



# People, profiles, performance

Tessengerlo's  
new digital  
talent platform



Messengerlo Group  
EVERY MOLECULE COUNTS



# The HR platform that's helping Tessengerlo perform and transform

Tessengerlo has a history of growing, diversifying, and transforming. Today, it's a leader in niche markets and value chains across many industries. Enabling innovation while driving business agility are key to its future success—as are its people.

## What we've already achieved



Creating library of 267 profiles and making them accessible on a digital platform.



Creating a global framework to source, assess, manage, reward, and develop talent.



Standardizing and customizing Success Profiles™ and competencies.



Foundation training for 110+ line managers in the new methodology for performance management.

## BACKGROUND

Tessenderlo recently celebrated its 100th anniversary. Today, it's a diversified enterprise in the food, agriculture, construction, energy, and healthcare sectors. Tessenderlo Group has grown in four distinct areas: agro-chemical, bio-valorization, water industrial solutions, and energy. These are complex lines of business that play a critical role in different industries' value chains.

Based in more than 100 locations globally, it has a highly skilled workforce of 4,800 people in science, engineering, and industrial and production operations roles. To achieve its vision of every molecule counts the company has embraced innovation and agility as strategic priorities. For example, its work enables customers to grow more food than ever, to use water intelligently, to tackle the shortages in natural resources, and to valorize bio-residuals such as animal and organic by-products.



**4,800**  
employees



**100+**  
locations worldwide.



Industries: food,  
agriculture, construction,  
energy, healthcare

**€2.1**

billion revenue  
in 2021

01

*The challenge*

# 01

## THE CHALLENGE

### Diversified can become disparate

The Tessengerlo Group is diversified across sectors and its culture has a strong focus on entrepreneurship and innovation. There are also multiple transformation programs in play. Together, these factors have led the business to prioritize local needs—based on each business unit’s customers and markets. Before the project started, its talent management hadn’t followed a global, standardized set of HR practices, processes, and tools.

As a result, Tessengerlo’s local HR teams and line managers created and used bespoke methods for talent management and acquisition. There was no company-wide, consistent way to identify roles, design jobs, screen and assess candidates, or onboard new hires. Different practices in interviewing and hiring have also contributed to significant variations in the time it takes to recruit.

### Talent management: A ripple effect

The impact of not having standardized HR processes has been far-reaching. For example, line managers’ jobs are more challenging and time-consuming—especially in their vital role to develop their people and performance. Using local practices also means that not every employee has access to the full support they need. Whether that’s finding the right role, the tools to manage their careers, or moving into new roles in other parts of the business.

Lacking a global talent platform has increased pressure on HR too—both for corporate HR leaders and HR teams in specific business units. The proliferation of job roles and varying talent management processes have added to HR workloads as the company has grown. And planning the workforce of the future is hindered without the data to show what roles are business critical and what skills are likely to be in demand.



“As our employees are crucial for the long-term sustainable growth of our organization, we needed a global company wide digital platform to improve our talent processes.”

Myriam Lonneville - SVP HR  
Tessenderlo Group

02

The solution



# 02

## THE SOLUTION

### Platform built on profiles

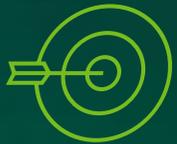
Korn Ferry partnered with Tesserlo to link different HR technologies and processes together with our digital platform as the backbone. The company is using these specific apps—KF Select, KF Pay, and KF Assess—on our Intelligence Cloud talent analytics platform. These give Tesserlo the capabilities it needs now to standardize HR processes—a global, common platform, methodology, and toolset versus siloed HR functions and business units. Plus, Korn Ferry’s proprietary data, content, and unrivaled expertise.

But any platform is only as good as our client’s data and content, so every exempt role in Tesserlo was audited, analyzed, and compared. From there, 267 new Success Profiles™ were created. These are used as dynamic benchmarks of what’s required to perform and succeed in any given role. This library of profiles can be accessed in Profile Manager in our Intelligence Cloud platform. For the first time, this gives Tesserlo one source for all its profiles, and a consistent method for creating and customizing them. Plus, each profile is linked to role drivers, traits, and competencies.

### Making the most of competencies

In parallel with the profiles, we consolidated competencies into an organization-wide model. From a global platform, the competencies can now be fed into the earliest stages of the employee lifecycle. With specific competencies linked to each role’s Success Profile, they are being used to inform candidate screening, interviewing, and hiring decisions. Plus, the competencies and profiles are feeding into talent management—both with ongoing career conversations and improving outcomes from performance reviews.

# Tessengerlo uses Intelligence Cloud apps



## KF Select

- Identify what good looks like with Success Profiles.
- Screen candidates rigorously and systematically.
- Use insights to identify and hire the right talent.



## KF Assess

- Identify potential.
- Personalize and target development.
- Strengthen the leadership bench.



## KF Pay

- Attract, motivate, and retain top talent with compensation data and tools.
- Link pay with wider talent management and strategy.
- Make data-driven decisions on reward programs.

03

*The results*

# 03

## THE RESULTS

### Bringing the benefits together

Linking HR practices and processes together across a diverse and diversified organization is already reaping benefits—for HR teams, line managers, prospective candidates, and improved talent management for every employee. There are also efficiency gains as the platform supports more integrated workflows. For example, Profile Manager has centralized the creation of new roles. Across Tessengerlo, job design, grading, pay benchmarking, and competencies now share a platform and a standardized approach.

### Shorter time to recruit

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## THE RESULTS

### Supporting line managers

As Tessengerlo has grown, line managers' roles have expanded. Yet, talent management processes didn't keep up. So, Korn Ferry **is training over 110 leaders in new HR tech and talent management processes.** Sessions equip them with tools, skills, and knowledge to manage talent efficiently and effectively. These provide managers with the keys to unlock potential—from onboarding and development conversations to performance reviews.

### Common language of talent

New global HR processes have helped Tessengerlo HR teams be more effective by focusing on outcomes. Standardized processes have freed up time and given greater clarity on roles and competencies. As a result, the business can find better candidates faster and ensure they're the right fit. Success Profiles and competencies are also building blocks of this common language—and a foundation for greater agility and innovation. With Intelligence Cloud, Tessengerlo has a digital talent platform that's ready for now and can grow in the future.





Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers. Our 7,000 experts in more than 50 countries deliver on five core areas: Organization Strategy, Assessment and Succession, Talent Acquisition, Leadership Development, and Total Rewards.