

Beyond Skills-Based Organisations

The AI-workforce shift is coming to your organisation

Han Stoffels



Zukunft personal



-2026-

Perfect storm?

We are living through the largest redesign of work in a generation

AI/technology, Demographics, Low engagement

USA: last 12 months
Jobs lost to AI

WEF: Jobs lost
Until 2030 to AI

WEF: Jobs gained
Until 2030

Cedefop: tasks
change towards AI

157K

92 mill

170 mill

60%

Transformation

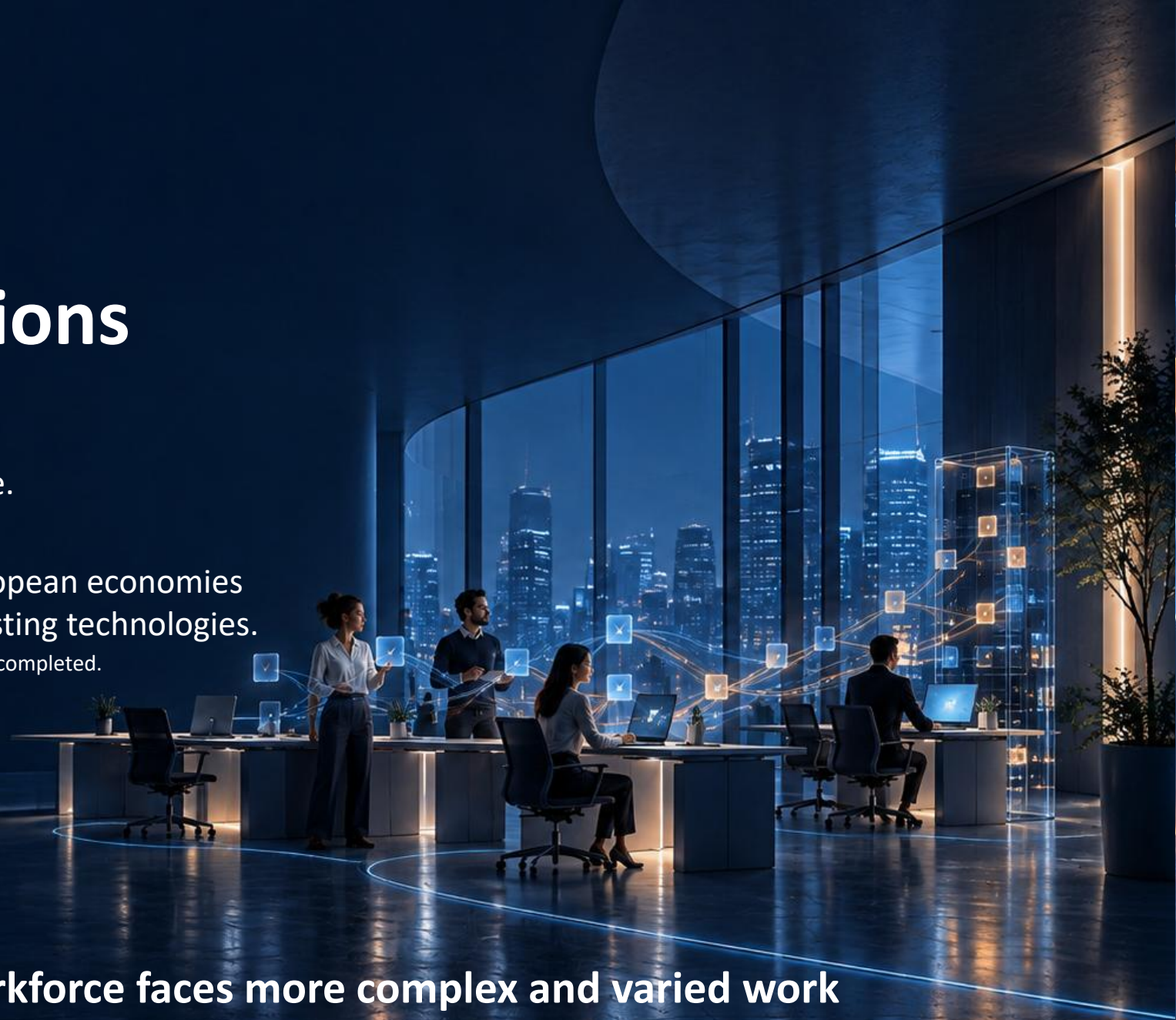


AI reshapes occupations one task at a time

AI rarely eliminates an entire occupation at once.

58%

of work hours across ten European economies
could be automated with existing technologies.
Technical potential, not automation already completed.



A continuous process: Shrinking workforce faces more complex and varied work

Work changes fast. The way we organise it does not



I will talk how we can “hack the orgchart” and move with the speed of the technology

Han Stoffels

Skills-based digital twin

Core skills

Business Development Business Strategy
Executive Management B2B
Product Management

Experience

Founder & CEO · 8vance
Since 2013
Former President & CEO · Wacom Europe
Former Executive Officer · Wacom Global

Growth

EMEA: 1 → 44 countries
Wacom global revenue: \$1 billion

Domain focus

AI talent matching Skills-based organising
Talent mobility HR technology

Education

MBA · University of Twente / TSM
Electrical Engineering
Mechanical Engineering

Purpose



Languages

Dutch · English · German · French

PEOPLE
SKILLS
TOMORROW
TOGETHER

A MORE
HUMAN
WORKFORCE

TALENT
MOVES
THE WORLD

*“What is the biggest fear that **employees, managers and HR** have when it comes to AI hitting the workplace?”*



Managers

“Losing control and status”

Employees

“Will I still matter?”

HR

“How can I keep this fair, legal and human?”

Common thread:

“loss of agency”



A man in a dark suit stands with his back to the camera in a dark, modern hallway. A glowing blue line with circular nodes starts at his feet and winds its way into the distance, leading towards a brightly lit exit at the end of the corridor. The floor is highly reflective, mirroring the light from the path and the exit.

What can we do about it?

A man in a dark suit stands with his back to the camera in a modern, dimly lit office hallway. A glowing blue line, resembling a path or a data trail, starts from a circular glow on the floor at his feet and winds its way into the distance towards a brightly lit doorway at the end of the hall. The path is composed of several small, bright blue dots connected by a continuous line.

1) Create work and talent visibility!

*“where am I today, what is
changing and where do I fit next”*

A man in a dark suit stands with his back to the camera in a modern, dimly lit office hallway at night. A glowing blue line with circular nodes starts at his feet and winds through the hallway towards a brightly lit exit in the distance. The floor is highly reflective, mirroring the light from the path and the hallway's interior lights.

2) Track changes in work real-time

*“have an always-on infra-structure in place
rather than a reorganisation project”*



Software Engineer
MSc Computer Science



Registered Nurse
BSc Nursing



Financial Analyst
MSc Finance



Teacher
BA Education

What you cannot see
you cannot manage

So . . . we made Technology to **see** and **track** work and talent in its smallest meaningful units





CV view
Person

Job

Job Title

Job Title

Education

Education

Skills

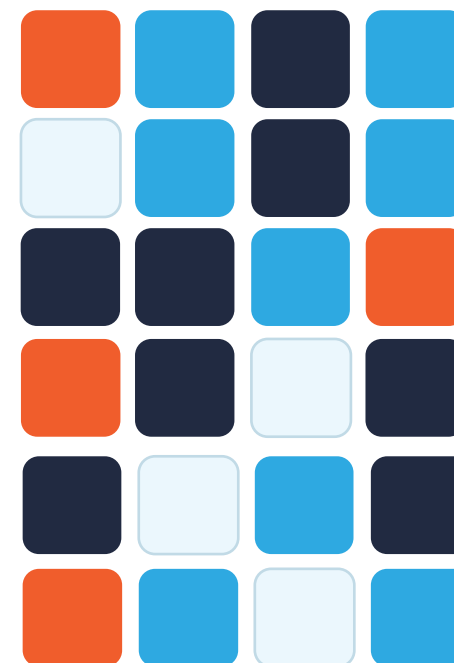
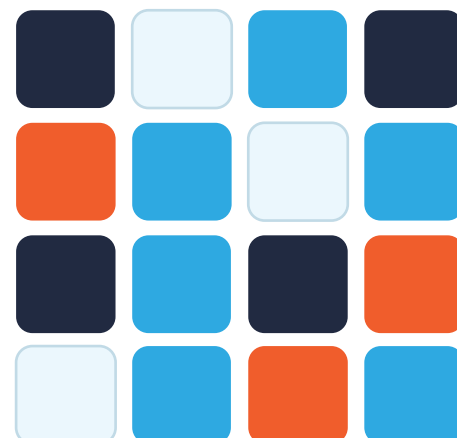
Skills

23%



Person

Atom view



65%

See Job carving,
crafting, internal
mobility, upskilling,
reskilling

+ AI
Agent

85%



Why and How do we decompose work and talent into the smallest meaningful units, the “atoms” of work and talent?



Why do we decompose work and talent into “atoms”?

01

Simplicity



Atoms are reusable in combination, creating millions of viable combinations that would not be maintainable in classical ontologies.

We organise talent and work in a kind of “periodic table”.

02

Human in the loop

Eval framework



Manual expert curation of all entities and their connections, for a legitimate response.

Data predicts, human decides.

03

Quality



No semantic guessing with LLMs.

The advantages of AI and deterministic matching combined.

04

One single shared language



This allows each organisation to map their people, projects, tools and agents in exactly the same mathematical space.

To match everything with everything.

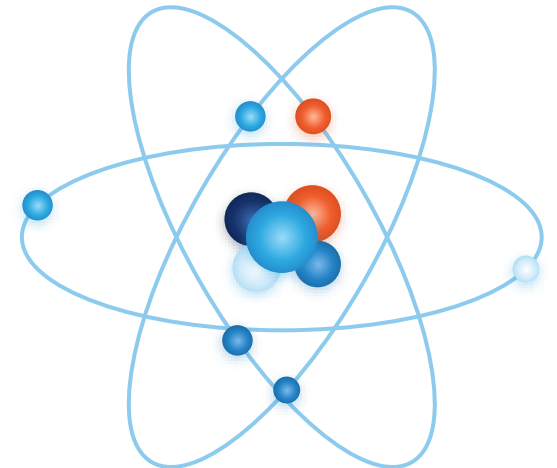
05

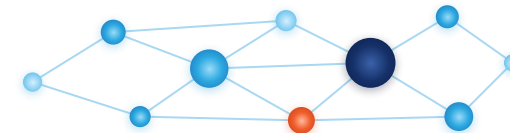
Orchestration



Can this task be done by this person, this team or this AI agent?

Or a combination?





01

Source

Any work or talent description



Function framework



Vacancy



CV



AI agent

Decompose 1

02

Element types (*Molecules*)

Eight types in every profile

Role

FOW

EDU
(topic)

+

K
Knowledge

S
Skill

C
Competence

T
Task

T
Tool

Decompose 2

03

Atoms –Graph model

A curated, verified set *



17200	16	17300	19	17400	12	17500	8	17600	15	17700	20	17800	17	17900	18	18000	15	18100	9	18200	15	18300	8	18400	20	18500	10	18600	12	18700	10	18800	20	18900	10	19000	10	19100	10	19200	14	19300	7	19400	12	19500	18	19600	15	19700	14	19800	16	19900	15	20000	14	20100	18	20200	20	20300	19	20400	15	20500	19	20600	15	20700	14	20800	16	20900	15	21000	19	21100	12	21200	14	21300	16	21400	14	21500	18	21600	15	21700	18	21800	20	21900	16	22000	18	22100	19	22200	16	22300	18	22400	8	22500	13	22600	16	22700	9	22800	17	22900	18	23000	18	23100	14	23200	10	23300	17	23400	10	23500	11	23600	15	23700	10	23800	12	23900	11	24000	10	24100	17	24200	17	24300	10	24400	15	24500	7	24600	18	24700	10	24800	10	24900	15	25000	11	25100	20																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Am	Account man.	Sn	Sales mgnt.	Bd	Business dev.	Bm	Brand man.	Dm	Digital marketing	Ce	Content man.	Pc	Pc & commun.	Cu	Customer sup.	Ch	Complaint han.	Sd	Service desk	Cl	Client onboard.	Wr	Warehousing	Im	Inventory man.	Pr	Procurement	Su	Supply planning	Ff	Freight forward.	Rt	Road transport	Ro	Rat oper.	Ms	Medical diagn.	Ct	Clinical tests	Ph	Pharmacology	Sg	Surgical proc.	Pa	Patient assess.	Nc	Nursing care	Ec	Elderly care	Hc	Home care	Cp	Case planning	Sc	Social counsel.	Yw	Youth work	Cs	Community co.	Mw	Mental wellbeing	Te	Teaching	Cd	Curriculum dev.	Vt	Vocational trn.	Cm	Caching & m.	El	E-learning																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
19000	12	19100	12	19200	14	19300	9	19400	13	19500	12	19600	6	19700	20	19800	14	19900	12	20000	20	20100	6	20200	17	20300	15	20400	10	20500	21	20600	7	20700	6	11800	20	11900	17	12000	9	12100	19	12200	16	12300	9	12400	14	12500	18	12600	11	12700	16	12800	16	12900	12	13000	19	13100	12	13200	20	13300	17	13400	18	13500	19	13600	15	13700	18	13800	17	13900	18	14000	7	14100	16	14200	7	14300	20	14400	20	14500	16	14600	10	14700	14	14800	11	14900	7	15000	9	15100	13	15200	8	15300	18	15400	10	15500	7	15600	15	15700	15	15800	11	15900	15	16000	16	16100	13	16200	14	16300	16	16400	19	16500	5	16700	15	16800	13	16900	10	17000	20	17100	10	17200	10	17300	10	17400	10	17500	10	17600	10	17700	10	17800	10	17900	10	18000	10	18100	10	18200	10	18300	10	18400	10	18500	10	18600	10	18700	10	18800	10	18900	10	19000	10	19100	10	19200	10	19300	10	19400	10	19500	10	19600	10	19700	10	19800	10	19900	10	20000	10	20100	10	20200	10	20300	10	20400	10	20500	10	20600	10	20700	10	20800	10	20900	10	21000	10	21100	10	21200	10	21300	10	21400	10	21500	10	21600	10	21700	10	21800	10	21900	10	22000	10	22100	10	22200	10	22300	10	22400	10	22500	10	22600	10	22700	10	22800	10	22900	10	23000	10	23100	10	23200	10	23300	10	23400	10	23500	10	23600	10	23700	10	23800	10	23900	10	24000	10	24100	10	24200	10	24300	10	24400	10	24500	10	24600	10	24700	10	24800	10	24900	10	25000	10	25100	10	25200	10	25300	10	25400	10	25500	10	25600	10	25700	10	25800	10	25900	10	26000	10	26100	10	26200	10	26300	10	26400	10	26500	10	26600	10	26700	10	26800	10	26900	10	27000	10	27100	10	27200	10	27300	10	27400	10	27500	10	27600	10	27700	10	27800	10	27900	10	28000	10	28100	10	28200	10	28300	10	28400	10	28500	10	28600	10	28700	10	28800	10	28900	10	29000	10	29100	10	29200	10	29300	10	29400	10	29500	10	29600	10	29700	10	29800	10	29900	10	30000	10	30100	10	30200	10	30300	10	30400	10	30500	10	30600	10	30700	10	30800	10	30900	10	31000	10	31100	10	31200	10	31300	10	31400	10	31500	10	31600	10	31700	10	31800	10	31900	10	32000	10	32100	10	32200	10	32300	10	32400	10	32500	10	32600	10	32700	10	32800	10	32900	10	33000	10	33100	10	33200	10	33300	10	33400	10	33500	10	33600	10	33700	10	33800	10	33900	10	34000	10	34100	10	34200	10	34300	10	34400	10	34500	10	34600	10	34700	10	34800	10	34900	10	35000	10	35100	10	35200	10	35300	10	35400	10	35500	10	35600	10	35700	10	35800	10	35900	10	36000	10	36100	10	36200	10	36300	10	36400	10	36500	10	36600	10	36700	10	36800	10	36900	10	37000	10	37100	10	37200	10	37300	10	37400	10	37500	10	37600	10	37700	10	37800	10	37900	10	38000	10	38100	10	38200	10	38300	10	38400	10	38500	10	38600	10	38700	10	38800	10	38900	10	39000	10	39100	10	39200	10	39300	10	39400	10	39500	10	39600	10	39700	10	39800	10	39900	10	40000	10	40100	10	40200	10	40300	10	40400	10	40500	10	40600	10	40700	10	40800	10	40900	10	41000	10	41100	10	41200	10	41300	10	41400	10	41500	10	41600	10	41700	10	41800	10	41900	10	42000	10	42100	10	42200	10	42300	10	42400	10	42500	10	42600	10	42700	10	42800	10	42900	10	43000	10	43100	10	43200	10	43300	10	43400	10	43500	10	43600	10	43700	10	43800	10	43900	10	44000	10	44100	10	44200	10	44300	10	44400	10	44500	10	44600	10	44700	10	44800	10	44900	10	45000	10	45100	10	45200	10	45300	10	45400	10	45500	10	45600	10	45700	10	45800	10	45900	10	46000	10	46100	10	46200	10	46300	10	46400	10	46500	10	46600	10	46700	10	46800	10	46900	10	47000	10	47100	10	47200	10	47300	10	47400	10	47500	10	47600	10	47700	10	47800	10	47900	10	48000	10	48100	10	48200	10	48300	10	48400	10	48500	10	48600	10	48700	10	48800	10	48900	10	49000	10	49100	10	49200	10	49300	10	49400	10	49500	10	49600	10	49700	10	49800	10	49900	10	50000	10	50100	10	50200	10	50300	10	50400	10	50500	10	50600	10	50700	10	50800	10	50900	10	51000	10	51100	10	51200	10	51300	10	51400	10	51500	10	51600	10	51700	10	51800	10	51900	10	52000	10	52100	10	52200	10	52300	10	52400	10	52500	10	52600	10	52700	10	52800	10	52900	10	53000	10	53100	10	53200	10	53300	10	53400	10	53500	10	53600	10	53700	10	53800	10	53900	10	54000	10	54100	10	54200	10	54300	10	54400	10	54500	10	54600	10	54700	10	54800	10	54900	10	55000	10	55100	10	55200	10	55300	10	55400	10	55500	10	55600	10	55700	10	55800	10	55900	10	56000	10	56100	10	56200	10	56300	10	56400	10	56500	10	56600	10	56700	10	56800	10	56900	10	57000	10	57100	10	57200	10	57300	10	57400	10	57500	10	57600	10	57700	10	57800	10	57900	10	58000	10	58100	10	58200	10	58300	10	58400	10	58500	10	58600	10	58700	10	58800	10	58900	10	59000	10	59100	10	59200	10	59300	10	59400	10	59500	10	59600	10	59700	10	59800	10	59900	10	60000	10	60100	10	60200	10	60300	10	60400	10	60500	10	60600	10	60700	10	60800	10	60900	10	61000	10	61100	10	61200	10	61300	10	61400	10	61500	10	61600	10	61700	10	61800	10	61900	10	62000	10	62100	10	62200	10	62300	10	62400	10	62500	10	62600	10	62700	10	62800	10	62900	10	63000	10	63100	10	63200	10	63300	10	63400	10	63500	10	63600	10	63700	10	63800	10	63900	10	64000	10	64100	10	64200	10	64300	10	64400	10	64500	10	64600	10	64700	10	64800	10	64900	10	65000	10	65100	10	65200	10	65300	10	65400	10	65500	10	65600	10	65700	10	65800	10	65900	10	66000	10	66100	10	66200	10	66300	10	66400	10	66500	10	66600	10	66700	10	66800	10	66900	10	67000	10	67100	10	67200	10	67300	10	67400	10	67500	10	67600	10	67700	10	67800	10	67900	10	68000	10	68100	10	68200	10	68300	10	68400	10	68500	10	68600	10	68700	10	68800	10	68900	10	69000	10	69100	10	69200	10	69300	10	69400	10	69500	10	69600	10	69700	10	69800	10	69900	10	70000	10	70100	10	70200	10	70300	10	70400	10	70500	10	70600	10	70700	10	70800	10	70900	10	71000	10	71100	10	71200	10

The Periodic System of KSCTT

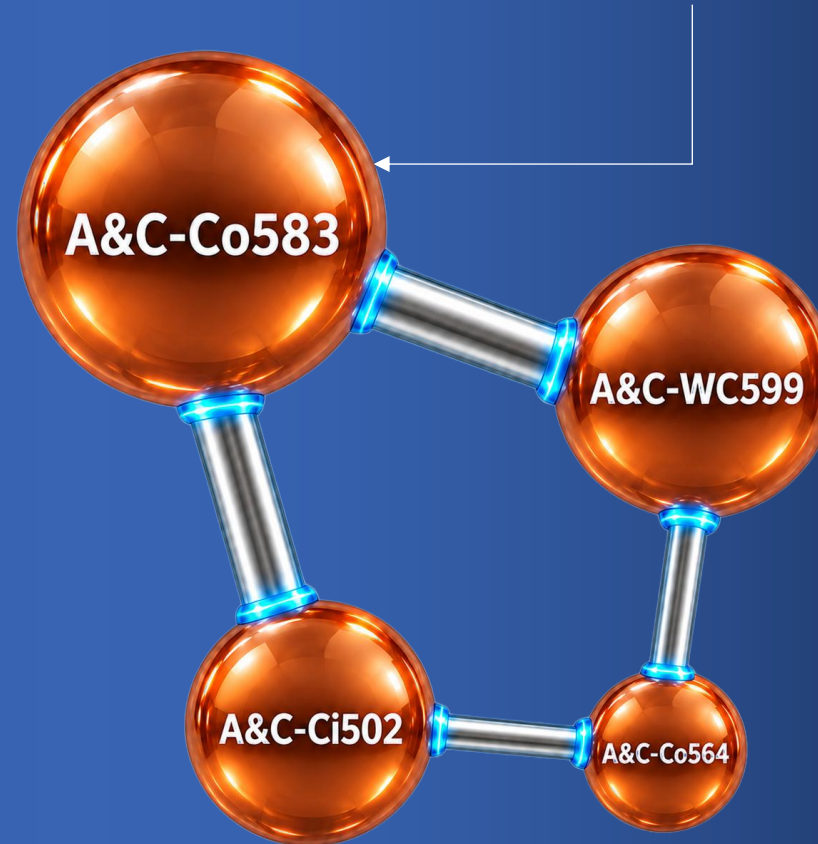
“Atom” Example:

SKILL:

1) **Carpentry (building)**

Skill definition: Performing structural woodwork in building construction including framing, roofing, and timber structures. EQF 2-4, Domain specific

Hands-on trade skills of the building/timber-frame carpenter: constructing structures from timber using framing, jointing, trusses, boarding, cladding and engineered-wood assembly. Covers on-site erection of frames, roofs and partitions for residential and commercial buildings at EQF 2-4.



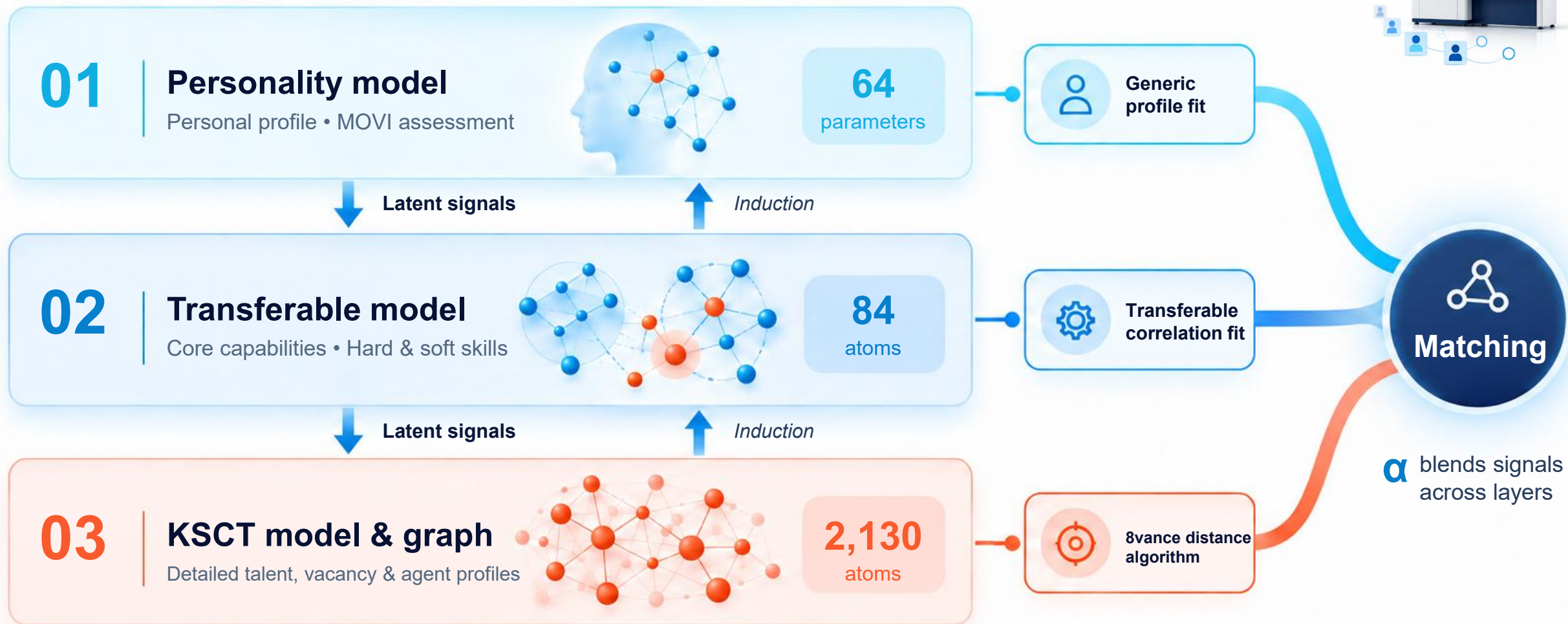


What About the **Soft** and **Transferable** skills and traits



Three connected models to see more.

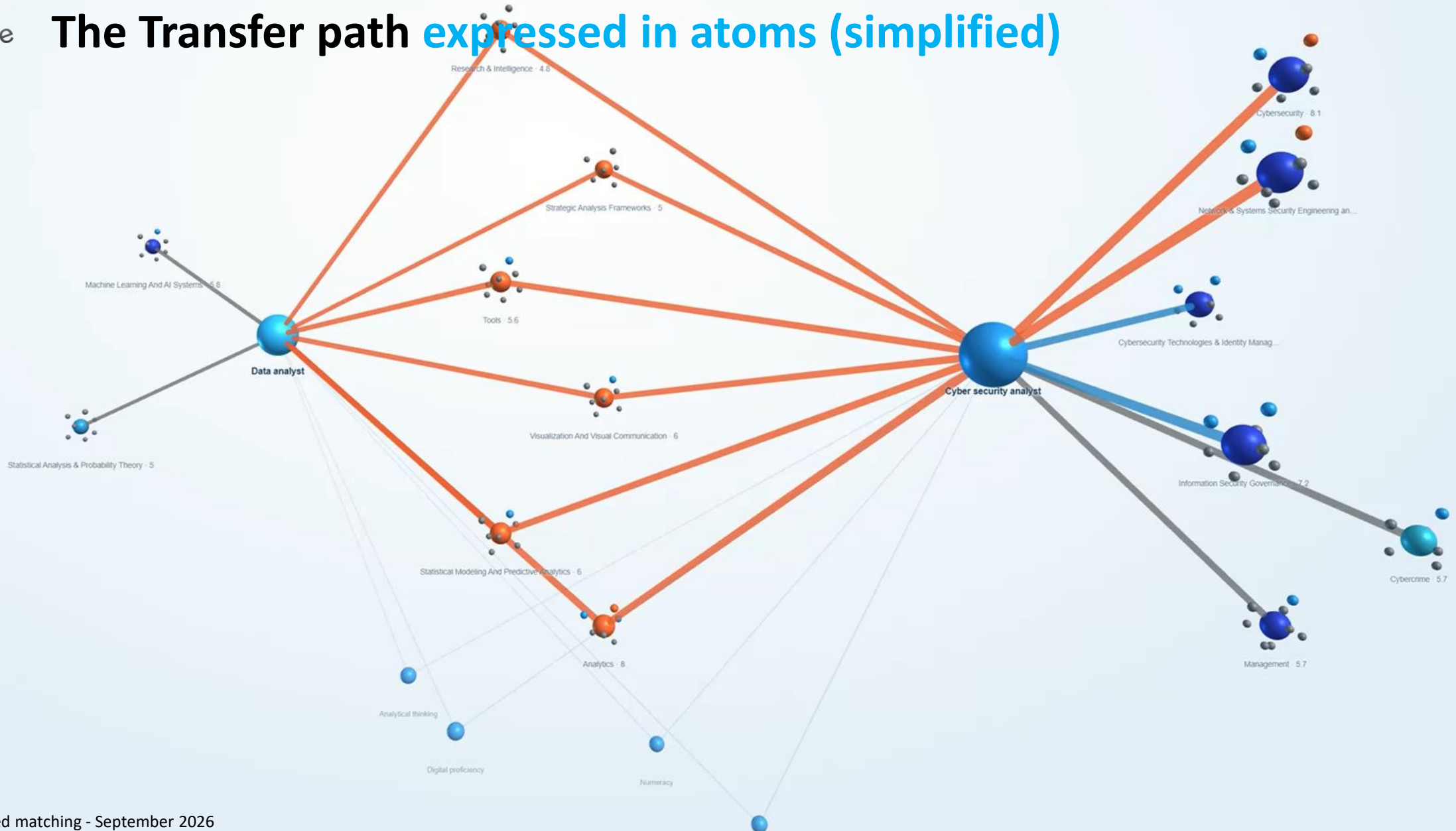
From personality to transferable capabilities to detailed profile fit



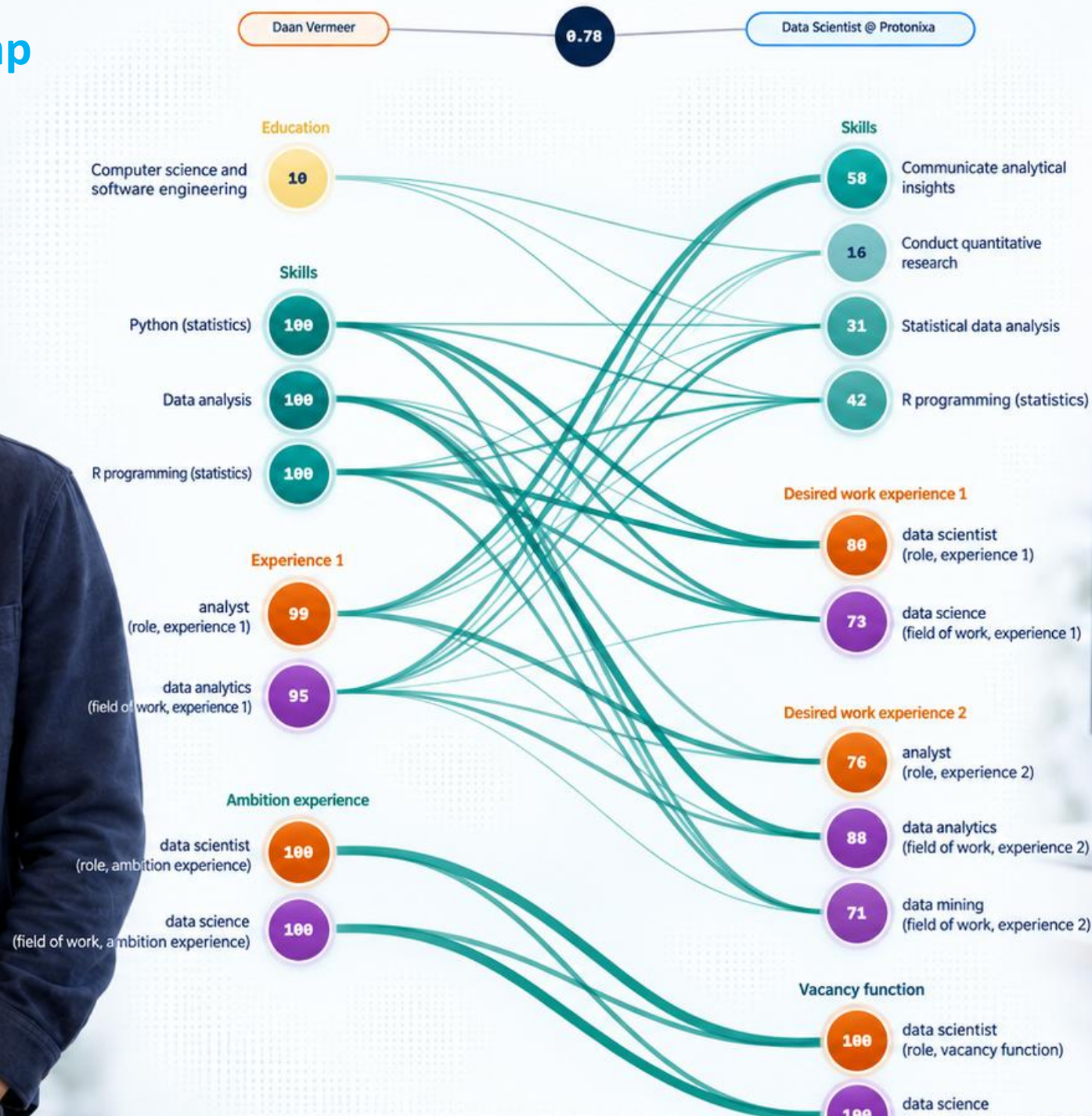
Software engineer expressed in atoms (simplified)



The Transfer path expressed in atoms (simplified)



Calculate fit and gap



Data Scientist Protonixa



The Metamorphosis from a function/CV to an atomic orchestration organisation .. an invitation



Some use cases for real time atomisation technology (next to recruitment)

COMPOSITION

THE PROBLEM

01

Measuring what AI has absorbed

Agents ran for eighteen months; the org chart is unchanged, the work inside roles is not

02

Allocating work across people and AI agents

Not which roles to hire, but what the work consists of and what should perform each part

03

Filling work internally instead of hiring

The capability was probably already on the payroll

04

Screening that survives an audit

High-risk under the EU AI Act; a probabilistic label is no defence when a candidate asks why

05

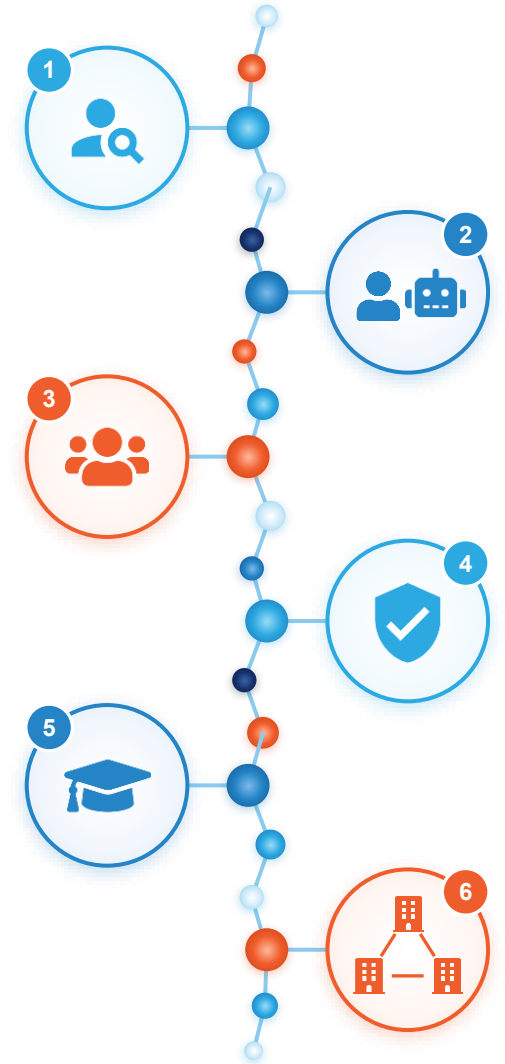
Making a learning catalogue for gap filling

Budget spent against to measured gaps based on a catalogue with proof it worked

06

Matching across companies without moving personal data (eco-system)

Three hundred released, three neighbours hiring the same capability, no lawful route to share



Case studies:

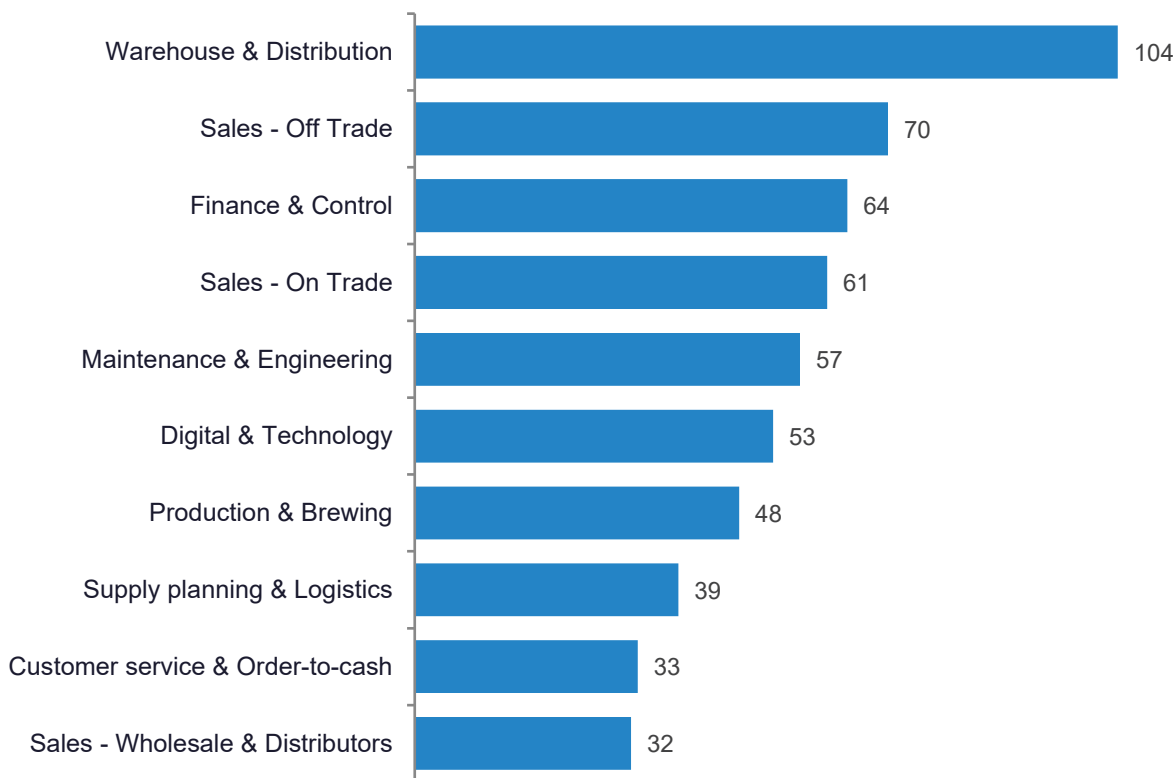






AI and the workplace:

What HEINEKEN is hiring



35%

of roles are desk-analytical
information work

22.1%

are physical-operational:
brewing, packaging,
warehouse

42.3%

are entry level or apprentice
the pipeline, not specialists



700

open vacancies,
worldwide, on one day

37

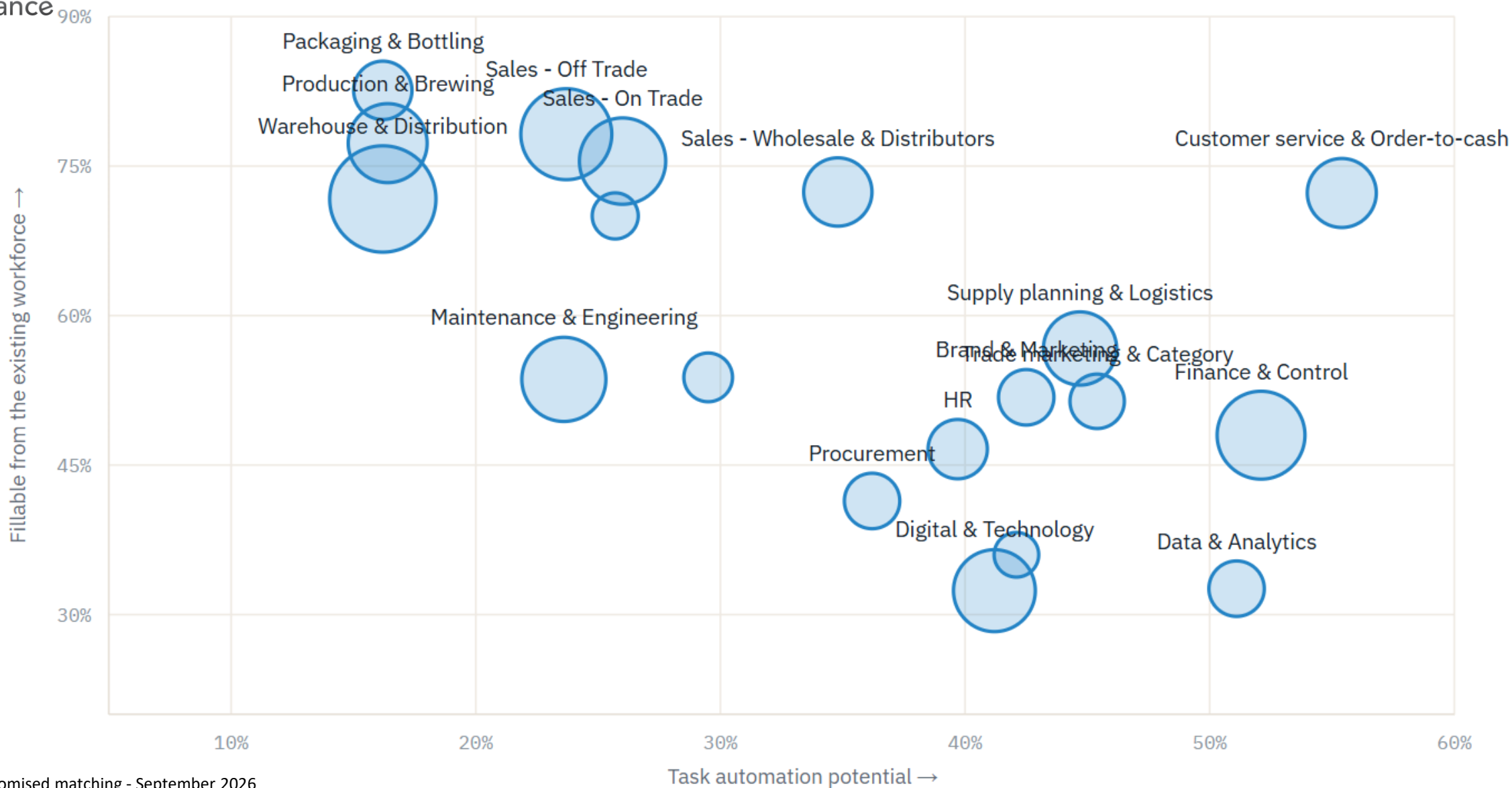
countries

39

operating
companies

Sep 2026 snapshot date

*Brazil alone is 28% of the postings; the
Kraków shared-service hub 16%.*



700 vacancies were atomised and analysed

*Preliminary findings

1 AI augmentation

Share of working time that AI available today (or within ~3 years) could meaningfully support.

64.1%

of open roles have material AI opportunity AI could support at least 40% of the working time.

42.9% of roles: 60%+ of the working time

7.7% of roles: 80%+ information work end2end

49.2% average across all 700 roles

2 Task automation

Share of core tasks AI could perform or auto-draft, with the human reviewing rather than producing.

32.0%

of tasks in open roles could be substantially automated

62.9% of roles are above 25% of tasks

27.4% of roles are above 45% of tasks

No role in the portfolio is automated away in full

3 Internal Staff via upskilling

Probability the role can be grown from a typical brewer workforce within 6–12 months.

58.1%

of open roles could realistically be filled by up- or reskilling existing staff within 6–12 months.

34.6% are a natural internal move

only 5.3% genuinely need an external hire

61.8% average feasibility across the portfolio



Schiphol

Amsterdam Airport



Why the Schiphol community asked

Nine goals, one dataset — every goal maps onto a question the transfer data can answer

70,000

people working at the Dutch national airport

300+

companies forming one ecosystem —
ground handlers, security, retail, catering,
the airport itself

**The question: is there coherence
between all these kinds of work and
can it be used?**

1 Organise work better

Same work, different titles and
where the seams between
companies really are

2 Move between jobs

Scored transfer routes from every
role to every other

3 Development paths

Skill gaps per route: build, new,
carries over

4 Better targeting

Inbound pools that already cover
most of a role

5 Share talent in the ecosystem

One skills language across 300
employers

6 Raise engagement with Schiphol

A visible future inside the
community

7 Raise ikigai

Work people are good at, like, and
that is needed

8 Data-driven pool management

A quantified basis for recruitment
and pools

9 A digital-twin layer

38 profiles · 70 skills · 3,760 links
ready to scale



The headline numbers

A 60-role subset of the community — every figure grows with coverage

60 → 38

vacancy titles collapse into 38 distinct occupation profiles

3,760

scored transfer links (top-100 per profile), reaching 1,174 occupations

286

strong options $\geq 70\%$, 7.5 per profile on average; 34 options $\geq 30\%$

68

routes $\geq 30\%$ between the 38 profiles themselves (37 at $\geq 50\%$)

49

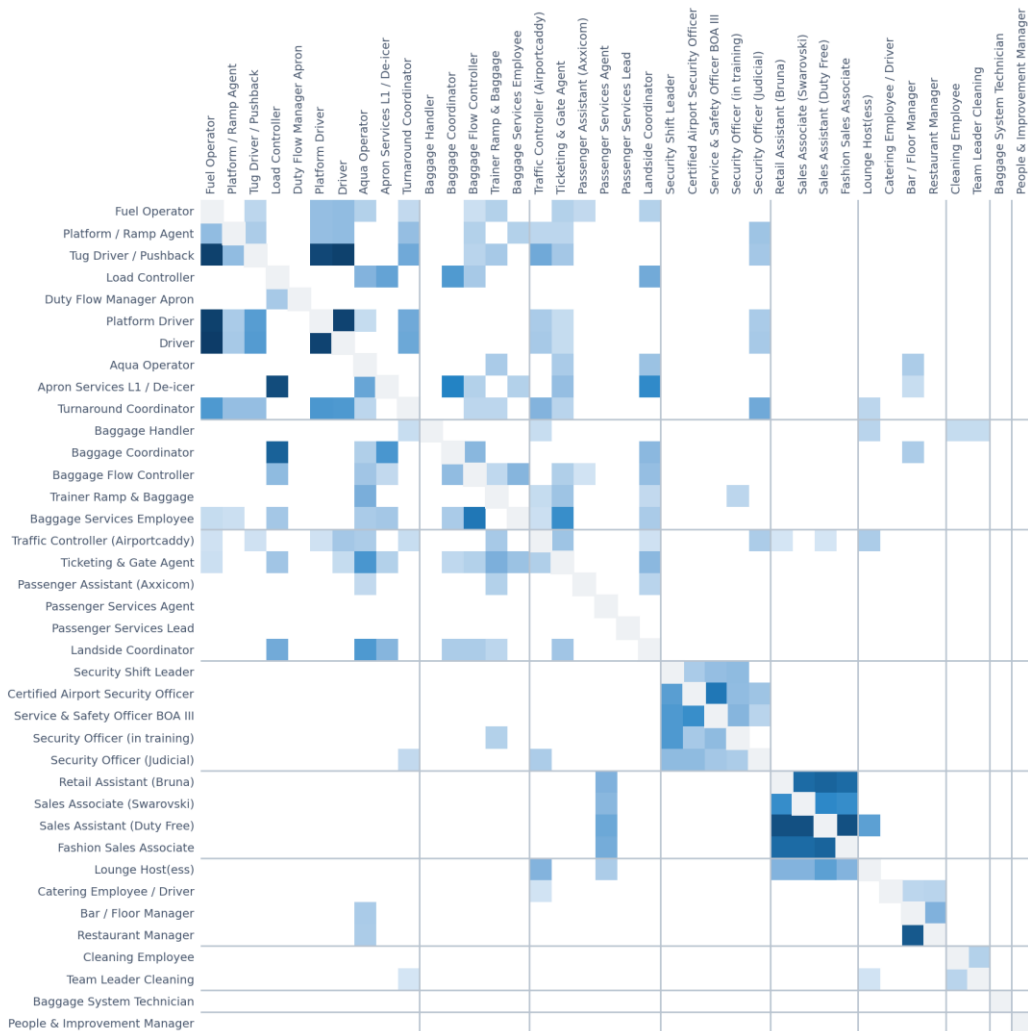
outside occupations that transfer into a Schiphol role at $\geq 50\%$

Mobility is not the scarce resource. Visibility is.



The transfer grid: every profile against every other

Rows = current role. columns = destination. shade = transfer score. Diagonal blocks are the work families; off-diagonal cells are the bridges.



8vance - Atomised matching - September 2026

201 routes

68 score $\geq 30\%$, 37 score $\geq 50\%$. 34 of 38 profiles have at least one internal route; a profile has 1.8 direct routes $\geq 30\%$ and 2.3 within two moves.

62% in-family, 38% cross-family

Skill overlap inside a family averages 41% against 31% between families. Busiest bridges: retail $\leftrightarrow$ passenger services, apron $\leftrightarrow$ passenger services, hospitality $\rightarrow$ retail, baggage $\leftrightarrow$ apron.

One block of 13

Drivers, apron, retail and passenger service form one connected block (bridged by lounge host and traffic controller); security forms a block of 9; baggage/load control a block of 4. 10 profiles have no route $\geq 30\%$ either way, their neighbours were outside the 60-role sample.

Featured profile: Service & Safety Officer BOA III

A “deep” profile, eleven strong bindings including courage, integrity and empathy; a tightly defined security family

SECURITY

Service & Safety Officer BOA III

Medewerker Service & Veiligheid BOA III (standplaats) Schiphol

LEVEL	Middle/vocational
PAY	€2.695–3.937/month
DOMAINS	Police, defense, fire department, security; Sport, exercise, training, physical work; Administrative, legal, government
MBTI	ESFJ · ESTJ · ESFP

STRONG BINDINGS · 11

- Verifying & checking
- Following instructions
- Customer-oriented
- Presenting
- Courage
- Flexibility
- Impressing people
- Empathy
- Integrity
- Stress-resistant

WEAK BINDINGS · 26

Advising people, Working physically, Quality-orientation, Following procedures, Precise, Sporty / athletic, Technical understanding, Reading drawings, Explaining, Driving vehicles, Autonomy, Analysing, Anticipating, Assertiveness, Decisiveness, Interpersonal contacts, Work hygienically, Forming judgment, Organising, Persuading, Keeping overview, Setting priorities, Reflecting, Collaborating, Sociability, Self-discipline

Top-10 transfer targets (transfer score)



HANDSOME CONTENT BINDINGS

Personal security (police service) · Personal protection · Security service · Perform security checks · Security operations · Public safety · Law enforcement operations · Law enforcement · +13 more

Security family



Schiphol community

What we conclude

Six findings from the data

1 Transfer paths are abundant

7.5 strong and 34 plausible options per profile, reaching 1,174 occupations. Mobility is not the scarce resource; visibility is.

2 Cross connections, not a ladder

201 internal routes, 68 at $\geq 30\%$, 38% crossing a family line — retail $\leftrightarrow$ passenger services, apron $\leftrightarrow$ baggage and security.

3 The best moves are slightly upward

Lateral routes score 33.1% on average but change little; one-level-up routes score 25.7% with a named, trainable gap and usually a higher pay band.

4 Wide and deep profiles need different offers

Tug Driver: 18 strong options, 10 internal routes $\rightarrow$ a menu. BOA III: 0 strong options, 4 internal routes $\rightarrow$ a family ladder and an attrition watch.

5 Targeting can start outside the airport

49 occupations already cover $\geq 50\%$ of a Schiphol role, searchable, addressable pools that airport recruiters do not reach today.

6 The blocker is organisational

Transitions stalled on contract responsibility (who employs whom when work is shared) and on management willingness across 300+ companies, not on the analysis.

Let's continue the conversation

han.stoffels@8vance.com
8vance.com

