



Quint

Wellington
Redwood

**Key Success
Factors in a
transformation
towards a High
Performance
Organization**

**Maurice Boon
Michiel de Boer**

The Host & Moderator



Maurice Boon

CEO Quint Wellington Redwood

Chairman of the Board of DevOps Agile Skill Association (DASA)

Board member of Lean IT Association (LITA)

Maurice is CEO of Quint Wellington Redwood, chairman of the DevOps Agile Skill Association (DASA) and board member of Lean IT Association (LITA). He gained, after being officer at the special forces for 10 years, a broad experience in the subject of outsourcing, demand supply management and transformational leadership in both public and private sector.

During the last 20 years, Maurice has been in managing positions as client, supplier as well as trusted advisor. On regular basis Maurice has been asked to talk about sourcing, demand supply management and transformational leadership. He also published articles about these subjects.



Michiel de Boer

*Director Consulting Asia
Quint Wellington Redwood*

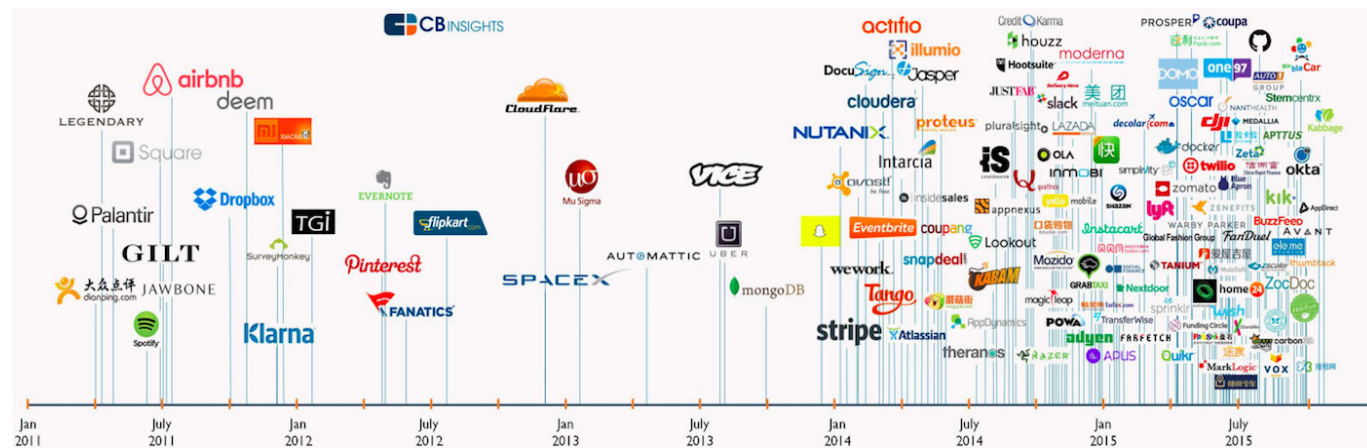
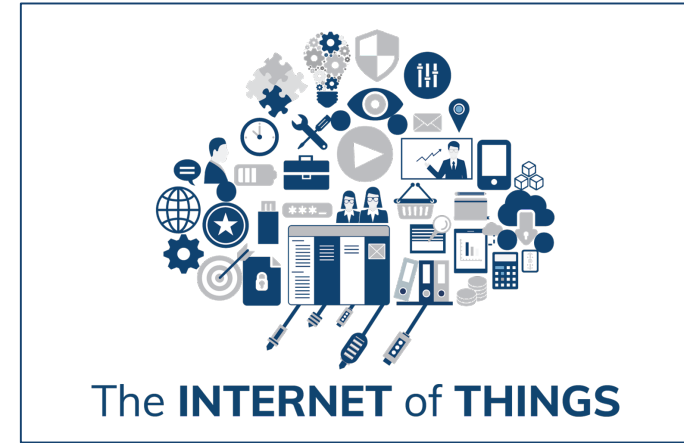
Michiel is Director Consulting Asia for Quint Wellington Redwood. He gained his experience in various international companies. In these organizations, he has executed roles as (interim) Manager or Consultant in a variance of industries for Governance, process or cultural improvement projects.

Michiel is experienced in translating business objectives into manageable deliverables, quick wins and continuous improvement. He is a certified and accredited in:

Governance
Project Management
Management of Change
IT Service Management

Sourcing and SIAM
Lean IT
Management of Risk
Agile and DevOps

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**This is not an ordinary
disruption: the digital
has disrupted our lives
as well...**



...and created a totally new generation, the millennials

- Millennials - a generation of digital natives
- They are early adopters who are first to snatch up new technologies and services
- By 2020, millennials will make up 50% of the global workforce and 75% by 2030



Survival is optional



500



1950
2019

The Fortune 500 are under the attack from the digital world.

440 companies didn't adapt

12% remain

60





The only option is
to be remarkable



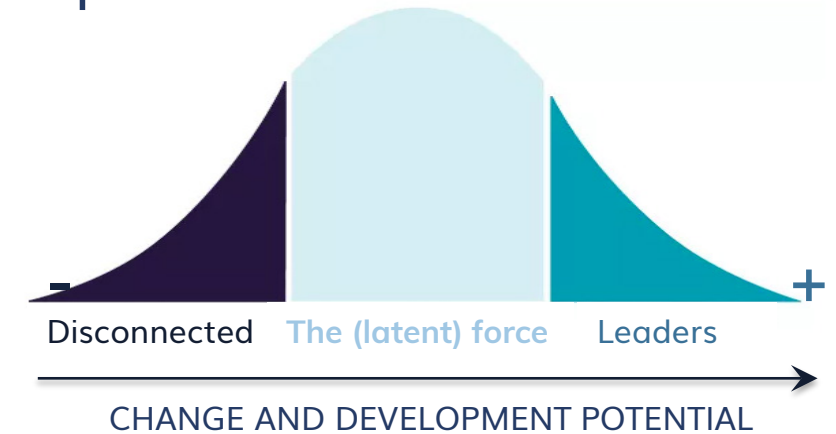
What do you need to organize in order to become a HPO?



Dimension	Key characteristics	What you see in HPO
Clear Purpose	<ul style="list-style-type: none"> ○ Inspires ○ Motivates & Mobilizes ○ Identifies who will benefit 	<ul style="list-style-type: none"> ○ Obsession with intended beneficiaries ○ It resonates with employees and is for everyone easy to understand ○ Core values are 'patterns of accepted behavior'
Agile & Lean Way of Working	<ul style="list-style-type: none"> ○ Obsessed with flow ○ Continuous improvement ○ Disciplined execution 	<ul style="list-style-type: none"> ○ Product and service focused ○ Organized in network of cross-functional teams ○ Environment that fosters mindset of speed, experimentation and innovation
Accelerative Leadership	<ul style="list-style-type: none"> ○ Focuses on value creation ○ Connects and Challenges 	<ul style="list-style-type: none"> ○ Willing and committed to challenge the status quo ○ Actively influencing behavior through frequent feedback and coaching ○ Continually looking for ways to speed up delivery of value
Masterful use of Resources	<ul style="list-style-type: none"> ○ Develops leaders ○ Automate everything ○ Data driven ○ Innovative 	<ul style="list-style-type: none"> ○ Track data obsessively so better decisions can be made ○ Apply new combinations of Frontier (Digital) Technologies ○ Understand every aspect of resources you consume ((time, money, technology, tooling, partnering...))
Adaptive People	<ul style="list-style-type: none"> ○ Dedicated to the purpose ○ Ability to solve problems and learn ○ Ability to collaborate 	<ul style="list-style-type: none"> ○ 'True believers' & 'can do' mentality ○ Have the courage to take action, to take risk ○ Are accountable for the outcome ○ Relentless focus on developing competencies

Start with PEOPLE!

- Start the dialogue with your employees about the purpose and expectations
- Create space for people to understand the change and impact of the change on them
- Get insight in everybody's 'change and development potential'



Implement development strategy per group:

- **Leaders (formal and informal):** develop leadership skills
- **The (latent) force:** develop craftsmanship and lean/agile behaviors
- **Disconnected:** try to connect them or have courage to let them go



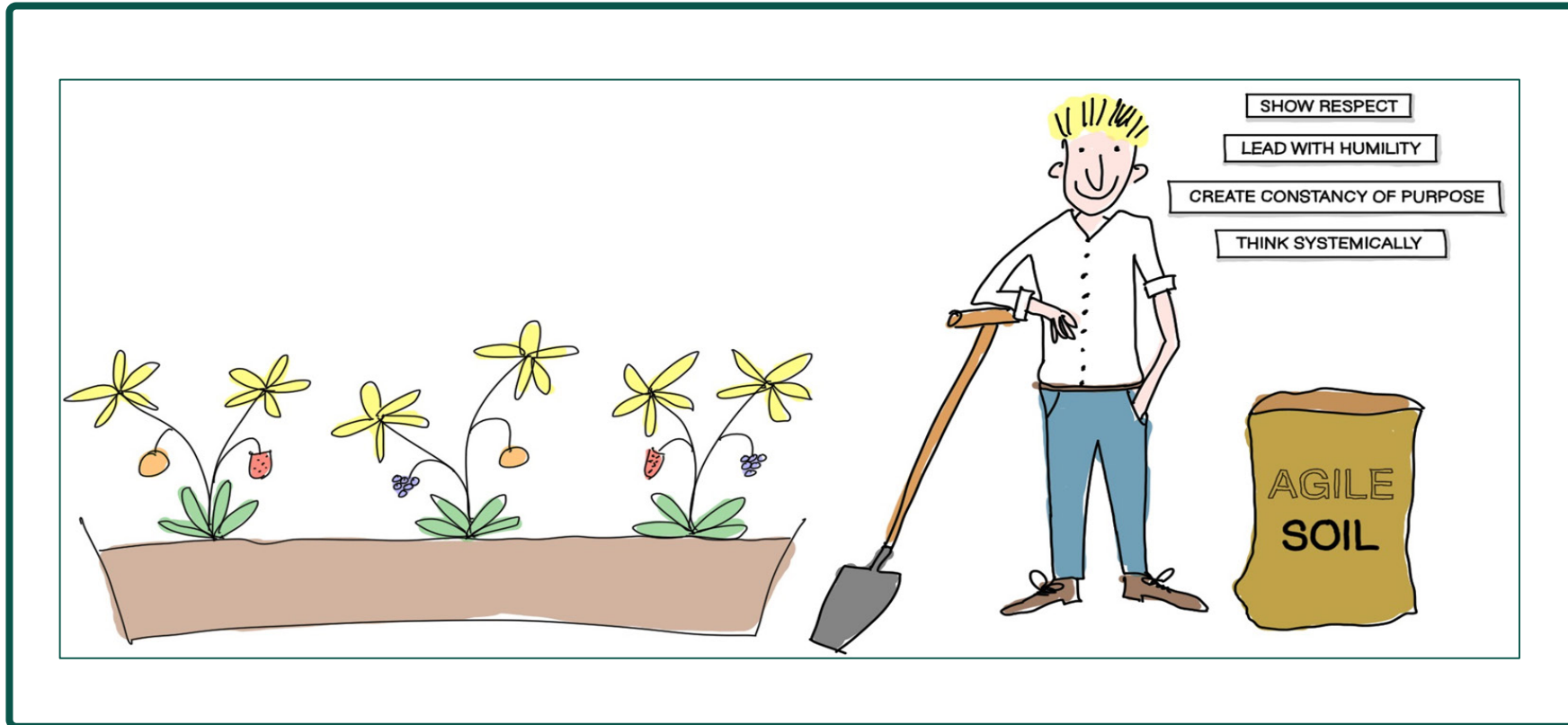
LEADERS DON'T
CREATE FOLLOWERS,
THEY CREATE MORE
LEADERS

The Target Manager



DASA DevOps Practitioner

The Agile Leader



DASA DevOps Practitioner

'No single leader beats a team of collaborating leaders'

Marquet: 'Turn the ship around'

Classic Team



Individual intelligence

Team IQ < Team leader IQ
Team leader = single point of failure

Focus on individual growth
Complexity intolerance
Low- moderate agile
Moderate collaborating

Nowadays with increasing market dynamics, classical hierarchical teams are not smart (agile) enough to cope effectively with complex organizational challenges

This is essentially legacy in management thinking grounded in scientific management

Today's optimal problem solving capabilities are key and smart, self-steering teams at the base

Self-Steering Team



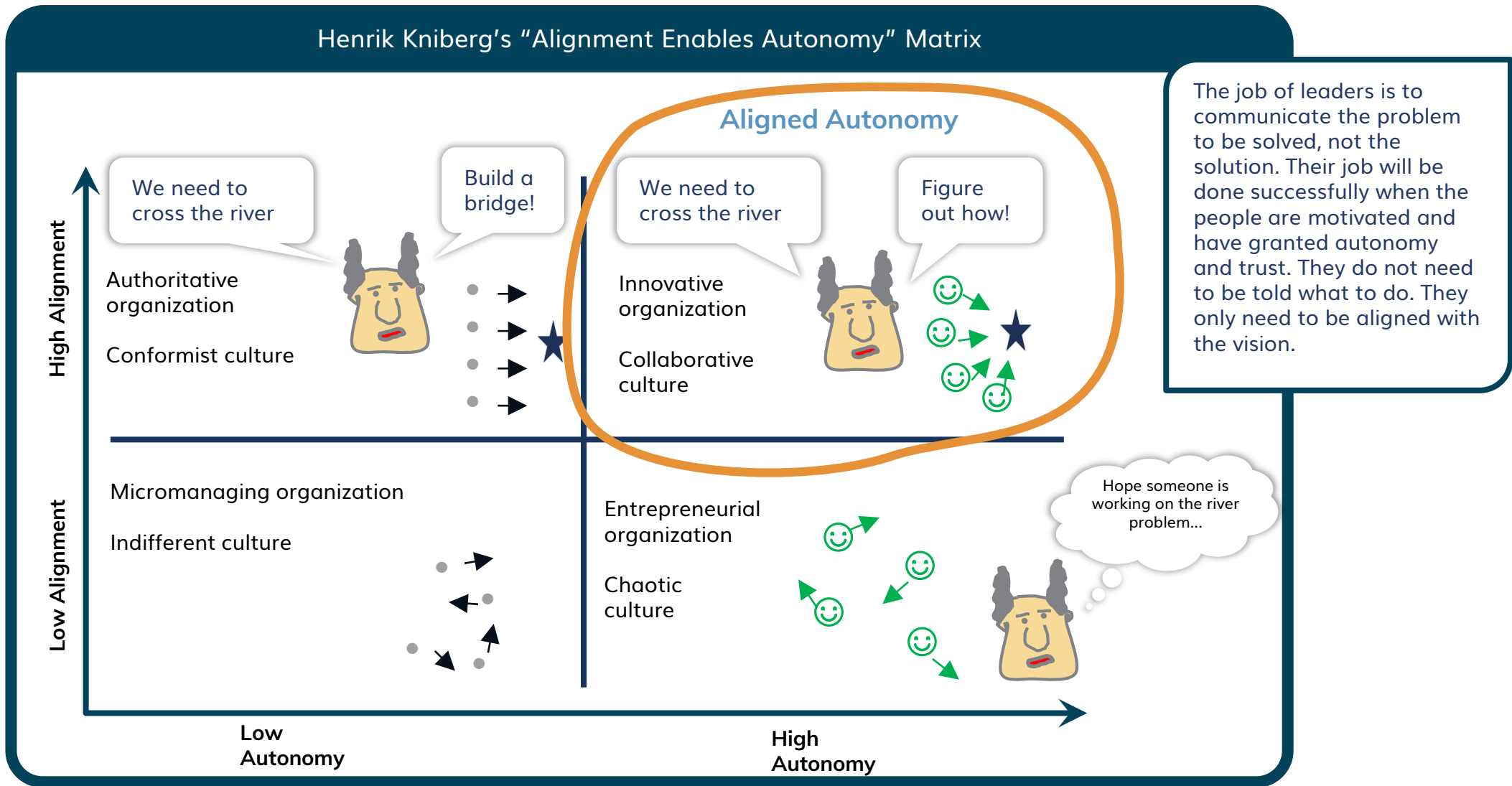
Collective intelligence

Team IQ > average IQ team members

No single points of failure
Focus on fostering team maturity

High complexity tolerance
High agile
Collaboration is key

Autonomy requires alignment and alignment enables autonomy



Create the right ‘smell of the place’

Smell ‘classical hierarchical’	
Management focus	Resulting behavior
Strategy, organization, process	I need to comply to the rules
Planning, budget	I follow planning
Management	Management and control
Work relationship	I have a contract

Context setting

Smell ‘self steering’	
Management focus	Resulting behavior
Value, ambition, purpose	I focus on doing more with less
Commitment	Self discipline
Challenge and support	Courage
Fail friendly	Experimenting

Bottom line: if you have the ambition of becoming HPO, only people can make the difference...



'The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.'

Max de Pree

So what challenges should we address today?

Why should my company become an HPO?

- What is the relevance / urgency?
- Does everybody believe this is the way to go?

How does (y)our leadership look like in becoming an HPO?

- Is this a believe, a mission or just the 'next thing' to implement?
- How can we help leadership to 'make it happen'?

How can we make this new way of 'living and working' work in Asian culture?

- How do I help employees to take ownership and show initiative?
- How to create a culture of feedback (to peers and management)?



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