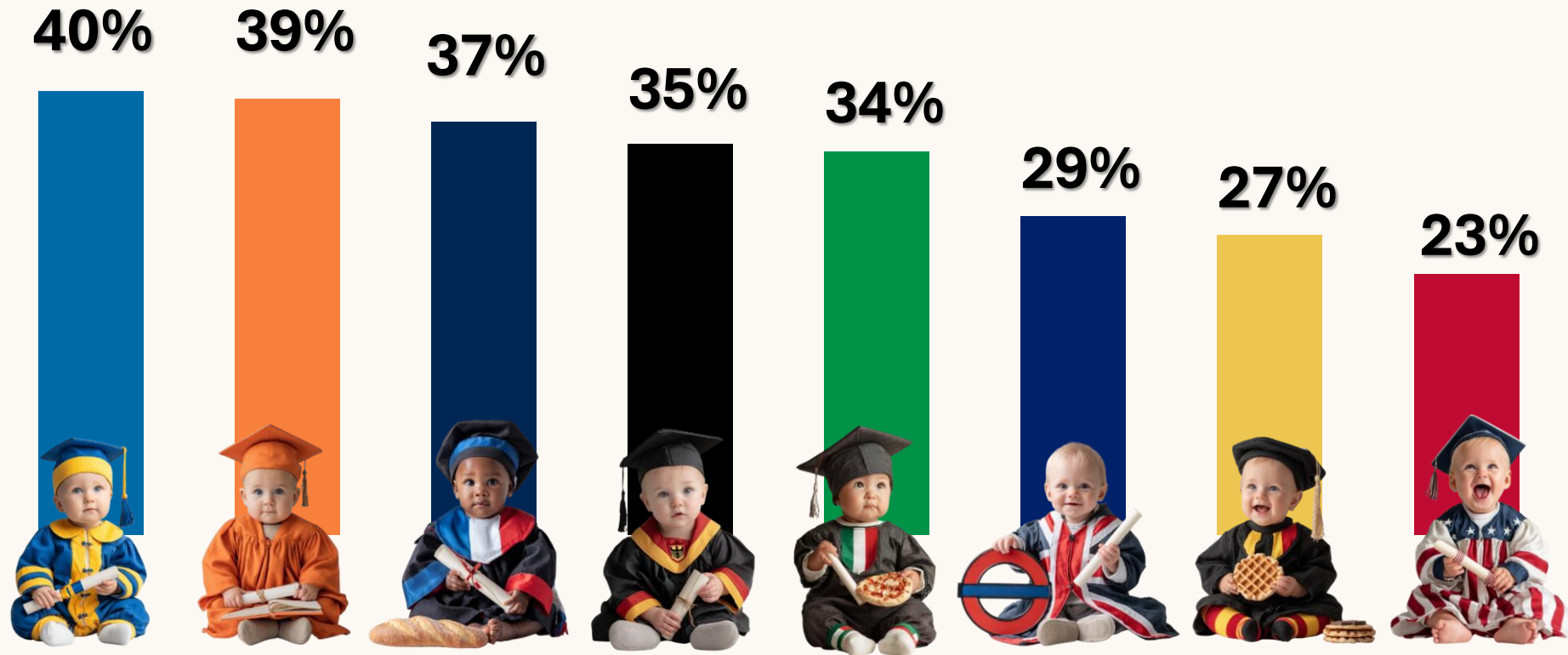


What is talent?



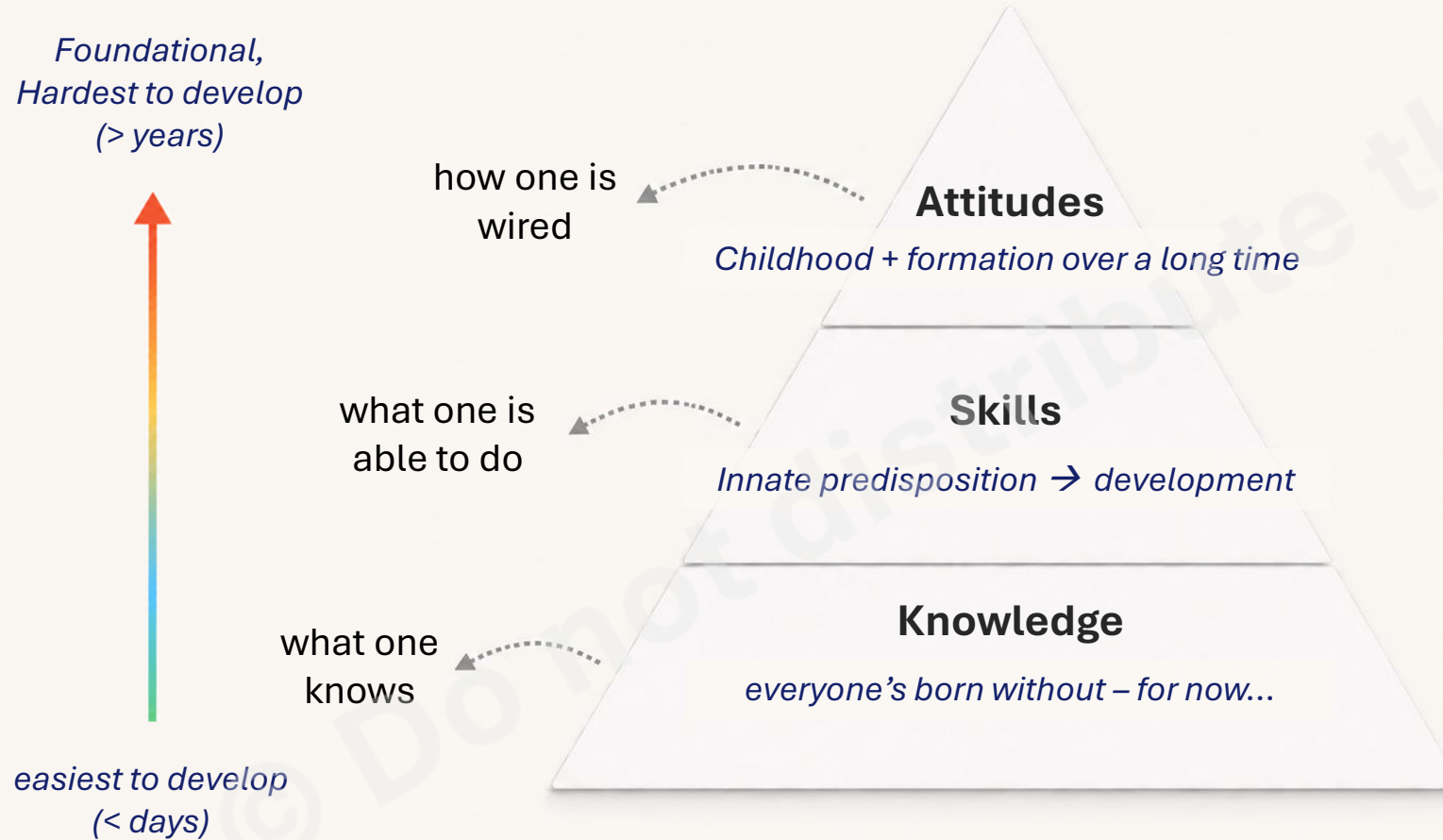
Talent: A gift you are born with?

% of managers who believe talent is innate



Source: Erasmus University cross-national survey among 1,047 managers

Talent = Knowledge + Skills + Attitudes

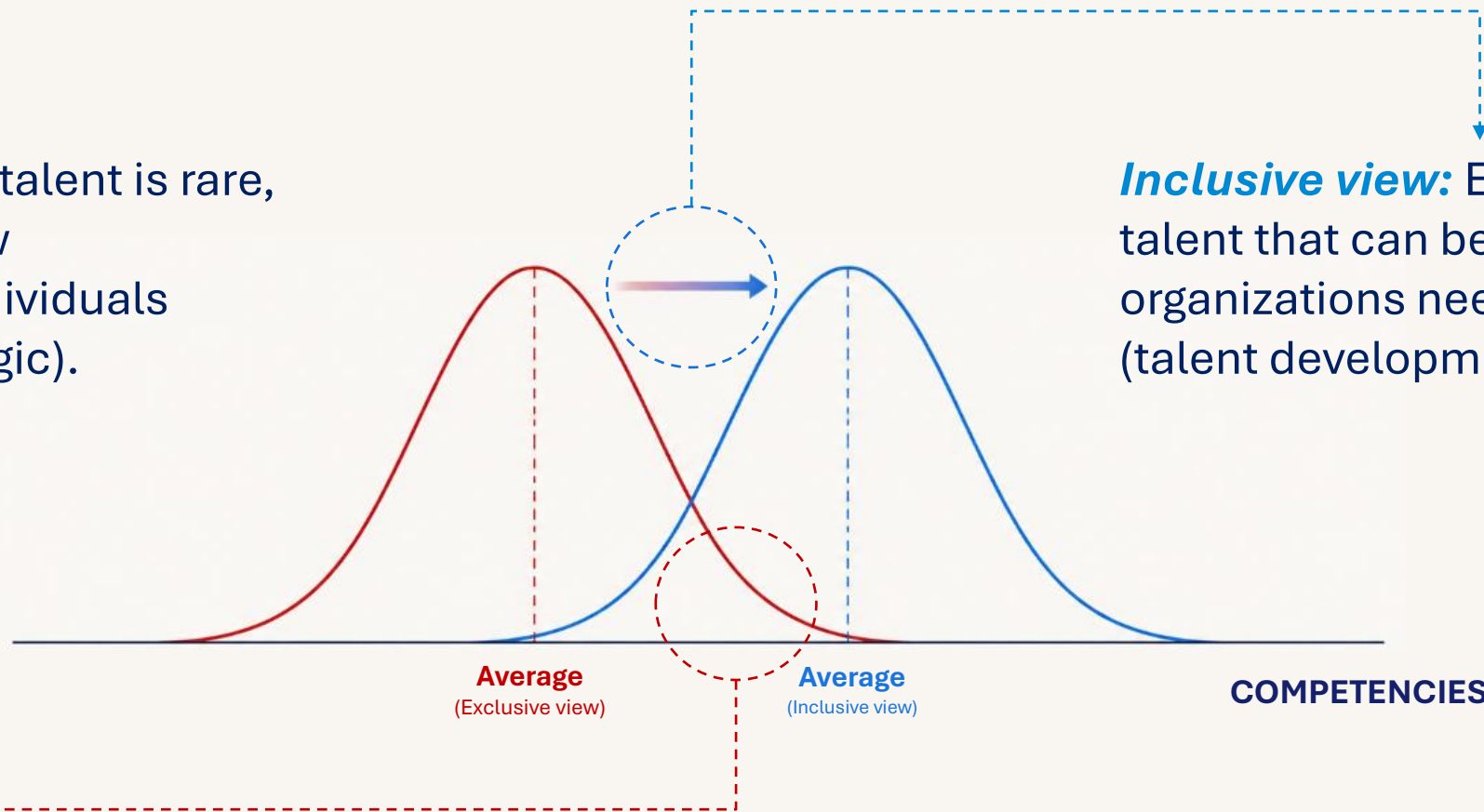


“Attitude is a little thing that makes a big difference.”

Winston Churchill

Talent: Exclusive vs. inclusive views

Exclusive view: talent is rare, confined to a few extraordinary individuals (search & hire logic).

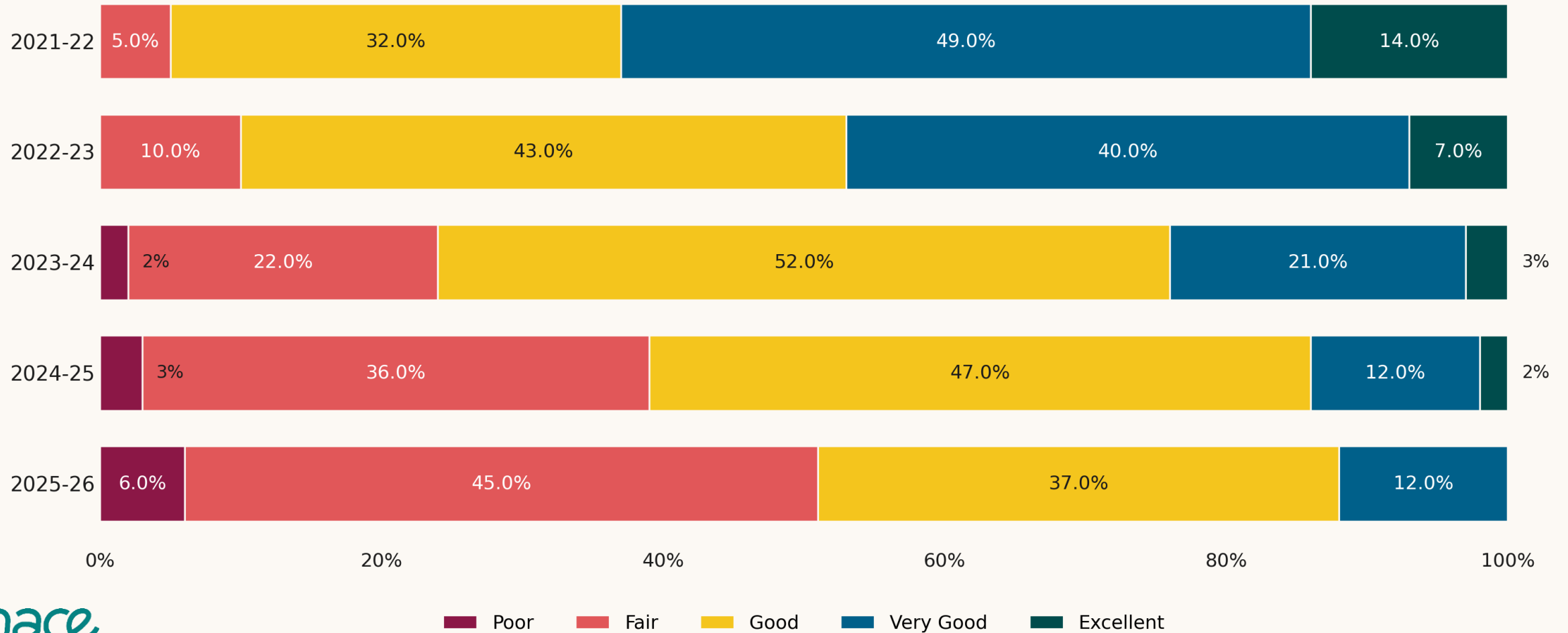


Inclusive view: Everyone has talent that can be developed, organizations need to unlock it (talent development logic).

Why is talent important?



Workforce Fact 1: Employers lower rating on overall job market



Workforce Fact 2: Fresh college graduates cannot find jobs

Is a College Degree Worth It?

Students discuss the value of higher education at a time when universities are expensive and federal student loan debt is skyrocketing.

Jan. 6, 2026 5:47 pm ET

THE WALL STREET JOURNAL
WSJ

'The search is soul-destroying': Young jobseekers on the struggle to find work

17 February 2026

Emer Moreau
Business reporter

B B C

WORK

Why it's so hard for Gen Z to find a job right now: 'None of us are really thriving'

Published Mon, Dec 8 2025 7:30 AM EST • Updated Mon, Dec 8 2025 3:19 PM EST

CNBC

CONFERENCES - FORTUNE GLOBAL FORUM

The Gen Z job crisis is real: 1.2 million recent grads in the U.K. competed for just 17,000 open roles

BY **EMMA BURLEIGH**
REPORTER, SUCCESS
October 28, 2025



Workforce Fact 3: Jobs change faster than people can change jobs



59%

of workforce
needs (re)training

2025-2030

WORLD
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FORUM

Workforce Fact 4: Change is **FASTER** and **BIGGER** than ever

Years to reach 100 million users
(2000- 2023)

10.3 years



NETFLIX

9 months



TikTok

< 60 days

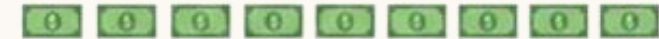


ChatGPT



Earth

1,000x



\$5,000 billion



Moon

How do you develop talent?





Tip #1

**Make AI a daily habit,
not a side project**



Tip 1: AI for sales improvement

‘Synthetic’ customers

‘Synthetic’ coach

RFP review and offer writing with AI

Tip #2

Ignite your people's passion



Tip 2: Intrinsic motivation beats extrinsic motivation



Give people ownership

Let your people pitch, own, and present their own ideas.



Let people build their team

Ask who they want to work with, then help the team bond.



From talking to doing

Use bootcamps that push for MVPs, pivoting and rapid improvement.

Tip #3

Cultivate a winner's attitude

“Stop whining, start winning.”

Jeffrey Gitomer, The Little Red Book of Selling



Tip 3: Cultivate a winner's attitude

Three practical ways to turn complaints into action

Ban problem-only conversations

Rule: No problem without a proposed solution.

Ask: “What do you suggest?”

Complaining → Problem Solving

Celebrate small wins aggressively

Rule: Make wins visible every day.

Use: A visible “Wins Board”.

Recognition → Repetition

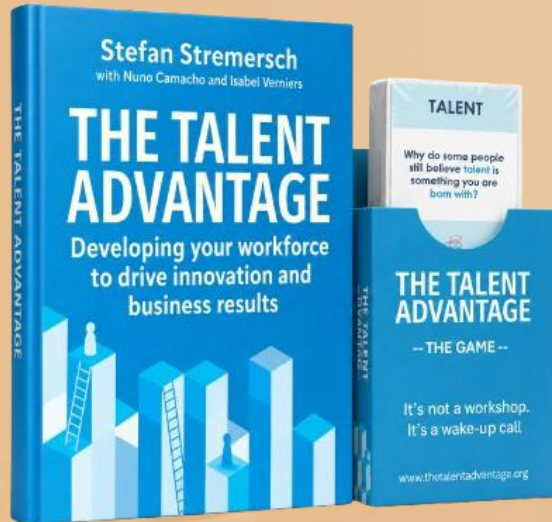
Replace excuses with ownership

Rule: Replace victim language with action language.

Ask: “What can we influence?”

Emotion → Action

Your people deliver long-term advantage. AI helps unwrap their talent.



LET'S CONNECT 

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