TITLE OF TONIGHT’S EVENT:

‘CAUSES & CHALLENGES MOBILIZING BUSINESS AND THROUGH LEADERS TODAY’

QUESTION RAISED TO ME:

‘COULD YOU SHARE YOUR PERSONAL SECRET WITH US HOW YOU ACCELERATED YOUR LAST 3 COMPANY GROUPS AND TEACH US THE DUTCH APPROACH?’
MICHEIL BOEHMER (1969) FAMILY MAN IN THE WEEKENDS, TURINING AROUND COMPANIES DURING (LONG) WEEKDAYS

• Husband & father Living in Velp NL
• Working across Europe (Monday to Friday)
• First 10 years of career Marketing & Sales
• Past 10 years in General Management
• Today Chief Operating Officer Unilabs
• Multicultural
• Family, Listed and Private Equity owned

I COLLECT, I ANALYSE, I COMBINE AND I IMPLEMENT
I KEEP THINGS SIMPLE & TRY TO KNOW MYSELF

• I work ‘outside’
• I make diverse & complementary teams
• I make things ridiculously simple
• I know the bloody detail
• I work harder
• I think in the 1st AND 2nd & 3rd dimension
• I strive for genuine emotional approach (politics is returned by politics)
• I believe in flat organisation structures (direct vs indirect).

ENTREPRENEURIAL VERSUS CORPORATE
THE TWO BIGGEST RISKS FOR ANY COMPANY:

1) TOO MUCH ACADEMICAL THINKING
2) HEAVY CORPORATE MANAGEMENT STRUCTURES

JUST KEEP IT SIMPLE & PRAGMATIC!
ALL KEY THEMES ARE THE SAME BETWEEN DIFFERENT MARKETS

- PRICE PRESSURE WILL BE AN ONGOING CONSTRAINT
- HOW YOU WIN CUSTOMERS DIFFERS PER MARKET
- OPERATIONALLY, MARKETS ARE ALIKE
- HIGHLY UNCONSOLIDATED MARKET
ALL COMPANIES STRUGGLE WITH THE SAME KEY TOPICS

- Little cooperation in group and lack of best practice sharing
- Management not capable nor incentivised to deliver
- No focus on cost control
- No focus on organic growth but focus on M&A, without post M&A integration

Keep it local ➔ every local MD must have a full P&L
Only function of HQ ➔ benchmark & drive best practice implementation
HOW MANY OF YOU HAVE WRITTEN THICK PHONE BOOKS OF STRATEGY, SOMETIMES ASSISTED BY EXTERNAL CONSULTANTS WHO KNOW NOTHING ABOUT YOUR BUSINESS?

Don’t try to ‘Boil the Ocean’

FOCUS ON THE VITAL FEW \textit{NOT} THE IMPORTANT MANY!
NO GRAND STRATEGIC DOCUMENT, MAKE A P.I.P. (PERFORMANCE IMPROVEMENT PLAN)

1. ORGANIC GROWTH
   - Outperform market growth by a factor 2
   - Focus on customer insight & satisfaction

2. COST LEADERSHIP
   - EBITA goal at benchmark level & watch your ROCE.
   - Leverage the company’s scale through benchmarking

3. LEADERSHIP
   - Leadership team capable to deliver the ambitions
     Fast decisions making!
   - Be a great leader
   - Employee satisfaction is a result of good leadership. Measure it!

- Think 1,2,3 or A,B,C, or TICK TACK TOO
- M&A only when management performs!
- Set yourselves strong targets
KEEP IT SIMPLE, LOCAL & ENTREPRENEURIAL, FIND THE VITAL FEW & FOCUS BUT WITHOUT THE RIGHT CULTURE → FORGET IT

CULTURE IS MORE POWERFUL THAN STRATEGY
“CULTURE IS WHAT HAPPENS WHEN THE CEO LEAVES THE ROOM”
KEY STEPS TO CHANGE CULTURE

IDENTIFY PARADIGMS & BREAK THEM FROM THE TOP

HIRE FOR ATTITUDE AS MUCH AS SKILLS

ENCOURAGE INVOLVEMENT OF MANY IN SHAPING CULTURE

ENCOURAGE CAREER BREAKS

PROVIDE “SOMETHING TO BELONG TO”

DO THE MOST DIFFICULT STUFF YOURSELF AS TOP MANAGEMENT

ACKNOWLEDGE EFFORT AND WINS

NOTHING IS EVER ACHIEVED WITHOUT ENTHUSIASM

TRUST YOUR PEOPLE
LEADERSHIP IS NOT MANAGEMENT; IT IS HOW YOU ENERGISE YOUR PEOPLE TOWARDS YOUR VISION
NOT MANY WILL REMEMBER WHAT YOU SAID

(STRATEGY)

BUT EVERYONE WILL REMEMBER HOW YOU MADE THEM FEEL

(CULTURE)
“GOOD LEADERS CREATE FOLLOWERS -

GREAT LEADERS CREATE LEADERS“
THE BALANCE BETWEEN MANAGEMENT & LEADERSHIP

MANAGEMENT
Strategy
Plans
Tasks
Process

LEADERSHIP
Vision
People
Teams
Culture

HARDWARE
SOFTWARE
WHY SHOULD ANYONE BE LED BY YOU?
TIME FOR **YOU** TO REFLECT.

THERE IS NO MANUAL,

NOR FAMOUS A ‘DUTCH APPROACH’

I COULD GIVE YOU 10 TIPS TO GET SOMEWHERE CLOSER TO YOUR OWN STYLE IN FAST FOREWARD MODUS IF TIME ALLOWS ME.............
TIP 1: KEEP IMPROVING, NEVER STOP
(THOSE WHO GOT COMPLACENT IN GOOD TIMES ARE DEAD)
TIP 2: HIRE YOUNG TIGERS IN KEY POSITIONS
TIP 3: LEADERS CREATE EXCITEMENT
TIP 4: TREAT YOUR PEOPLE LIKE VOLUNTEERS, EARN YOUR STATUS, HIERARCHY FROM AN ORG CHART IS SILLY
TIP 5: DIVERSITY IS KEY, DON’T GO FOR THE OBVIOUS!
TIP 6: KEEP YOUR LEARNING CURVE STEEP
(LEARN, DE-LEARN & RE-LEARN)

BECOMING A LEARNING ORGANIZATION?!
TIP 7: APPLY THE CONCEPT OF GOOD ENOUGH (FINISHED BEATS PERFECT)

✔️ good enough is the new perfection
TIP 8: INFORMATION IS TO FLOW FREELY
(SHARE THE PLAN & CHARGE THE HILL)
TIP 9: INSPIRE & CHALLENGE YOUR PEOPLE
(DON’T BE TOO KIND)
TIP 10: WORK BY STORY TELLING & BY GOING TO GEMBA (AVOID MEETINGS, POWERPOINTS AND REPORTING)
CONCLUSION: IT’S ABOUT YOU AND THE WAY YOU DO IT
(IT’S NOT ABOUT WHAT SOME ‘GURU’ HAS TOLD YOU TO DO)

IF YOU ARE BOLD YOU MIGHT FAIL
IF YOU ARE NOT BOLD YOU WILL FAIL
THANK YOU
I MIX & MATCH GOOD IDEAS INTO NEW COMBINATIONS AND GET INSPIRED BY PEOPLE I MEET & THE FOLLOWING LITERATURE/ MODELS

1) COVEY: THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE (1. PROACTIVE, 2. START WITH THE END IN MIND, 3. PUT FIRST THINGS FIRST, 4. THINK WIN/WIN, 5. SEEK FIRST TO UNDERSTAND THEN BE UNDERSTOOD, 6. SYNERGIZE, 7. SHARPEN THE SAW)

2) JIM COLLINS: THE 10 GOLDEN RULES FROM THE BOOK ‘GOOD TO GREAT’

3) LENCIONI: THE 5 DYSFUNCTIONS OF A TEAM (1. ABSENCE OF TRUST, 2. FEAR OF CONFLICT, 3. LACK OF COMMITMENT, 4. AVOIDANCE OF ACCOUNTIBILITY, 5. INATTENTION OF RESULTS)

4) REMUNERATION= SALARY + BONUS (INCL POSSIBILITY OF OVER PERFORMANCE) + ABCD BONUS + MIP (STOCK OPTIONS OR SHARES)

5) CONCEPT OF THE SHADOW OF THE LEADER

6) BRIKMAN TEST FOR ASSESMENTS

7) SIMPLE MATRIX TO PRIORITIZE TASKS → IMPORTANT / NOT IMPORTANT & URGENT / NOT URGENT (IMPORTANT & URGENT = NOW, IMPORTANT & NOT URGENT = PLAN, NOT IMPORTANT & URGENT = DISTRACTION, NOT IMPORTANT & NOT URGENT = WASTE)

8) KOTTER: OUR ICEBERG IS MELTING → A COLONY OF PENGUINS FACING A DILEMMA. A POWERFUL MESSAGE ABOUT THE FEAR OF CHANGE AND HOW TO MOTIVATE PEOPLE TO FACE THE FUTURE AND TAKE ACTION.
Michiel Boehmer’s introduction

Networking event taking place on 10 March 2016, entitled:
«Causes & challenges mobilizing business and thought leaders today» (English presentation):

We invited Michiel Boehmer as external guest speaker who has been working since November 2013 as Group Chief Operating Officer at Unilabs, a leading European medical diagnostics company. Michiel Boehmer has been in several leadership roles during the last 20 years and has worked from 4 different European countries. He started his career within the fast consolidating domestic heating market with Vaillant Group. As Group Marketing Director, he has repositioned 7 European heating brands and set-up a technological product platform that provided for a lot of synergies to the benefit of the company. His career accelerated when he founded and managed as Director Renewables & New Activities at Vaillant Group a dedicated division by making opportunities around new activities. With an unusual way of working for a multinational company, the results were unexpectedly high with several hundreds of millions of Euros of new business for the group in a few years’ time.

When the economic crisis hit the European construction and installation market in 2009, Michiel Boehmer was recruited to join Aalberts Industries NV, a group of industrial companies producing components for installations transporting and controlling the flow of liquids, oils and gases. In his role of Group Managing Director of a portfolio of 28 industrial companies in Northern & Eastern Europe he navigated the group through the economic crisis bringing the share price from 3,30€ to over 25€ when he left the group in November 2013.

The switch to a medical diagnostics company like Unilabs is carefully made as he strongly beliefs the medical sector would benefit greatly from an approach that is already common in industrial companies as innovation, quality, price & time pressure are swiftly increasing. Also here “thinking different” proves to be successful.

Michiel Boehmer will share his experience with the alumni community and explain to us how he achieved his goals in family-, stock listed and Private Equity owned companies by his sometimes unusual approach guided by his own values & his management style with a Dutch flavour.