



Andrzej Borczyk

29.04.2026

Leadership Transformation

**TRANSFORMING THE
FUTURE OF WORK**

An HR Minds Forum Series



„Talent wins games but teamwork and intelligence wins championships”

M.J.

TRANSFORMERS

THE LAST KNIGHT





- 3-5 Years Strategy
- Strategic Projects/Big Bets
- KPI's
- Reward Systems

..... You will transform

World Uncertainty Index

GDP weighted average



Note: The index is unbalanced GDP weighted average for 142 countries.
Source: [World Uncertainty Index](#), National Bureau of Economic Research (NBER)

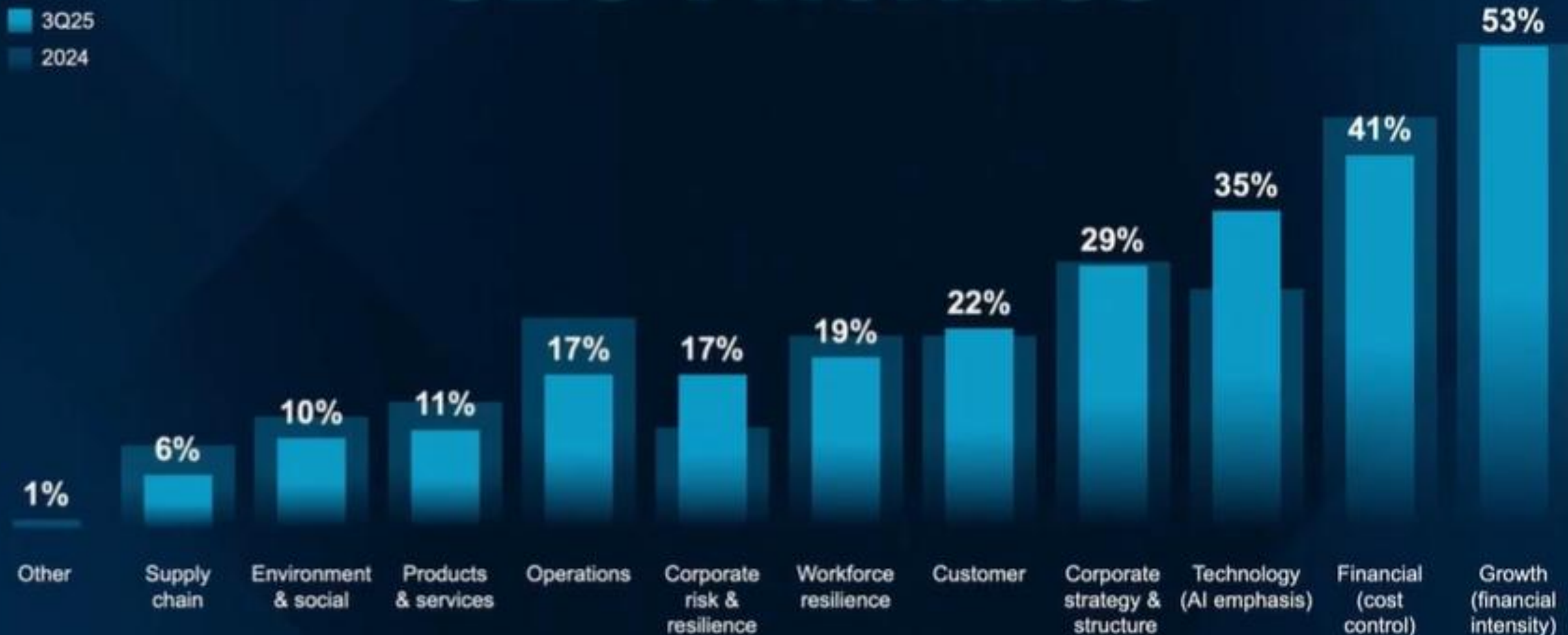
Wicked Messes

1 Turmoil-driven growth

2 The AI-value conundrum

3 Workforce remixing

CEO Priorities



n = 217 (3Q update); 456 (2025), all respondents

Q: To start, please tell us about your organization's top five strategic business priorities for the next two years (2025-2026).

Source: 3Q25 Update Gartner CEO and Senior Business Executive Survey; 2025 Gartner CEO and Senior Business Executive Survey



We Are **Not Ready to Reset**

Only 36%

of HR leaders **say their organization is prepared for work changes** in the next two years.

CHRO Priorities for 2026



Harness AI to
revolutionize HR



Shape work in the
human-machine era



Mobilize leaders for growth
in an uncertain world



Address culture atrophy
to power performance



COVID

5 Gen

Hybrid Work

War

Inflation

AI

War

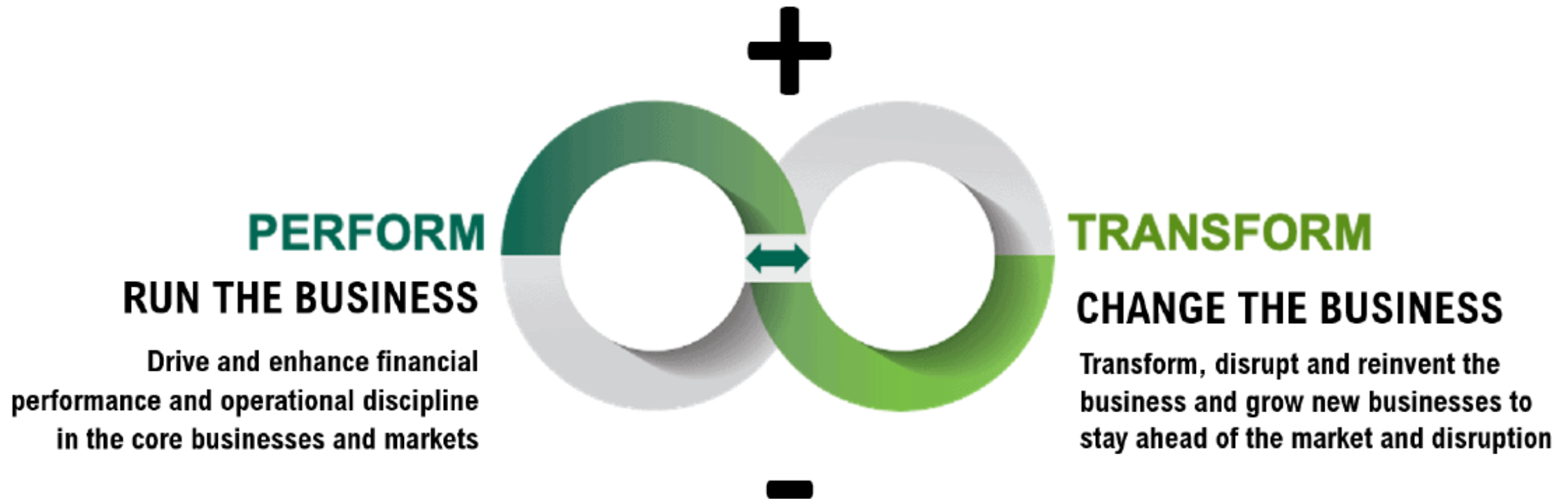
LIVING IN CHANGE

Postpandemic Operating Environment



Dual transformation is

... perform for today and perform for tomorrow



Developing leaders to drive dual transformations

From strategy through data on people to transformation

1. Start with your business strategy

For most companies we see, this is a combination of optimizing the core but also building new revenue, known as dual transformation

3. Innovate in assessments

How do you know that a leader does or does not exhibit needed behaviors and why? Did you ask them, asked others, or observed this?

5. Deploy personalized development at scale

We use education, exposure, experiences, tailored on the basis of your data, and most importantly at scale. Without scale, your pipeline will be small forever.

2. Focus on behaviors needed

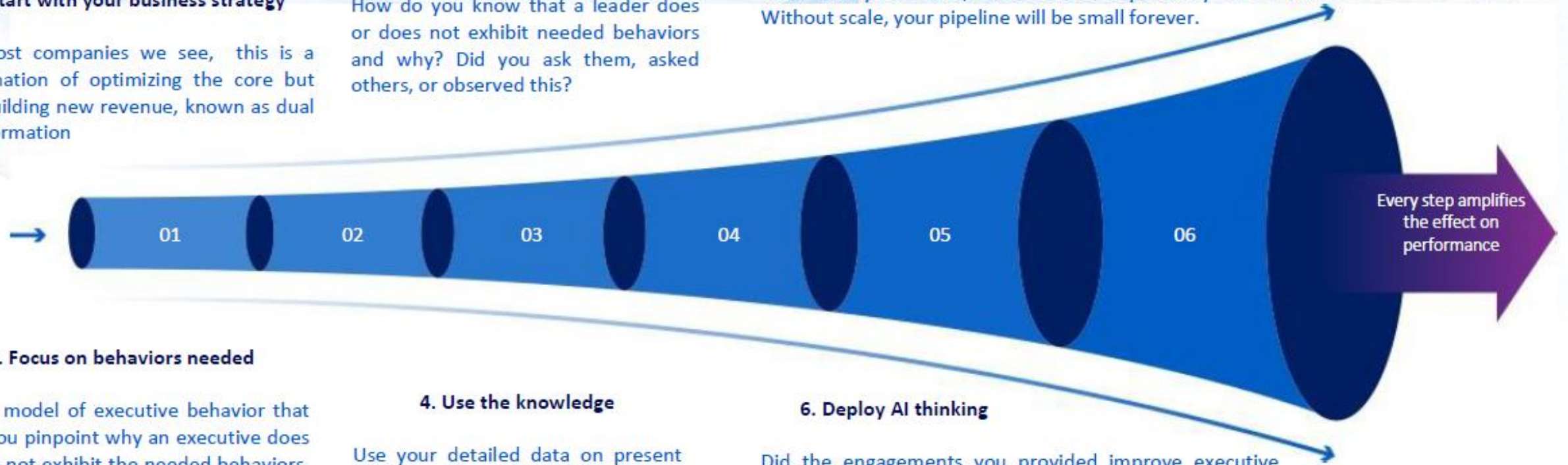
Build a model of executive behavior that helps you pinpoint why an executive does or does not exhibit the needed behaviors. Is it know-how, motivation, or lack of situational judgment?

4. Use the knowledge

Use your detailed data on present and absent behaviors, and why they do or do not happen in your recruiting, evaluation, promotion and executive development.

6. Deploy AI thinking

Did the engagements you provided improve executive assessments? Did they improve the organizational performance? Errors are allowed, but they need to go back into the model!





Every step amplifies the effect on performance

A blue metal signpost stands against a background of blurred trees. The signpost holds a rectangular yellow sign with a black border. The sign contains the text "New Skills Training" in a bold, black, sans-serif font, arranged in two lines.

**New Skills
Training**

Top 10 skills of 2025

-  Problem-solving
-  Self-management
-  Working with people
-  Technology use and development



Analytical thinking and innovation



Active learning and learning strategies



Complex problem-solving



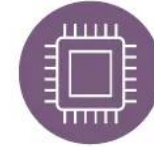
Critical thinking and analysis



Creativity, originality and initiative



Leadership and social influence



Technology use, monitoring and control



Technology design and programming



Resilience, stress tolerance and flexibility

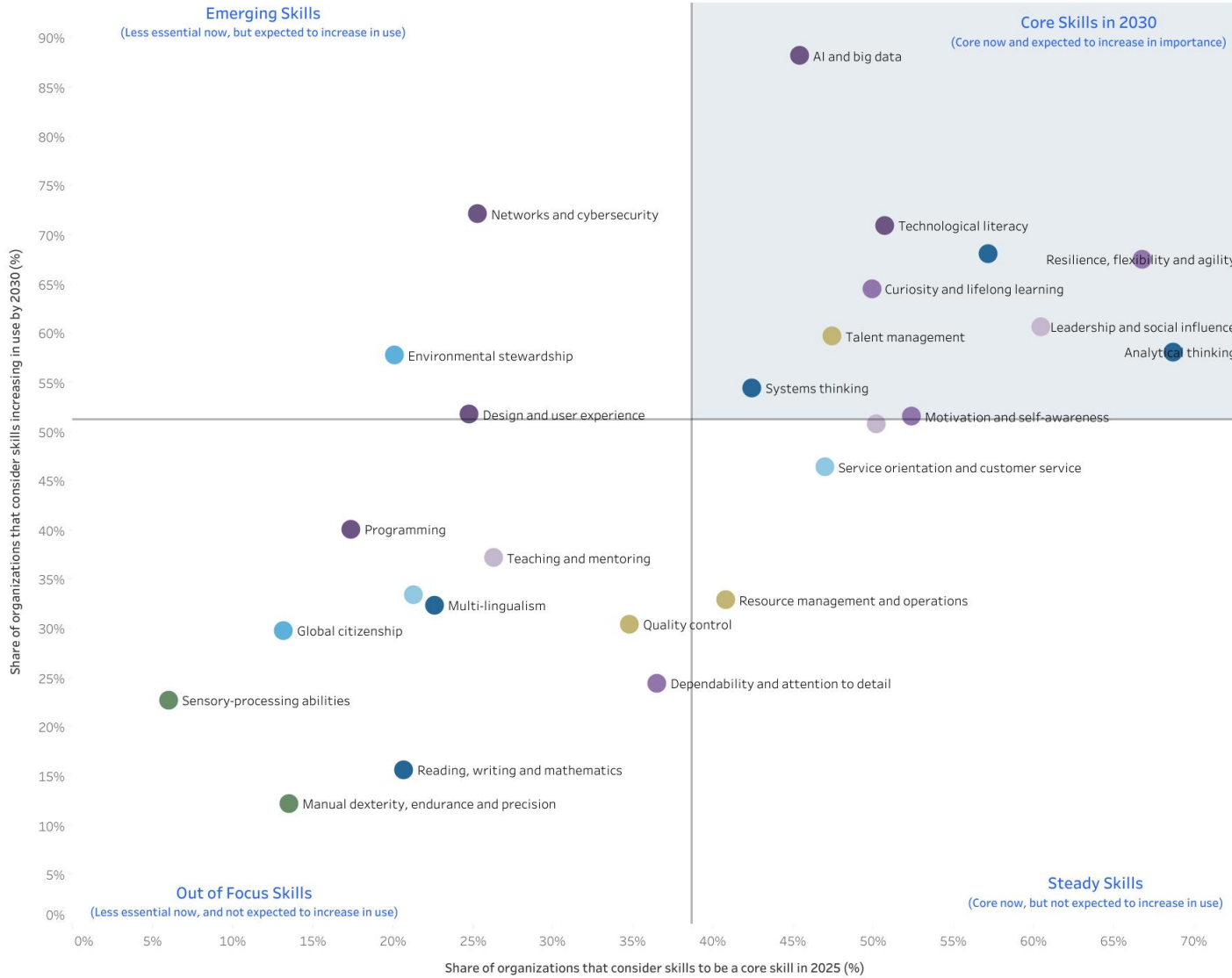


Reasoning, problem-solving and ideation

Core Skills In 2030

All Respondents

Share of employers considering skills to be a core skill in 2025 and share of employers expecting skills to increase in importance by 2030.



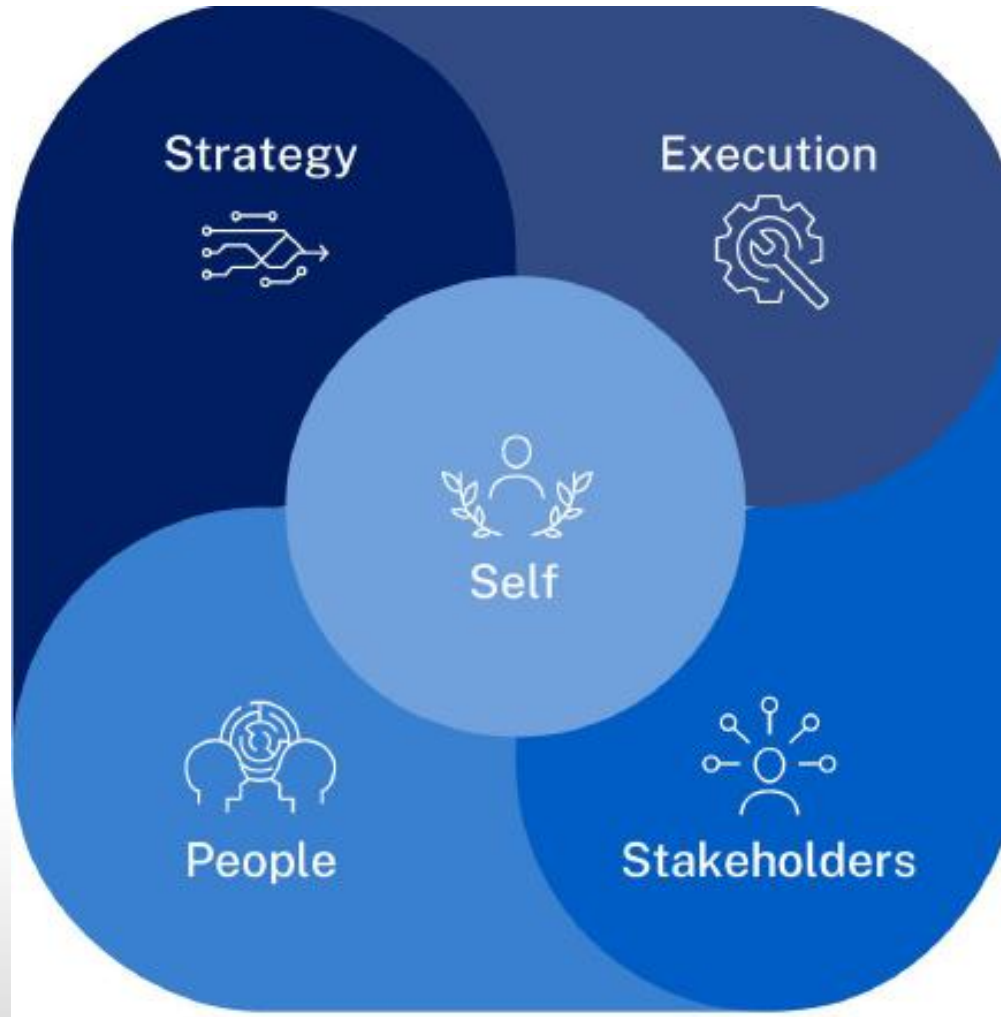
- AI and Big Data
- Technology Literacy
- Creative thinking
- Analytical thinking
- System thinking
- Curiosity and long life learning
- Resilience flexibility and agility
- Leadership and influence
- Talent Management



LEADERSHIP

- **98 %** Employees see crucial role of their leaders
- **25%** Leaders feels ready to meet expectations of the future challenges

Focus on Leaders You need - have a model



Measure now and build plan for the future

Do proper Assesment

MOTIVATION
What you want to do

**SITUATIONAL
JUDGEMENT**
What you choose to do

KNOW-HOW
What you can do

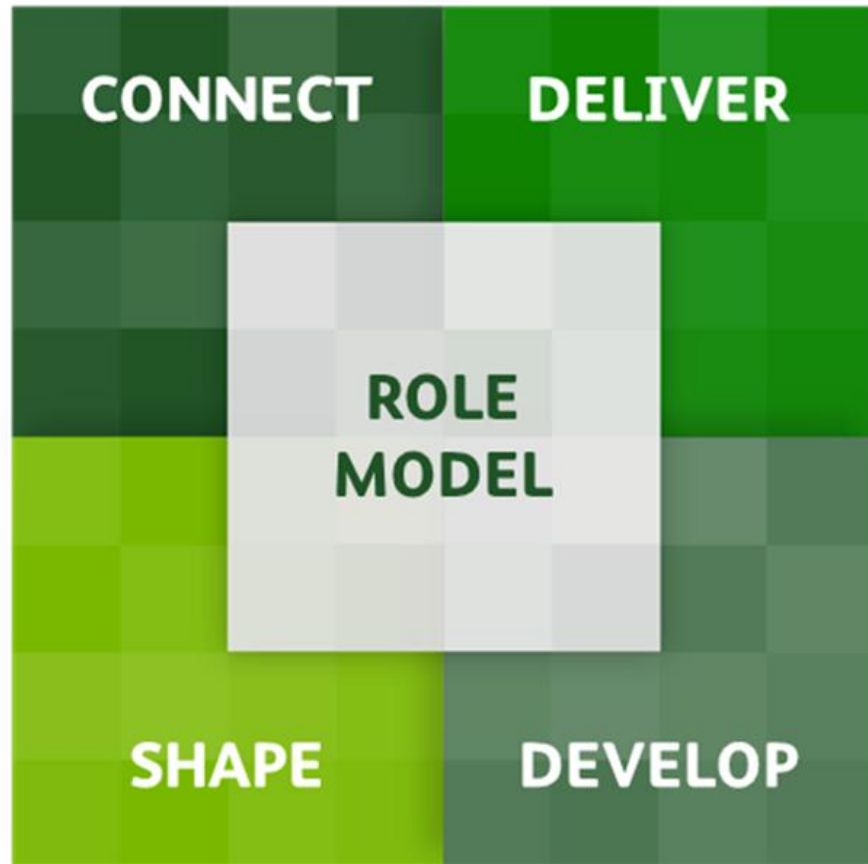
TRANSFORMATIONAL LEADERSHIP

	Advanced Leads transformation naturally	Developing Leads transformation when lead	Forming Leads transformation when managed	Laggard Does not lead transformation
Personal Transformational Leadership <i>"Habits and mindset"</i>	<ul style="list-style-type: none"> a. Courageous b. Inquisitive, perpetual learner c. Risk taker d. Inspirational storyteller 	<ul style="list-style-type: none"> a. A bit too cautious b. Sporadic learner c. At times avoids appropriate risk taking d. Good storyteller 	<ul style="list-style-type: none"> a. Typically plays safe b. Completes required training c. Overanalyzes before acting d. Average storyteller 	<ul style="list-style-type: none"> a. Afraid of change b. Uninterested in new things c. Stays in comfort zone, "I tried and it didn't work" mindset d. Poor storyteller
Strategic Transformation <i>"Develop the new levers"</i>	<ul style="list-style-type: none"> a. Mobile-first, cloud-first business/demand generator b. Predicts changes in business environment c. Defines and communicates vision 	<ul style="list-style-type: none"> a. Grows existing business, needs reassurance to go to new market space b. Promptly responds to top-down and bottom-up signals c. Communicates vision developed by others 	<ul style="list-style-type: none"> a. Effectively manages current business b. Reactively responds to signals amplified by management c. Identifies with vision developed by others 	<ul style="list-style-type: none"> a. Behind the curve b. Fails executing a response plan c. Struggling with vision for transformation
Operational Transformation <i>"Perform AND transform"</i>	<ul style="list-style-type: none"> a. Nails down TLI's (Cloud, Penetration, Consumption) b. Drives for simplification c. Balances present (P&L, scorecard, market share) and future d. Assumes accountability 	<ul style="list-style-type: none"> a. Meets most critical TLI's b. Makes evolutionary changes to simplify c. Present vs. future balance slightly tipped to one side d. Accepts accountability when encouraged 	<ul style="list-style-type: none"> a. Some TLI's are "green" b. Simplifies when directed c. Learning to keep the right balance d. Accepts accountability under supervision 	<ul style="list-style-type: none"> a. Struggles with achieving TLI's b. Unable to simplify c. Loses the sight of short- OR long-term goals d. Lacks accountability
People and Organizational Leadership <i>"Building Organizational Capability"</i>	<ul style="list-style-type: none"> a. Empowers and energizes people; role-models growth-hacking culture b. Attracts, grows and retains talent strategically c. Values diversity of background and opinion; builds diverse teams d. Coaches and inspires teams to learn 	<ul style="list-style-type: none"> a. Builds high performing teams b. Attracts and retains talent on demand c. Accepts value of diversity d. Provides opportunities and approval for learning 	<ul style="list-style-type: none"> a. Knows how and when to delegate b. Learning to attract and develop talent c. Lacks focus on diversity d. Ensures completion of mandatory training 	<ul style="list-style-type: none"> a. Tends to micromanage OR delegates hastily b. Creates unattractive environment for talent c. Discounts the value of diversity d. Focused on current activity at the expense of learning and development

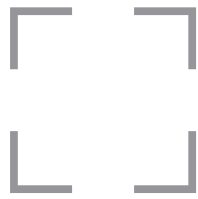
Build dedicated development plan

- Find the Gaps
- Describe plans with SMART Goals
- Build 70/20/10
- Put Leadership Development as a business objective – invest (smart)
- Support and execute
- Build a bench - succession

LEADERSHIP LESSONS



**LEADER &
TEAM**



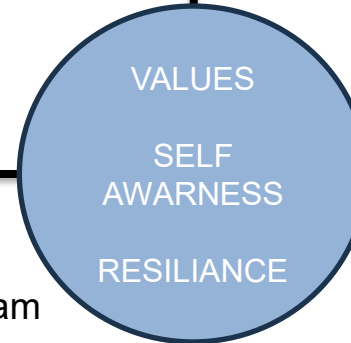
ENGAGE

- Recruits based on competencies and values
- Builds Team engagement
- Builds Highly effective teams
- Builds succession
- Assesses according to established principles

NAVIGATE

- Understands trends and translates into company strategy
- Translates organizational strategy into team goals
- Connect team goals into individual goals
- Builds and implements data-driven scenarios

Long Term
Strategic



Individual

Organization

- Sets ambitious goals for themselves and their team
- Seeks and shares feedback
- Inspires action
- Develops through the 70/20/10 plan
- Has an open mind and adapts quickly to new situations

- Plans and implements established goals
- Analyzes, revises, and implements changes
- Shares successes and failures
- Supports others in achieving their goals
- Appreciates and celebrates successes

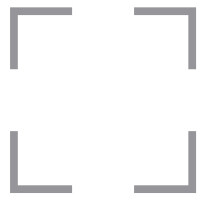
DEVELOP

Short Term
Operational

DELIVER

Nie chcemy wytwarzać opakowań, chcemy ułatwiać codzienne życie

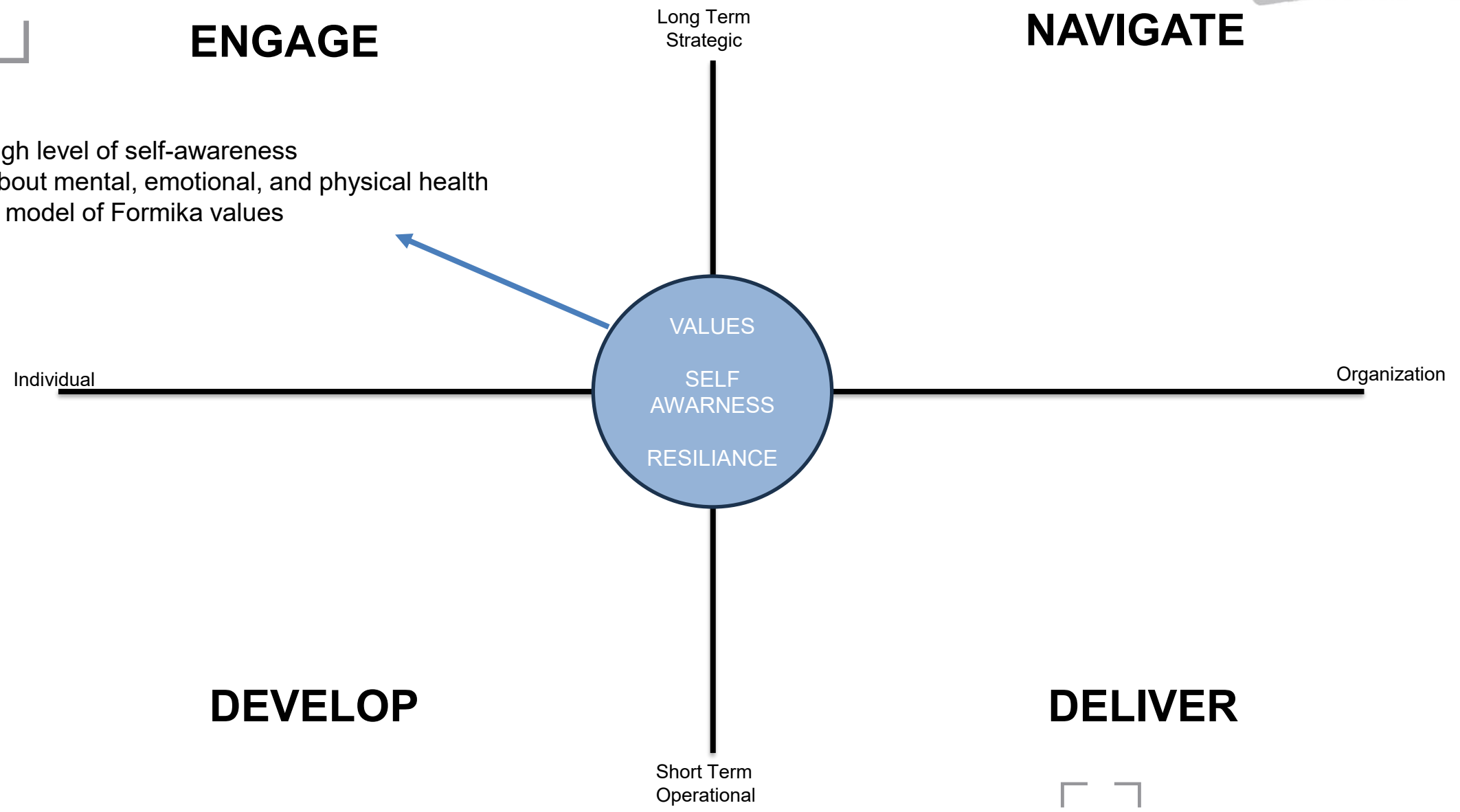




ENGAGE

NAVIGATE

Has a high level of self-awareness
Cares about mental, emotional, and physical health
Is a role model of Formika values



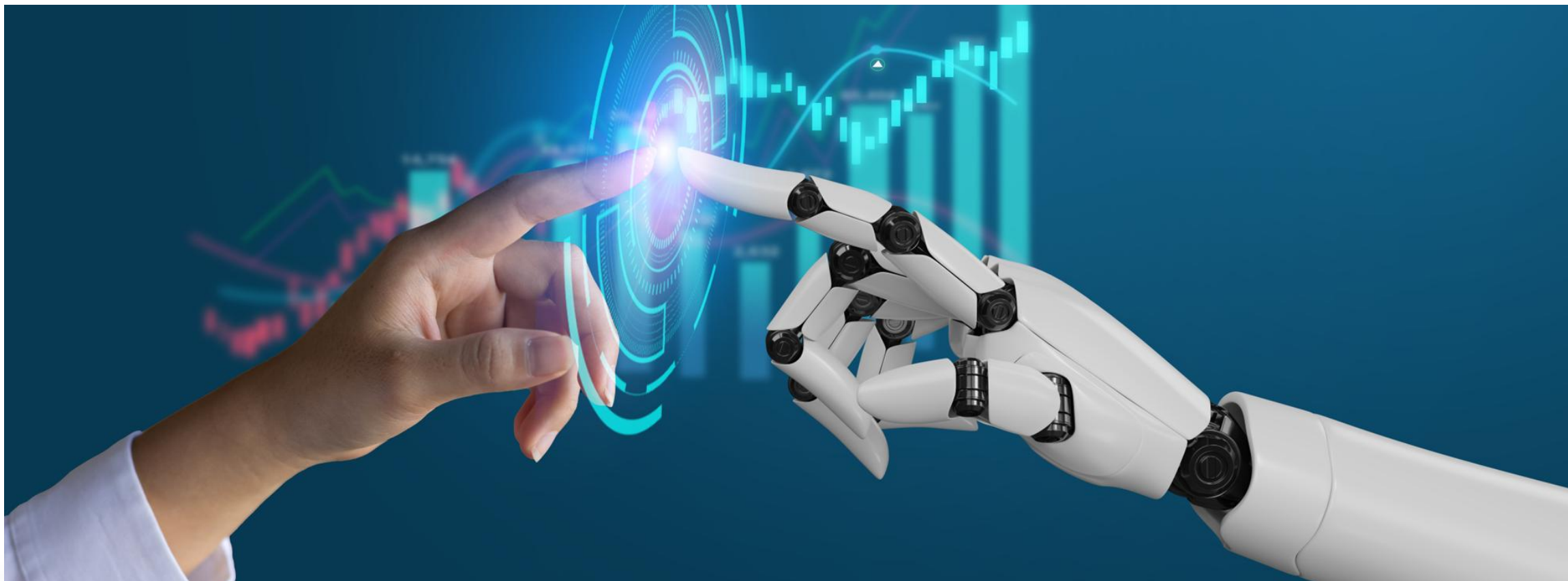
DEVELOP

DELIVER

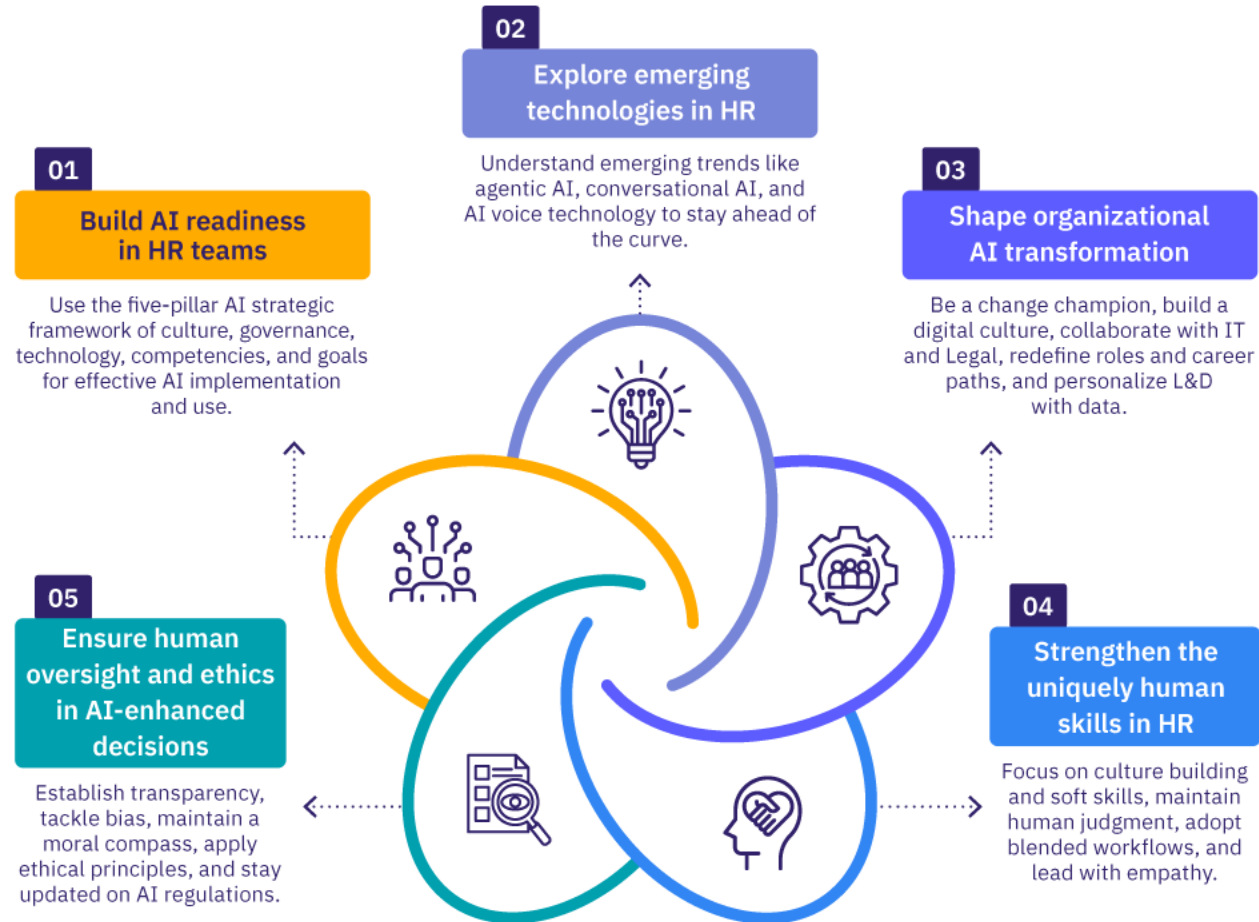
Nie chcemy wytwarzać opakowań, chcemy ułatwić codzienne życie



Deploy AI to improve



Preparing for the **Future of AI in HR:** 5 Things HR Leaders Must Do



Top AI Tools for HR Professionals

Powerful AI tools HR can incorporate across various HR functions:



FEEDBACK 360

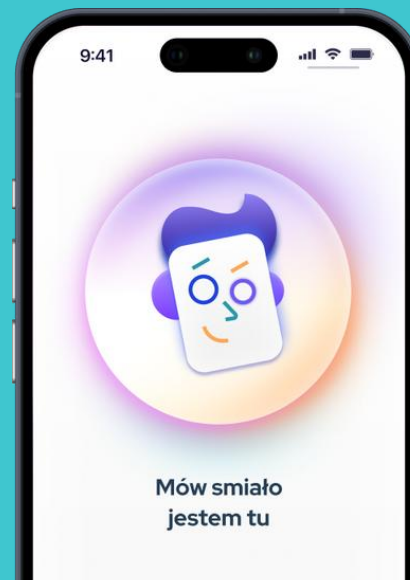
Space to Grow

AI agents 24/7 to help build your Individual Development Plan



Personalized Career Path

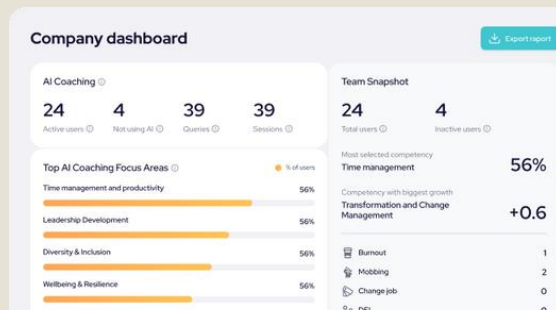
AI Spacy voice agent
24/7 micro support



Measure Your Growth

Monitor Leaders and Company Growth

Diagnostic tool
Capabilities/Self/Others/Manager



We don't want to produce only packaging, we want to make everyday life easier

PROOF, NOT PROMISES

Real gains, delivered across the organisation.

84%

Better decision-making

Senior managers self-reported sharper, faster strategic calls after 12 months.

87%

Efficiency & cost reduction

Time recovered from coaching that scales — without adding head-count to L&D.

80%

Motivation growth

Participants reported higher engagement and ownership of their development.

GDPR
COMPLIANT

EU AI ACT
READY

ISO
READY

SOC 2 READY

MS TEAMS
NATIVE

Twelve-month leadership programme run with AON Polska.



Scan to See What's Next!



What keep us ahead of a game?



Mindset

Fixed mindset

Intelligence is born

...avoid challenges

...easy to give up

...i see failures as worst situation

...ignore constructive feedback

...afraid due to thers succes

Challenges

Obstacles

Effort

Critics

Success of
Others

Growth mindset

Intelligence can be develop

...take a challenge =
look for action and impact

...fighting even in tough situation =
Resilience– fast failures/fast learnings

...i see failure as learning opportunity =
always learning

...i learn from every feedback =
customer obsessed

...looking for learning and inspirations from others =
i learn from other ideas

Reach faster maximum of their
potential

Achieve extraordinary results



Technology that understands people

Firm Mindset technology is an HR Tech solution that combines neuroscience, cognitive psychology, and digital technology. At its core is a patented neurocognitive algorithm that measures not only the response itself (yes/no), but also reaction time and hesitation.

This allows the tool to detect the gap between what people declare and what they truly think (the so-called Say-Do Gap), reducing cognitive biases and the tendency toward self-presentation.

- Short test (3–4 minutes, 30–40 simple YES/NO questions on a smartphone)
- Data captured on a 1–100 continuum, not binary – enabling a chart that shows “firm yes,” “hesitant yes,” “hesitant no,” “firm no” (making cognitive distortions visible)
- Individual calibration (accounting for the user’s motor skills and temperament)
- Instant, personalized feedback for each participant



CONTACT US



Firm
Mindset
data driven growth

Let's Build the
Future Together

Website

www.firmmindset.com

E-mail

hello@firmmindset.com



Future Ready Mindset



password:
Future2026

Top Learnings



Have efficient **BUSINESS MODEL** and connect People Stratgy



RESKILLING & Transformational **BEHAVIORS**



LEADERSHIP MODEL – Leaders we need



ASSES and **DEVELOP**



Implement **Tools** using AI – test and grow

Thank You!

