Dialog

Where Dialog is heading.

Our product vision, what we built this year, and what's next.



Mary Wolf · Product Owner, Dialog

Dialog Connect 2026 · Product keynote



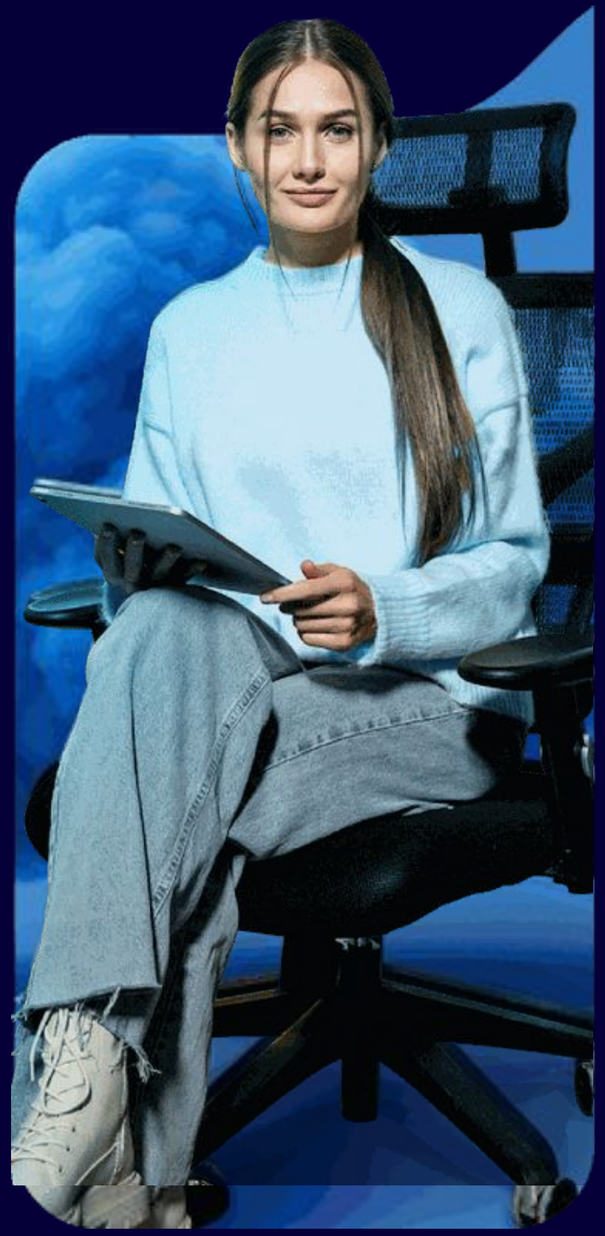




01

Our vision and strategy

What we believe in, what we focus on, and how that shapes Dialog.



Where it all starts

Our purpose and our vision

Purpose

Creating happy and high-performing employees who drive **business success.**

&

Vision

A future where organisations that prioritize people lead the way in **results, resilience and relevance.**



Our product vision

A people management suite that empowers managers to prioritize people.

Integrated with your core HR systems, so managers can track goals, measure engagement, and develop and review performance in one place.



What we see in the market

Two shifts that raise the stakes

01 Manager engagement is declining

22%

of managers worldwide are engaged, down from 27% a year earlier.

The good news: it can be reversed by training managers, teaching coaching skills and supporting their wellbeing.

Gallup, State of the Global Workplace 2026

02 From keeping talent to growing it

39%

of workers' key skills are expected to change by 2030, driven largely by AI.

The labour market stays tight. Growing the people you have matters more than ever.

World Economic Forum, Future of Jobs Report 2025

Organisations don’t achieve goals. **People do.**

What makes us unique: the manager

Managers make or break engagement



70%

of the variance in team engagement is explained by the manager.

Gallup, State of the American Manager



27%

of managers worldwide were engaged in 2024, down from 30% a year earlier.

Gallup, State of the Global Workplace 2025



21%

of employees worldwide were engaged in 2024. Falling manager engagement pulls teams down with it.

Gallup, State of the Global Workplace 2025

Most HR tools are built for HR. **Dialog is built for the manager.**

People management in the age of AI

AI came into the picture. And it’s changing the manager’s job too.

Will change



- **The cadence** From a once-a-year review to continuous, in the flow of work.
- **The admin layer** AI handles scheduling, chasing input and summaries. Managers get time back.
- **How we judge** Feedback links to skills, goals and learning: growth, not a grade.
- **How we listen** From occasional surveys to signals that flag risk weeks earlier.

Won’t change



- **Knowing where you stand** The hunger for honest feedback is constant.
- **The human conversation** AI prepares and informs it. People have it.
- **Human accountability** Someone owns decisions like promotions and exits.
- **Steering the whole** One clear view that links people to business outcomes.

Our stance on AI

A helper, not a decider.

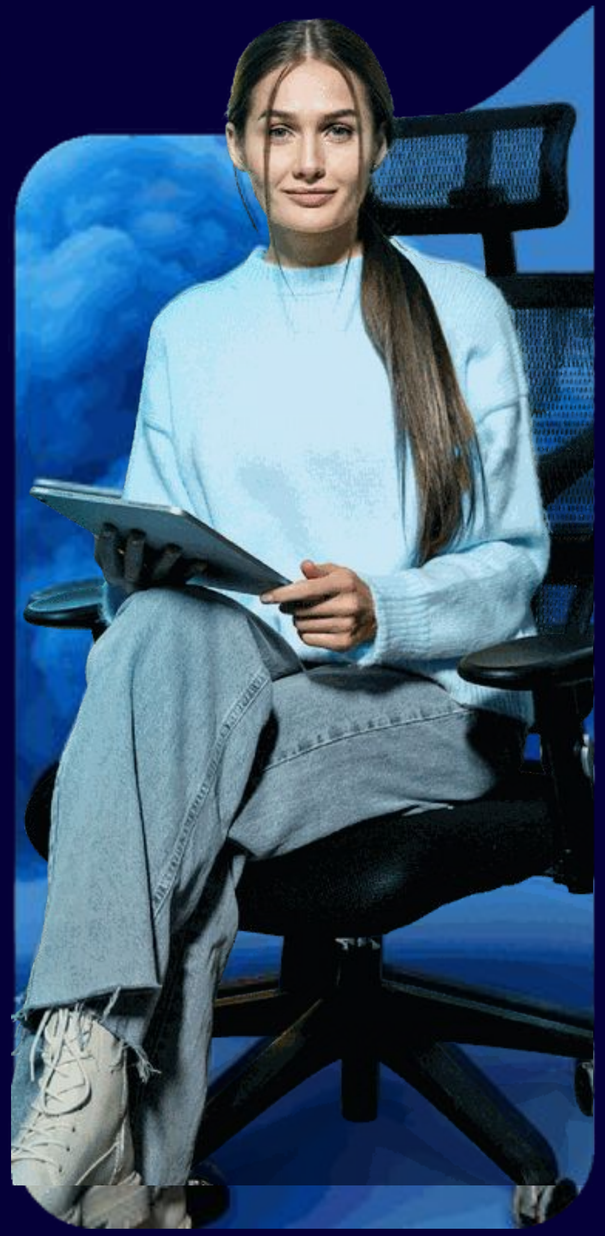
AI in Dialog accelerates what we already do: empowering the manager with signals, insights and actions.



02

What we built and what’s next

Two highlights from this year, and where we go from here.



What we built this year

Less searching, more leading

Live since May 2026 · For managers

Manager dashboard

From “where do I start?” to “I know exactly what to do.”

- Your start page: open tasks, upcoming conversations and feedback requests at a glance
- Quick actions: plan a 1:1, give or ask feedback, or plan an evaluation in one click

Live since July 2026 · For HR and managers

AI in engagement

Understand the story behind your survey, without reading every word.

- AI analyses written answers: the sentiment and a summary of highlights and concerns
- From hours of reading and labelling to seconds, whether you have 10 answers or 10,000

Live since April 2026 · For HR

On/Offboarding surveys

Feedback at the two moments that matter most: the first weeks and the exit.

- Sent automatically, X days after the start date or before the end date
- Dates sync from your HR integration: AFAS, Youforce, Visma.net, ADP and more
- Next: its own survey type, with clearly labelled non-anonymous results and its own dashboard filter

Data Add-on

Data Add-on: the bird’s-eye view.

A first look. The full story follows in its own session later today.

The data already exists. The insight doesn’t yet.

Organisations don’t achieve goals. People do. Happy and high-performing employees drive business success, and now you can see both in one view.

11%

of HR leaders can show the impact of people initiatives on business results.

Gartner, HR Leaders Monthly

Just added

Full history. All your data, not only the last 12 months, so you can see trends over the years.

Segments by team. Filter any metric by team, so every number can be paired with the team behind it.

Full session · Today, 14:00

The bird’s-eye view: see the whole picture, live, with example data.

What's next

Next up: Talent

Know who your talent is, what is at risk, and how to develop it. Managers lead, HR sees the whole picture, AI informs.

Map

Managers place their team on a living 9-grid, with AI suggestions.

01 · Q1 2027

Review

HR brings all maps together and runs talent reviews in Dialog.

02 · Q1 2027

Plan succession

Cover critical roles, with successors by readiness.

03 · Next

Direction, not a commitment. Details and timing will follow.

03 · Talent, rethought

Why manage talent at all?

01 **Mitigate risk**
Identify critical positions and make sure they are covered in the short term.

02 **Develop talent**
Build long-term pipelines for your top talent, so growth is planned, not accidental.

03 **Put managers in the lead**
Managers own the process. HR orchestrates and sees the whole picture.



> “As a leader, one of your most important missions is to secure the right people with the right skills at the right time.”
>
> — Team leader within Visma

Talent and succession in the market

High on the agenda, thin in practice

66%

of HR decision makers name succession planning as the top pain point in their organisation.

DSG Global (2025, n=300)

22%

of organisations have a formal succession plan.

SHRM (2025)

20%

of HR leaders say they have leaders ready to step into critical roles.

DDI via HR Dive (2025)



What you told us

Talent today lives outside the tools

“The real talent process runs in Excel, Power BI and MT meetings.”

“Managers see the 9-grid as an HR chore, so HR ends up chasing them.”

“We know who is hard to replace. It’s just not written down anywhere.”

Paraphrased from customer and manager interviews, 2026



Meet Marloes

Marloes. Tuesday afternoon, half past three.

Team lead of five: Sanne, Rick, Amine, Ayla and Joost. She knows them well. And still, mapping them in one afternoon is hard:

Memory is selective. The last few weeks weigh more than the whole year.

The facts are scattered. Goals, feedback and 1:1 notes live in different places.

One moment, one view. A once-a-year snapshot misses how people grew in between.

FROM HR · TALENT REVIEW 2026

Hi Marloes, please place your team on the talent map by Friday.



Her invitation to the talent review. Nine boxes, still empty.

The empty grid

Twelve months of work, from memory.

ONCE A YEAR
HR sends an Excel grid

ONE AFTERNOON
Managers fill it in from memory

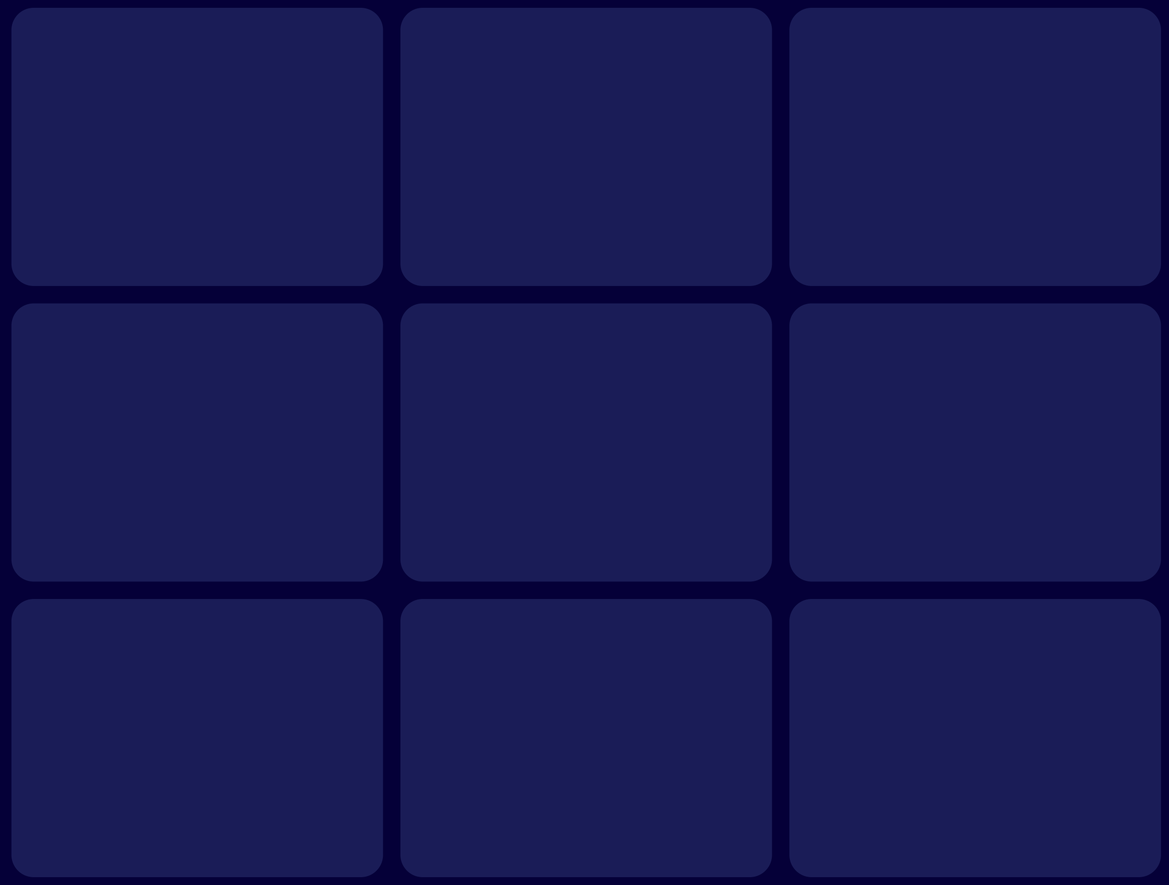
SESSION
Joint calibration

DAY AFTER
Already out of date

6 in 10

managers spend at least an hour per employee gathering information.

Gartner, October 2024 (about 1,900 managers)



Tuesday, 3:30 pm. Nothing filled in yet.

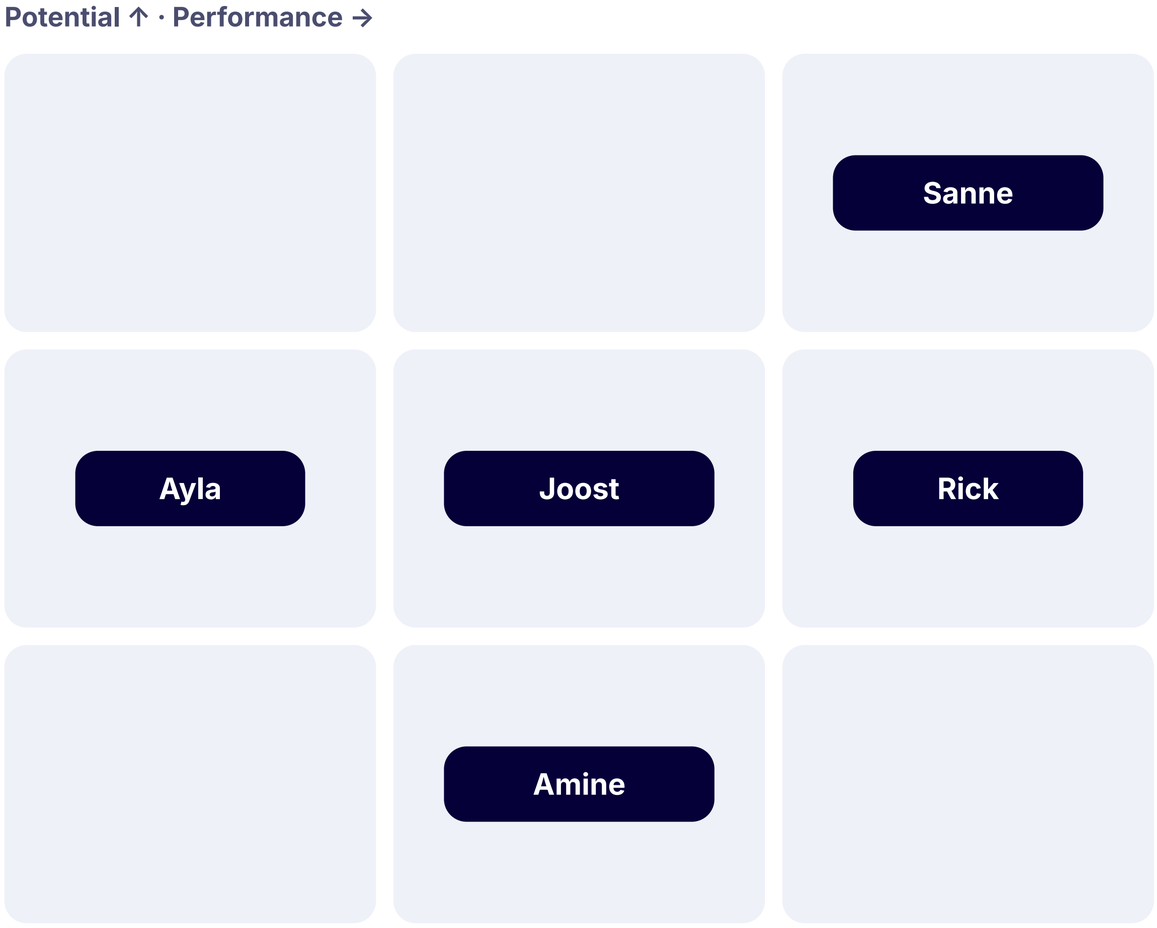
And six weeks later

Nobody can say why anyone sits where they sit.

> **“So, what are we going to do with this now?”**
>
> HR specialist at a Dialog customer (translated)

And there is no history. Each year starts from scratch, so nobody can see how someone grew over the years.

Decisions about people should rest on evidence. Not on what someone remembers on a Tuesday afternoon.



Six weeks later. Nobody remembers why.

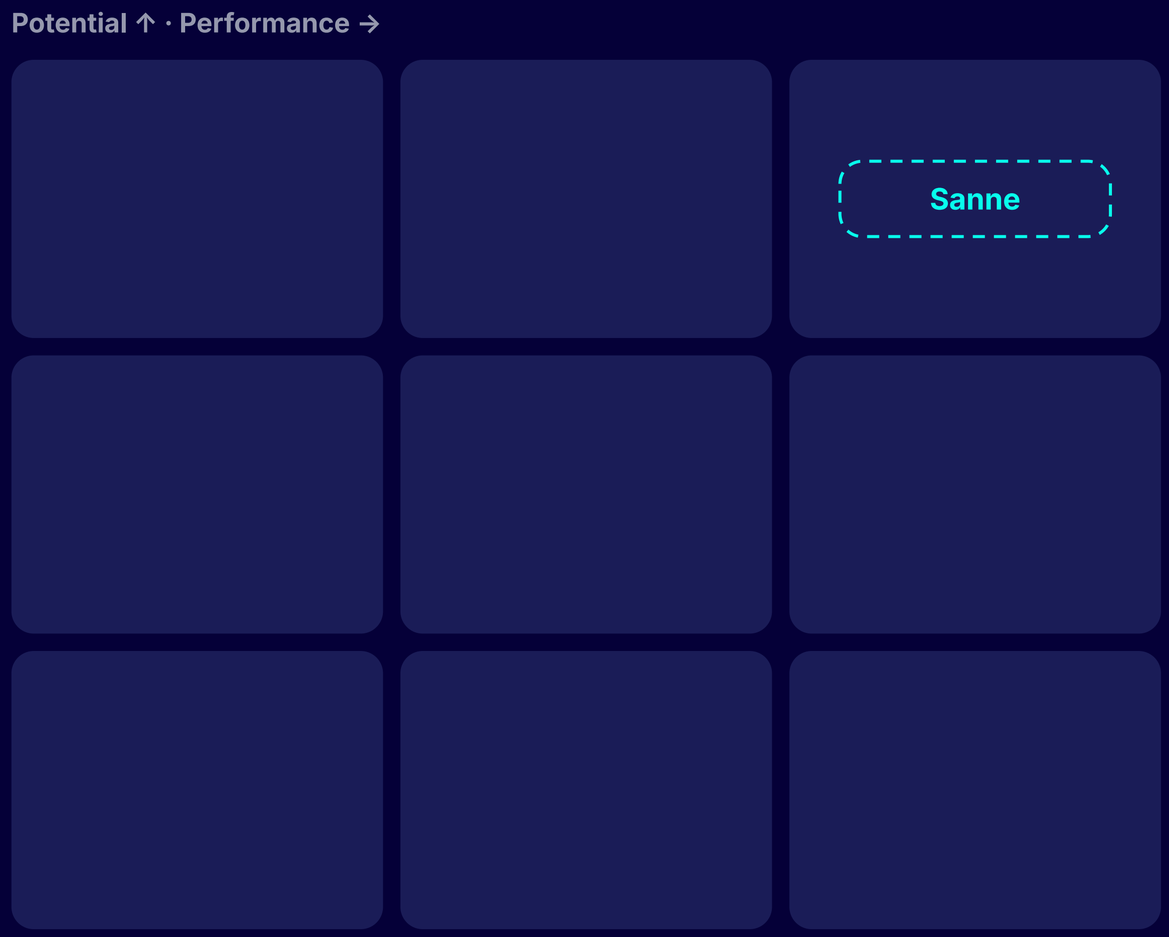
Our part in this

We built the instrument you're frustrated with.

We watched managers give up on it. We know exactly where it falls over.

700+

organisations, and a year of work already sitting in Dialog: goals, conversations, feedback and reviews.



Not a once-a-year snapshot. An ongoing talent map that stays current, enhanced by AI.

Why ours will be different

Five choices behind Dialog Talent

01 Manager-led

Managers map their own team first. HR calibrates and sees across the organisation.

02 Performance built in

Talent is the development side of performance: one platform, not another silo.

03 AI that explains

Every suggestion shows its reasoning and can be overridden. People decide.

04 Transparent by design

Every move has a reason the manager can see, with a full audit trail.

05 A living map, not a snapshot

Talent develops all year, so the map does too. Update it any time, share it with HR when it fits.

AI in Talent

Helpful AI, within clear boundaries

What our AI does

01

- ✓ Suggests a placement, with visible reasoning
- ✓ Brings performance data together as context
- ✓ Shows how placements changed over time
- ✓ Leaves every final call to the manager

What it will never do

02

- ✗ Make automatic decisions about people
- ✗ Infer emotions
- ✗ Predict who will leave: flight risk stays a human flag
- ✗ Show employees their own placement

We build to the EU AI Act's standards for high-risk systems.

How it works

Three steps

01 Your year in Dialog is the starting point.

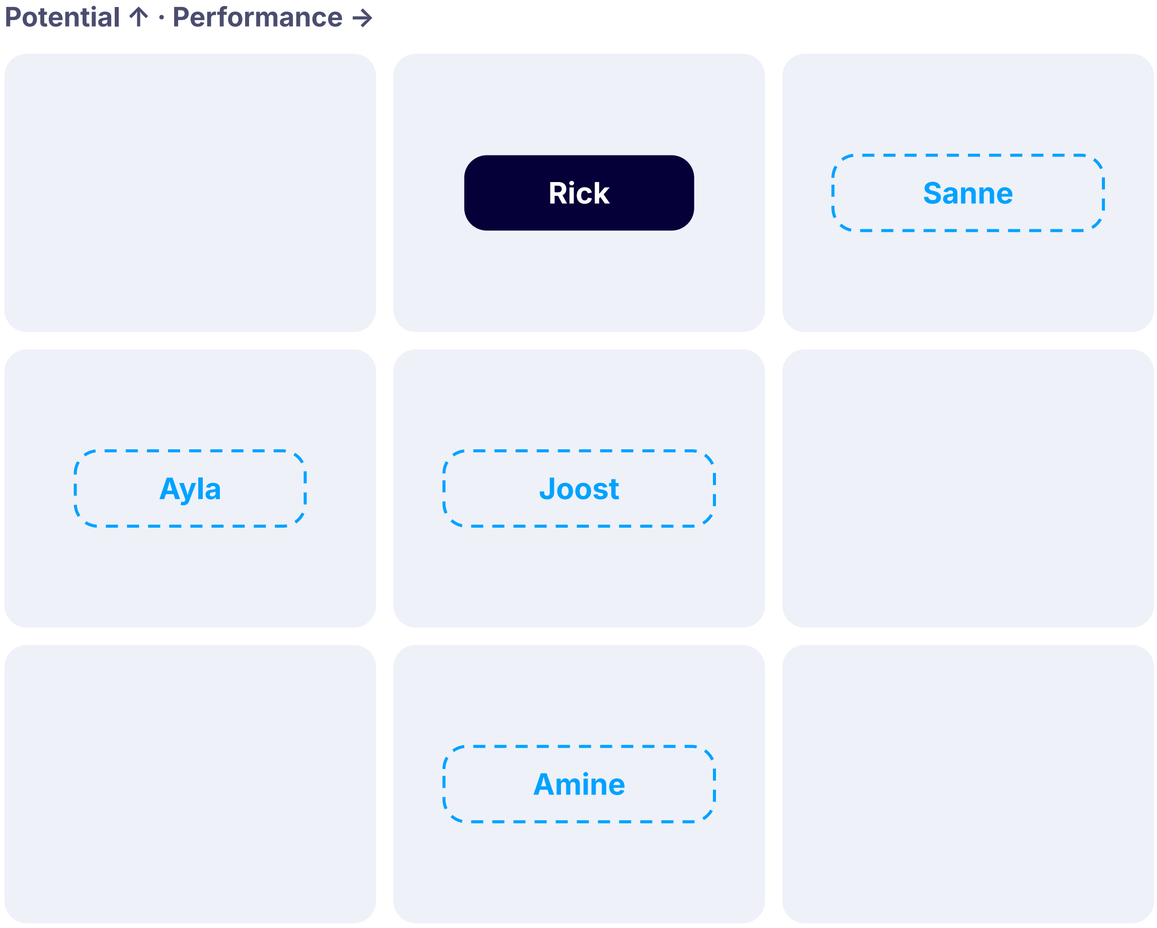
The goals, feedback, conversations and reviews recorded all year help managers map their team.

02 Optional AI suggestions, based on facts.

Based on hard facts from Dialog. No emotions, nothing inferred. Using AI is always the manager's choice.

03 The manager checks every suggestion.

Approve it, or move the person to where they fit. Every move is recorded with a reason.



4 people proposed by AI. Rick: moved by Marloes, with her reason recorded.

The Tuesday after

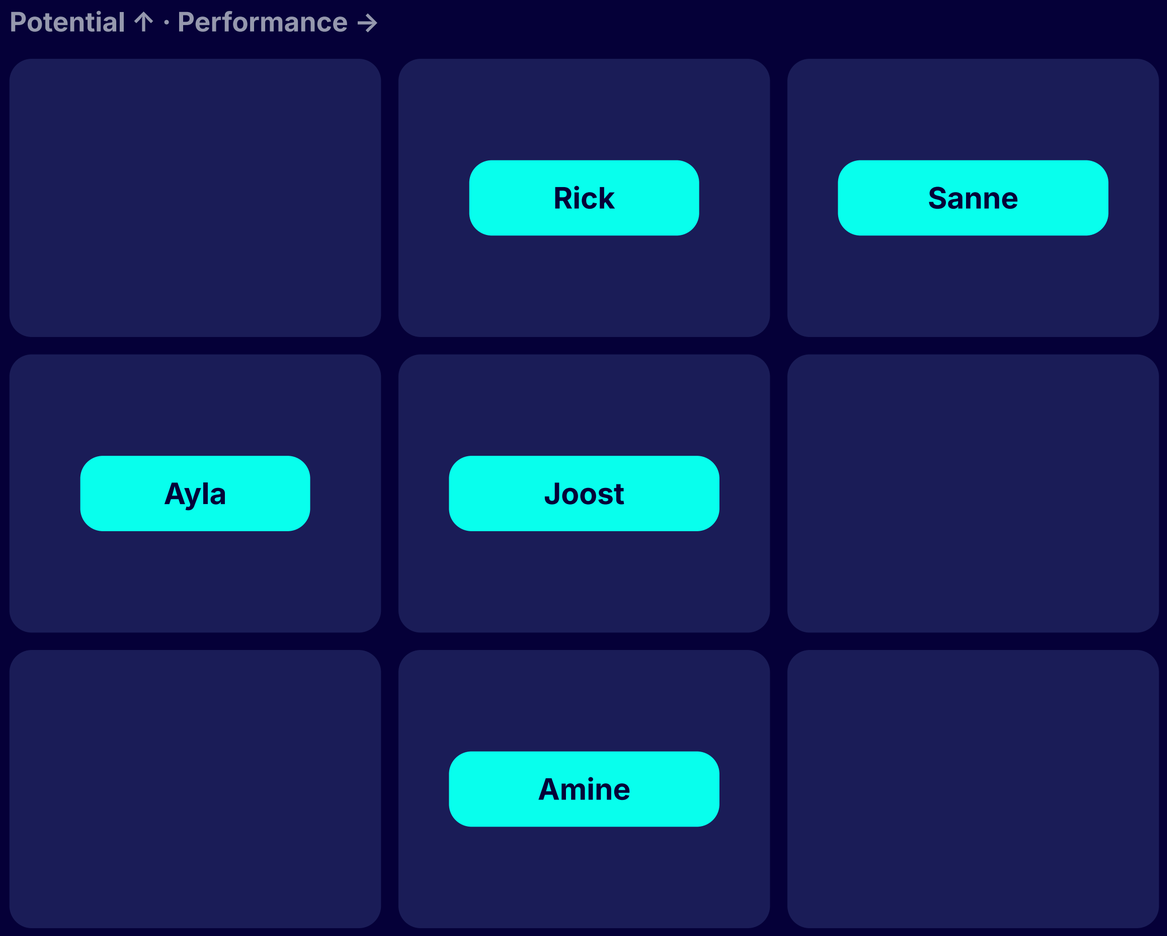
Twenty minutes, not an afternoon.

Same Tuesday, same five names. But now a suggestion is waiting against each name.

Always current. The map stays up to date between reviews, not once a year.

Fair and explainable. Every placement has a reason anyone can follow.

No chasing. HR sees one current picture across all teams.



The whole team, current. Every placement confirmed, with a reason.

A living map

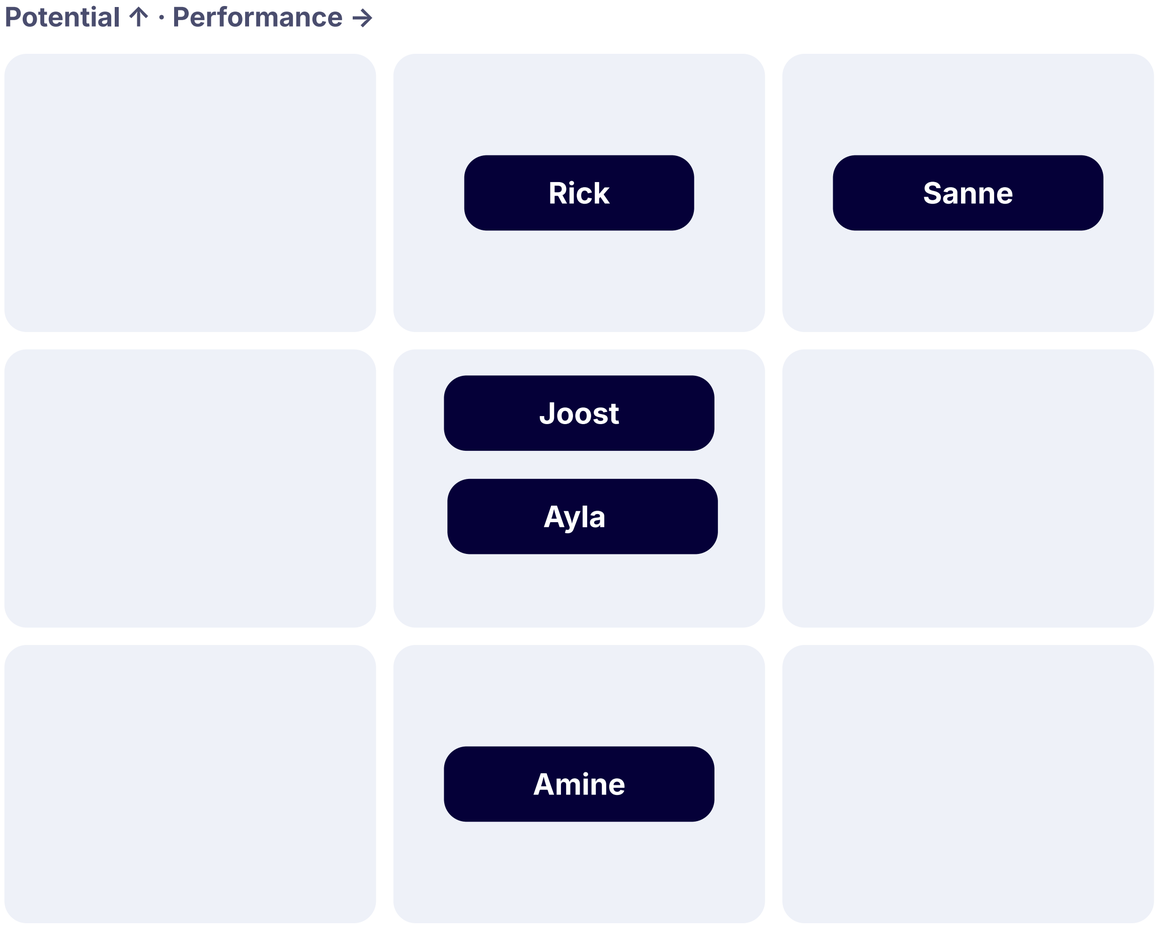
Talent grows all year. So does the map.

Talent doesn’t develop once a year, when it’s recorded. So the map isn’t a snapshot either.

Update any time. Marloes adapts her map whenever something changes in her team.

Share when it fits. She sends it to HR whenever she sees fit, not only when asked.

Reviews become moments. Not the only moment talent gets attention.



May 2027: Ayla grew into her role. Marloes moved her and shared the update with HR the same day.

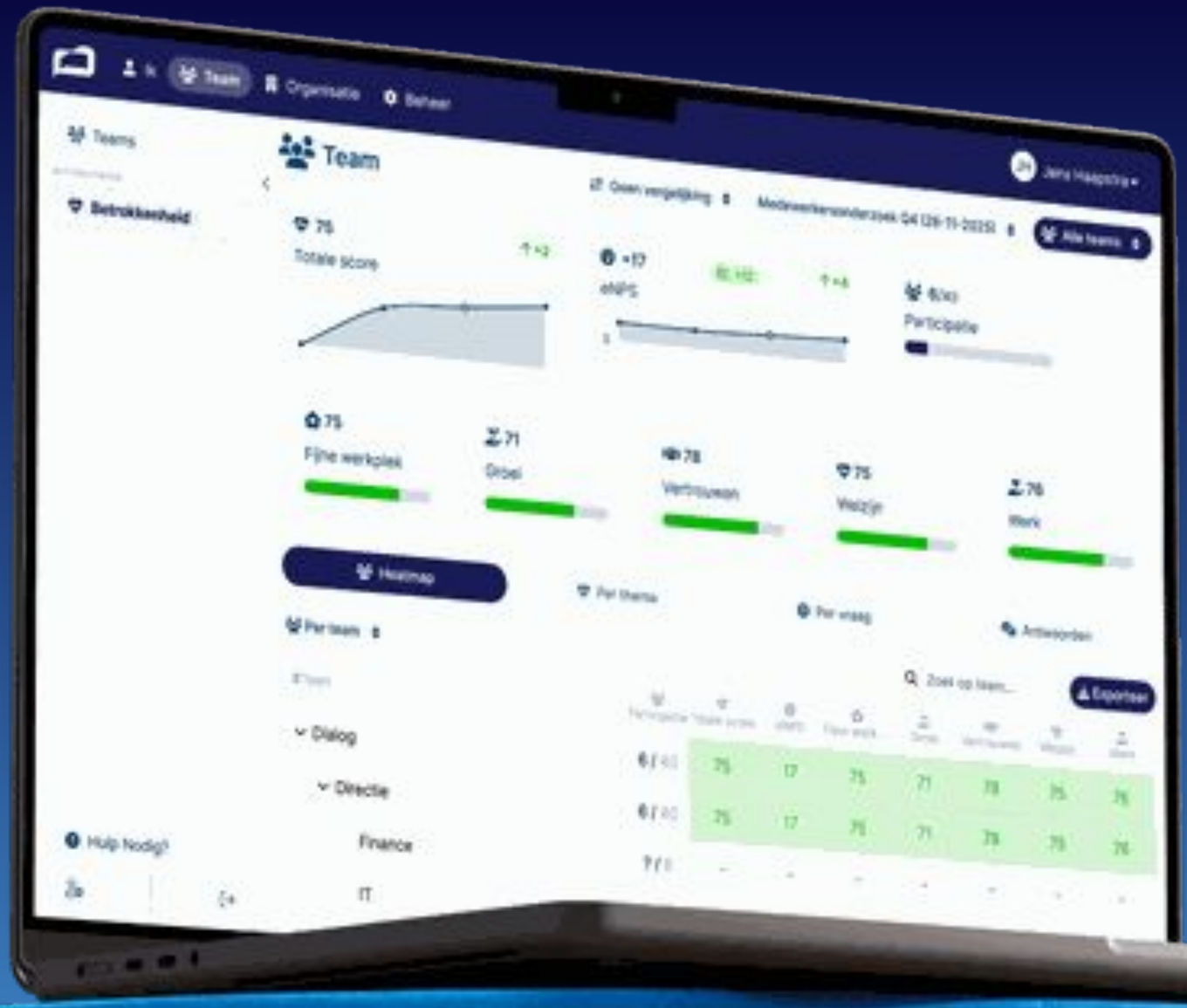
04 · Live demo

The Talent 9-grid, in action.

01 A manager maps their team

02 HR sees one talent map

03 A talent review, start to finish



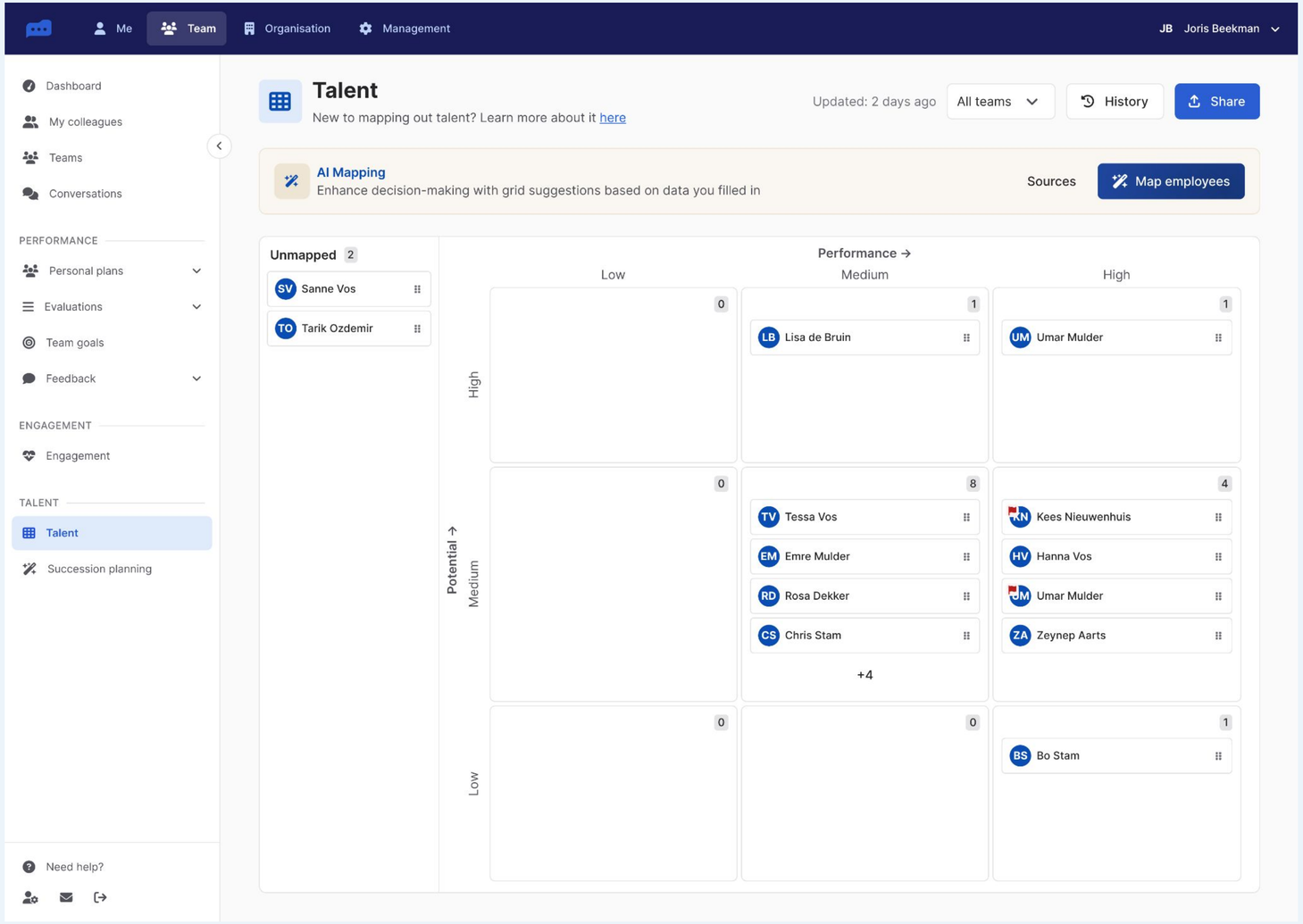
Demo · Manager view

Map your team in minutes

AI suggests, and explains why Based on performance data in Dialog.

You decide Drag, override or accept.

Context at hand Earlier placements and flight-risk flags.



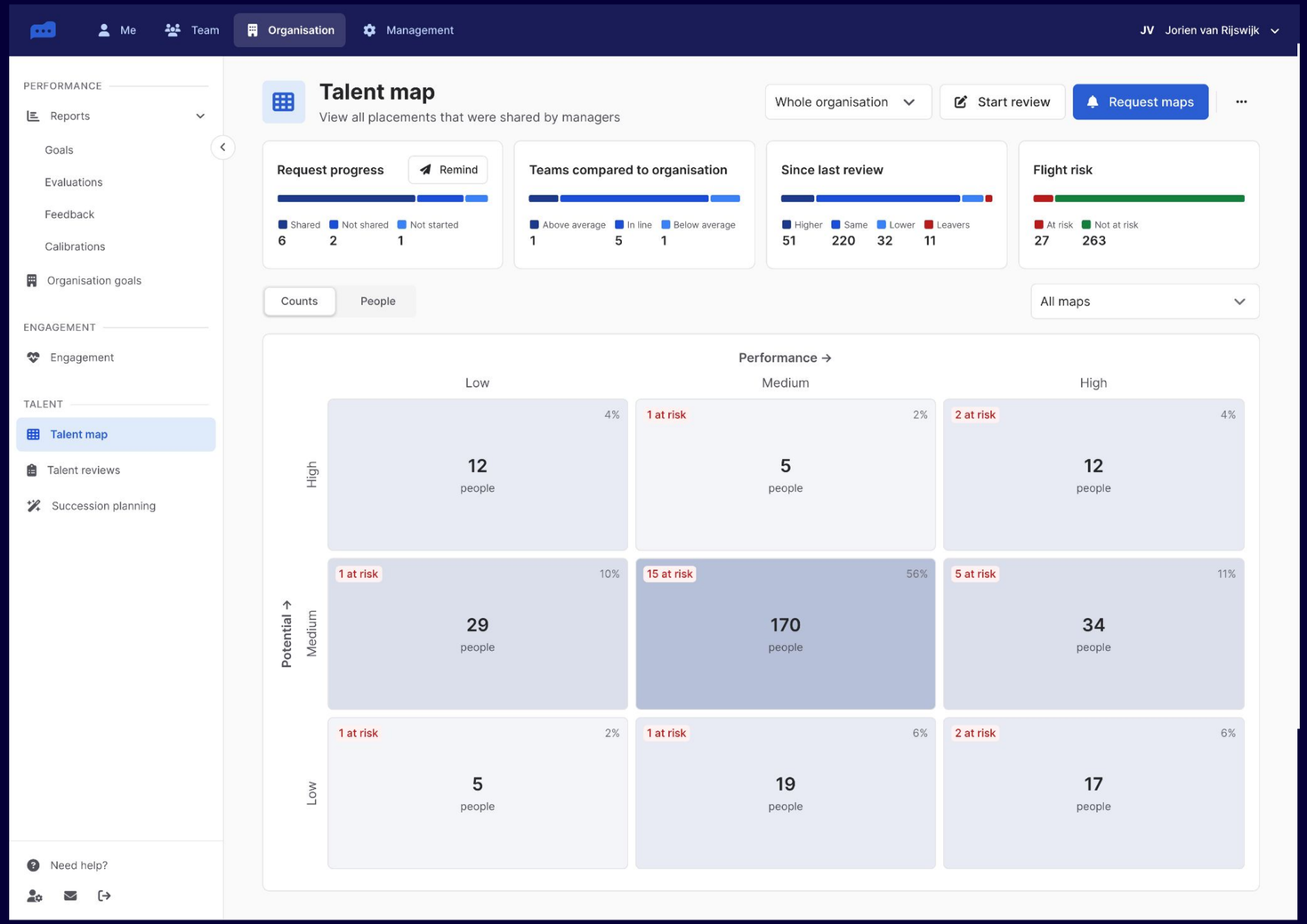
Demo · HR view

One talent map for the organisation

Every manager's latest map As counts or as people.

Filter and focus By team, with flight risks first.

Compare teams A team against the average.



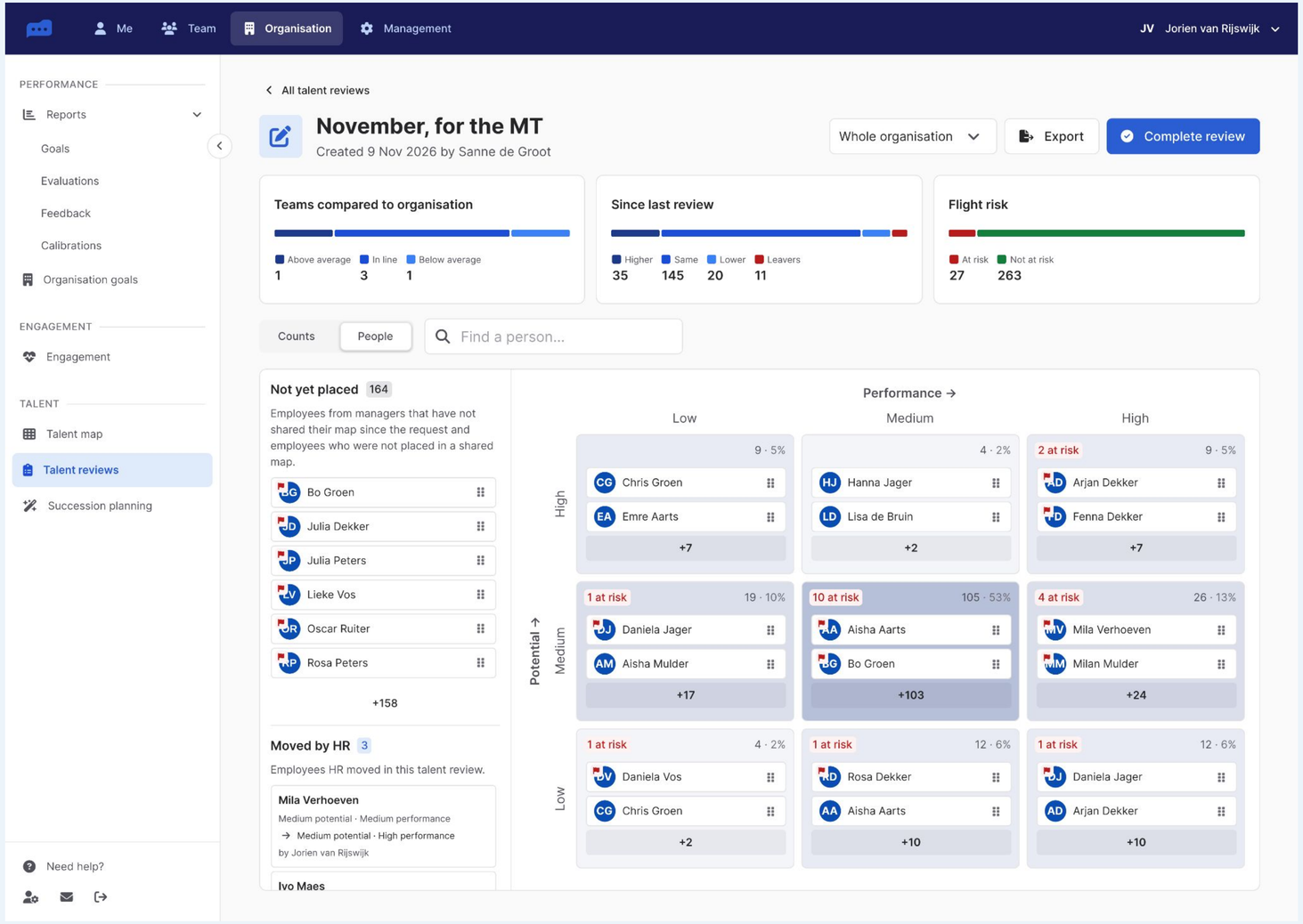
Demo · Talent review

Review together, in Dialog

Every move has a reason A reason is required for each change.

Managers stay informed Changes land in their map, with a daily digest.

See what changed Since the last review, and export it.



05 · Looking ahead · Succession planning

You asked. It’s on our roadmap.

Your improvement suggestions for succession planning, approved for the roadmap.

And confirmed again this year, in customer interviews and usability tests.

“Let me add a successor from outside my own team.”

You asked

→ Nominate successors from anywhere in the organisation.

“Let me see more than the roles of my direct reports.”

You asked

→ One overview of all critical roles across the organisation.

“Let me plan for key people, not only for positions.”

You asked

→ Critical roles with a reason, and we’re exploring critical people too.

Succession planning · First version

What we'll build first

Owned by HR, light for managers. Next to the talent map, not another grid.

Shape it with us

Critical roles

HR marks which roles are critical, and why: critical knowledge, critical skills, or both.

One HR overview

All critical roles in one place, with coverage per role and who is ready now. No more Excel.

Successors across teams

Nominate people from anywhere in the organisation, not only your own team.

Readiness, with context

A readiness band per successor, with their ambition goals and talent map placement alongside.

Test the 9-grid early

Help design succession

Book a demo with Customer Success

Dialog connect

De menselijke leider is de toekomst.

Happy & high-performing medewerkers zijn de motor achter succes.

