



rethinkers*

Rethinkers accept the fact that they live and work in a changing environment. They acknowledge that their course and strategies no longer connect in our current time. They are prepared to customize their programs, priorities and even their principles. By doing so they stray away from their previously chosen path.

rearmers*

Rearmers on the other hand, have a strong faith in the goals they set at the offset. When faced with obstacles, they search for new tools to achieve them. Rearmers firmly believe in their own strength. By doing so they manage to make their ideas last, without sacrificing content or power.

Rethink, rearm... What do you need?

** In an article, written by Martin Kettle in 2012 and published in the Guardian, the concepts rethink and rearm were explained as two strategies used in politics. Using the approach of respectively rethinking or rearming, the British Labour Party and the American Republicans operate in the political arena. The 2 parties can learn from each other: Labour can learn from the Republicans that a party needs to love what it knows in order to sell its story. The Republicans can learn a much more enduring lesson from Labour that conviction without credibility is rarely a lasting answer. Both, in short, need to understand that rethinking without rearming is as ineffectual as rearming without rethinking.*

Although we recognize and use the strong concepts of 'rethink' and 'rearm', ING does not have any preference towards any political party, or either of the mottos. ING agrees on the strength of both capabilities.

Read Martin Kettle's full article on: www.theguardian.com

This mailpack has been sent to all senior managers of ING Netherlands

Dear manager,

What do you do when you hit a brick wall either in your professional or personal life? Would you rethink and maybe adapt your strategy or are you more likely to search for new tools to achieve your previous goals? Do you 'rethink' or do you 'rearm' yourself? Or both?

You have seen the personal video-message of Ralph Hamers. In a world that is constantly being re-designed, ING needs managers who have the imagination and determination to improve their own future and that of those around them: customers and colleagues. Designing your own future also means managing your own career.

Along your career path you'll have to rethink at some points and rearm at other points. Rethink if you feel that you should reconsider who you are, where you are, and where you are going. Rearm if you strongly believe in your goals and convictions and find new ways to convince others. To develop both strategies there's a valuable and effective ING Senior Career Development program* to empower you as a leading manager. This Senior Career Development program offers modules to help you rethink, and shortcycle modules to give you the tools to rearm. All resulting in leadership that matters.

You are expected to prepare yourself for the future. Embracing the opportunities offered, is more or less a moral obligation. Not only to lead your employees by setting a good example, but especially to keep yourself moving. Take the time to rearm or rethink. And remember that time is only relative in a world that is always changing.

Kind regards,

Marijke Brunklaus
Director HR ING Netherlands

* This program is financed by the Budget for Personal Development, a budget that was agreed by ING and the labour unions and laid down in the CLA.

Rethink

Rearm



Contact

More information about the Senior Career Development program? Please read the accompanying brochure.

If you want advice which module of the Senior Career Development program suits your needs best, please contact one of the following persons:

- Coen Bardelmeijer (Coen.Bardelmeijer@ing.nl, 0621578955)
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thinkforward