




# Build a qualitative Talent Development Programme

Attract and retain talent effectively

A young man with short brown hair, wearing a blue quilted jacket, is standing in a modern office environment. He is holding a black mobile phone to his ear with his right hand and looking upwards and to the left with a thoughtful expression. The background shows a white wall and a recessed ceiling light.

The term traineeship is one of the most googled search terms by recent graduates looking for their first job. While it is logical that many companies offer this to attract young talent, many simply slap the term traineeship on any entry-level position that involves some coaching and a handful of training courses. That is not what a traineeship is meant to be, in our opinion.

After all, developing talent requires more. And that talent? They have become pretty adept at seeing through it. Are promises really going to be kept? And what will this traineeship offer me? They prefer quality to quantity.

The focus should therefore be on what your talent development programme looks like, and not on having a traineeship just because it is attractive to young professionals. If you can't bring in and retain talent with that traineeship, it isn't worth anything. How to set up a quality Talent Development Programme and why you should invest in it can be read in this whitepaper.

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# Why invest in young talent?

‘We are just hiring entrants for that position, right?’ People still regularly think this way. Developing young talent within your own organisation then becomes totally out of the question. Even though this offers enormous added value, with the main three reasons

## Get the most out of young talent

You undoubtedly want to attract young talent within your organisation. But only people who contribute directly to the projects or positions they are assigned to. After all, you expect a certain quality. Having the right ‘apprenticeship’ within your organisation in the form of a talent development programme can help. Not only is it a way for talent to gain experience quickly, it also provides a steep learning curve and prepares them for the future, perhaps within your organisation.

By developing talent in such a way, you invest in a common future. During this period (starting with the application process), you discover whether the trainee fits your organisation and the role. Conversely, it also allows young talent to get to know your organisation and thereby make a sustainable career choice. A talent development programme allows you to get to work strategically on building a pipeline of talent, also to fill future positions.

## Employer Branding

Many entrants see a traineeship as the perfect start to their career. They are looking for challenges and development opportunities. and often have limited insight into the labour market, mainly knowing the usual suspects based on their experience as consumers. Through references from their network and sites like Glassdoor, they also know that an organisation’s image doesn’t necessarily say everything about what it’s like to work there. A talent development programme gives them a chance to take a look in your kitchen and experience what the culture is like and what opportunities exist. In our opinion, there is no better way to showcase yourself as an employer.

## Effective change

With their drive, sharpness, enthusiasm and open-mindedness, young talents naturally shed a different light on things and challenge the status quo. They do not yet have set routines, have grown up in a fast-changing society and are used to working with new technology.

As a result, they often approach their work with an open and positive critical attitude. They embrace change and dare to embark on something without the end result already being completely fixed. It’s a contagious attitude, one that inspires and also gives others the confidence to get moving out of their comfort zone. All this makes engaging and using young talents a very effective tool for change.

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“The strength of trainees lies in the fact that they view projects with an open mind. They have a fresh perspective and aren’t already burdened with corporate politics or history. As a result, a trainee provides new insights, fresh eyes and new ideas. They often come up with things you would never come up with yourself.”

- Lieke van Dongen, Business consultant at Coöperatie DELA

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# Strategic talent development checklist

The entry-level market is bursting at the seams with traineeships. Seeing as young talent is critical, how can you offer quality in order to find and retain the best entrants or young professionals? The answer lies in the approach to a traineeship: does it take the form of an existing entry-level job with an extra course thrown in? Or are you as an organisation strategically engaged in talent development programmes to bring in the best young talents and prepare them for their next role within your company?

A talent development programme means you look beyond simply filling that entry-level position. It means you are actively searching for young talent that mesh with the organisation and who have the ambition to grow in it.

It will also help you distinguish the wheat from the chaff during application procedures.

Has this got you thinking about your current offering or do you want to start recruiting talent strategically? We have created a checklist for you to get off to a flying start!

[The checklist >>>](#)





✓ **Strategic recruiting**

Recruiting an entrant has a clear purpose. What should the development programme deliver? Where are trainees at the end of the traineeship and what is the next step? Are all stakeholders on the same page? Is the organisation ready for this approach?

✓ **Selection profile young talent**

*Begin with the end in mind.* Once you know what the desired end result is, reason back to the beginning. What must trainees have at the start in order to achieve this end result? And does their ambition match your goal?

✓ **Learning by doing**

Young talents learn the most from new experiences. The foundation of a successful development programme are challenging and fully-fledged projects or positions with the corresponding responsibilities and authorisations. In other words, no internships.

✓ **Integral development programme**

The power of a good development programme lies in a strong didactic design, consisting of aligned and mutually reinforcing learning interventions, with enough depth and directly supporting daily work practice.

✓ **Professional and personal development**

A successful programme pays attention to both professional and personal development. Depending on the intended end goal, the ratio of these may vary but both must be present. With sufficient attention to personal development, you develop your trainee's growth mindset. That way, they are ready not only for today's challenges, but also for those of tomorrow.

✓ **Coaching**

A key success factor is the design of coaching on the job and coaching off the job. Coaching is best done by someone who is directly involved in the trainee's work and can provide feedback based on it. Personal coaching is a profession in its own right and requires the expertise of a person trained to do so. Sufficient time and attention is key in both roles

✓ **Learning from and with each other**

A powerful learning tool is learning from other trainees. It is not for nothing that good traineeships facilitate learning with and from each other, for example in the form of peer review. Building a well-functioning learning team is a starting point for this.

✓ **Managing the context**

Besides good design and a professional execution of the programme, achieving the final goal of the traineeship also rests on the organisational climate. One where it is appreciated that people step out of their comfort zone, mistakes are not punished and there is a safety net when needed. Managing this context and including all stakeholders is thus a key success factor, and with a tight programme management being an important prerequisite.

✓ **Be open to new insights**

We expect a lot from young talents. While they naturally have ambition, they are also fresh out of school, full of enthusiasm and ideas of their own. It is why you should also have plenty of room for within your development programme for personal input or interpretation. Listen to their dreams and goals and see how you can fulfil these organisationally. It will often offer surprising insights or a refreshing approach to issues that you have been struggling with for a long time.

# The power of a young talent

Young, inexperienced talents at the start of their careers often perform surprisingly well and sometimes even better than their experienced colleagues. How is that possible? And how can you take advantage of this when qualitatively deploying a talent development programme? Below you will find essential components to qualitatively enrich your talent development programme.

## Open-minded catalyst for change

What characterises an entrant? The lack of experience. A limitation they then cleverly manage to turn to their advantage through their drive and desire to make a difference. Using this intrinsic motivation as a starting point, they go out uninhibited and eager to find the information they need to solve complex issues. And as they constantly find themselves in situations that are new to them, they are forced to learn quickly. Ambitious young professionals are discovering new ways and are thus taking the lead in change. Be sure to include this when your setting up your programme.

## Achieving results together

Their lack of experience means they need the knowledge and expertise of others to make things happen. In your talent development programme, you select those entrants with a solid dose of empathy and strong social skills; that kind of young talent easily makes connections. They are used to functioning in communities and care little about unwritten organisational boundaries, so they also seek this connection across organisational silos. Their enthusiasm is contagious, making others want to join in their plans. Not surprisingly, they are very adept at mobilising those around them.

## High 'getting-it speed'

Learning ability is a difficult competence to develop. The ability to learn is largely determined by general cognitive skills. This makes it, alongside personality, drives and behaviour, an important selection criterion to be successful in a talent development programme. A high 'getting-it speed' means you can quickly grasp what does and doesn't matter and the crux of any given issue. A high learning and growth mindset also makes settling in more efficient. Which is good for you, as it allows your new colleague to quickly deliver added value.



The talents of Ormit Talents serve as a catalyst for change in the internal organisation. It is great to be able to guide young people in their development and get them excited about our organisation. And with effect: the first trainee has now become a PWN employee.

- Patrick Franken, team manager at PWN Drinkwaterbedrijf





The supervisor from Ormit Talent knows our organisation to a tee and thus understands our needs. I truly see him course-correcting and coaching the trainees where necessary so that they blend even better into the team. It's that substantive knowledge about our business that to me really sets ORMIT apart.

- Anonymous quote, Cedeo customer satisfaction survey 2021



### Lef om vragen te stellen

With their open-mindedness and self-confidence, trainees quickly deviate from beaten paths and unwritten rules - they simply do not yet exist for them. They seek out relevant stakeholders and start asking questions. By cleverly combining the information gathered, they often come up with innovative insights and know exactly how to expose gaps or conflicts. They have learned to reflect as well as give and receive feedback from an early age and do so frequently. They thus quickly go through a learning cycle and a steep learning curve emerges. You should therefore include projects in your talent development programme where they are given the freedom to do so.

### Loslatend sturen

Young talents naturally also have a lot to learn, and proper guidance and coaching is paramount. In addition to a qualitative development programme, this requires a manager who understands when it's necessary to keep talent in check, but also recognises the right moment to let go. With their talent and the proper guidance, trainees will make all the difference for your organisation.

### Kruisbestuiving

Pairing young talent with more experienced colleagues creates an invaluable cross-pollination between the trainees' curious open-mindedness and the knowledge and experience already present in the organisation. This is especially the case if these are experienced colleagues with a growth mindset. Based on their experience, they intuitively quickly grasp what is going on in a situation, know how to act effectively and, above all, have an open mindset to keep learning - even from an inexperienced colleague. It will bring out the best in both and allow both parties to continue to learn. Which is essential at a time when developments come at such a rapid pace that knowledge quickly becomes obsolete and 'learning beats knowing'.



# Developing talents with Ormit Talent?

Finding and growing talent is our core business. Not only have we been doing nothing else for over 30 years, but we continue to evolve in it. Not just because we want to, but also because the needs from both organisations and entrants are always in flux. We respond to this with high-quality Talent Development Programmes that we set up (in co-creation) together with our clients, using our expertise to set up programmes that perfectly match the organisations. This could take the form of a traineeship with the aim of building a talent pipeline or our Talent Solutions where young talent comes to support you temporarily. In short: need help with young talent? We are happy to help you come up with the right approach. It's why we are very proud our work has not gone unnoticed: our traineeships meet the CEDEO certification\*! How did we achieve this?

## Dicht op de huid met focus op resultaat

We personally connect with the people we work with and closely engage in all our interactions. We challenge. Sometimes it's confrontational, but always with the intention of helping the other person move forward as well as appreciating what is already there. Out of genuine interest, without judgement. The deliverable is our goal. We don't develop for the sake of developing. It has to lead somewhere: success for both the trainees and the organisation!

## Ontwikkeling zit in ons DNA

Our roots lie in finding, developing and connecting young talent; talents who take the lead with their minds and work with their hearts, delivering quick and lasting results. And we have been doing so successfully at leading organisations for more than 25 years. We also constantly challenge ourselves and continue to develop. Practice what you preach!

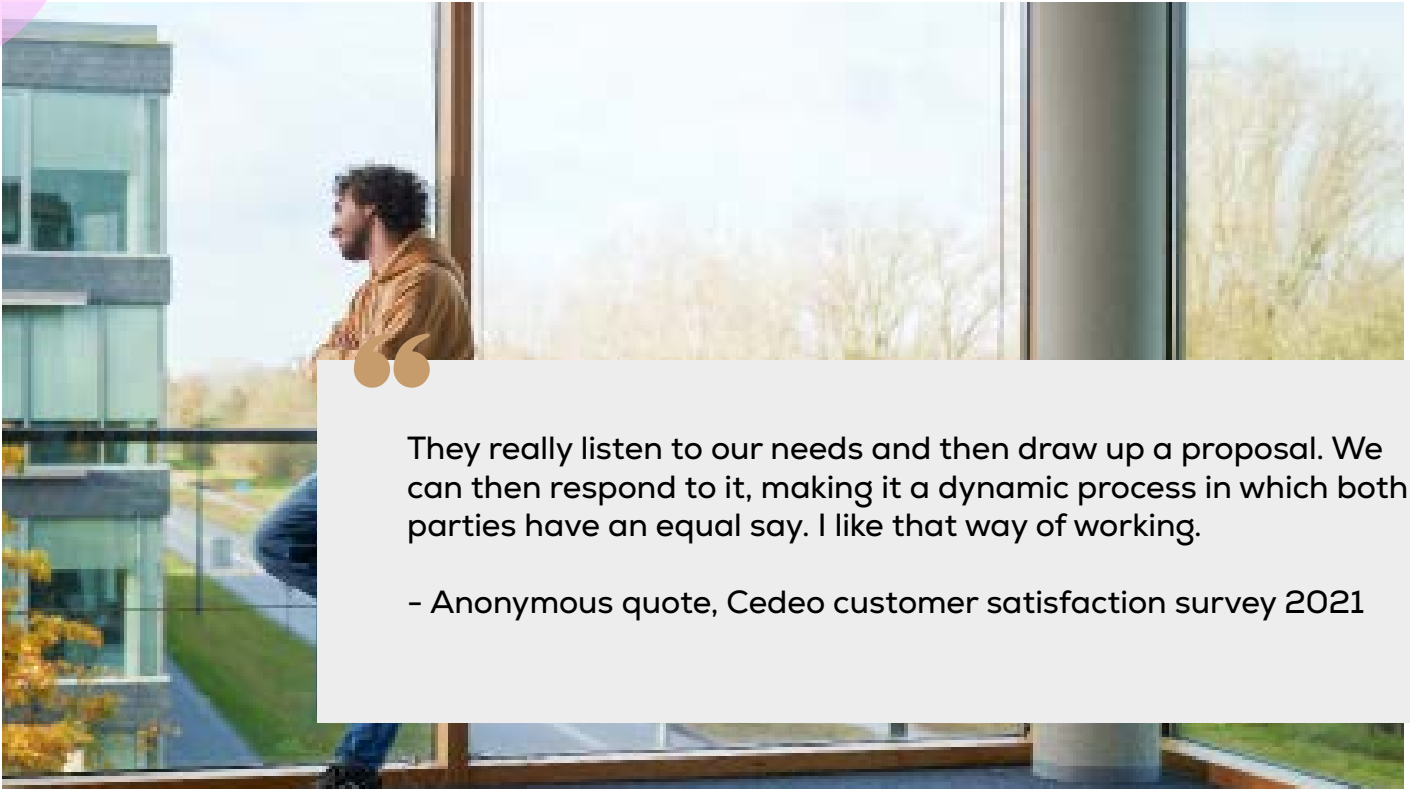
## 2 werelden samen: co-creatie

Our experience means we are able to respond quickly to ever-changing circumstances, in which we are guided by the specific context of an organisation and current events. We gladly and generously share our expertise. This is how we bring together the best of both worlds. In our view, co-creation is the foundation for joint success!



“We had very clear agreements about what we wanted to achieve and this trainee has completely delivered. We also came to this conclusion at the end of the programme during a wrap-up meeting, in which the Ormit Talent coach took part as well. That was a good experience.

- Anonymous quote, Cedeo customer satisfaction survey 2021



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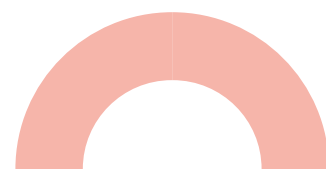
They really listen to our needs and then draw up a proposal. We can then respond to it, making it a dynamic process in which both parties have an equal say. I like that way of working.

- Anonymous quote, Cedeo customer satisfaction survey 2021

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### Wat betekent dit praktisch?

- ✓ We provide access to talent. Our great recruitment strength among highly educated talent stems from our name recognition and our position in the job market for entrants. By working together on this, we strengthen your organisation's image in the labour market.
- ✓ We often reach a different type of talent than the one that normally applies to your organisation, which makes for a refreshing outlook! We translate the desired result into a Talent Pool or a Traineeship. Next, we develop an integral talent development programme tailored to your organisation with an optimal balance between learning and performance and with immediate results in practice.
- ✓ We relieve you completely by taking care of the recruitment, selection, development, rotation, organisation of the programme and employment. We also relieve the burden on your HR department this way.
- ✓ By developing and implementing a traineeship in co-creation, you save on external hiring in the short term and invest in a pipeline of talent in the longer term.
- ✓ We have proven success in selecting and developing talent. 95% of talents join the company after completing a traineeship and 80% are still employed by the organisation after 5 years.



# What makes **our talents** special

On the lookout for temporary clout to boost your project? Or would you like to use a talent development programme to build your own talent pipeline for the future? Enhance your organisation with a talent from Ormit Talent: results-oriented professionals who take initiative and are immediately employable. Find out what other organisations' experiences are with utilising our talents.

## What makes our trainees special?

<p><b>Open &amp; connecting</b></p>  <p>Is open to diverse perspectives</p> <p>Builds trust and connects people</p> <p>Is an excellent collaborator</p>	<p><b>Decisive &amp; driven</b></p>  <p>Gets things quickly</p> <p>Has the guts to stand up for own ideas</p> <p>Gets things done</p>	<p><b>Agile &amp; innovative</b></p>  <p>Challenges the status quo</p> <p>Actively seeks changing need stakeholders</p> <p>Dares to experiment</p>	<p><b>Self-aware &amp; resilient</b></p>  <p>Is an optimistic realist</p> <p>Relies on own compass</p> <p>Unafraid to make decisions under pressure</p>
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### Accelerate change

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Daniel Marrara Bertholdo, Global Deployment Manager Philips: "We want to attract and retain talent with a view to the future of Philips. It is great to see how driven these young talents are. They bring fresh energy to our company, where a comprehensive change process is currently taking place." Herman Worries, Vice President

### Get access to other types of talent

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Global Business Incubator DSM: "Ormit Talent delivers a new type of talent to DSM that we cannot find ourselves. Those talents are of great value, which is how our organisation remains agile Patrick Franken, team manager at

### Become more attractive on the labour market

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PWN Drinkwaterbedrijf Noord-Holland: "The trainees serve as catalysts for change in the internal organisation. It is great to be able to guide young people in their development and get them excited about our organisation. And with effect: the first trainee has now become a PWN employee."

# Roles **our talents** can fulfil in your organisations



## **Project Manager**

Do you have a big, ambitious project? Success hinges on optimal project management skills. Our talents take projects beyond your wildest dreams with agile principles, expertise in the scrum way of working and the right leadership skills.



## **Changemanager**

Do you have a comprehensive, challenging transformation on the horizon? Our talents are trained in change management, are able to garner support like no other and are bursting at the seams with powers of persuasion.



## **Scrum Master**

Does your team want to move forward, but lacking focus and connection? Our Scrum Masters help teams move forward so that they can add as much value as possible. To the next level and beyond. They are facilitators with an eye for team dynamics and effective collaboration.



## **Sustainability Specialist**

Always abreast of the latest developments and extremely motivated to take sustainability projects forward: our talents are true sustainability experts.



## **Dataspecialist**

Data is here to stay in this ever more digital world. Our subsidiary Vlammsr helps you cash in on your data capital with their young data scientists. Also visit [www.vlammsr.nl](http://www.vlammsr.nl) for more information.