

# How to get **WINNERS,** not **WHINERS**



Shaping a leading and winning culture

**Erik Hiep**



**COMPLICATED**

**SIMPLE**



**“Complexity is the  
enemy of execution”**

Colophon

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# INTRODUCTION

## Keep it simple

Attempts to change organizations fail in 70% to 80% of all cases.

However, the success rate skyrockets when organizations implement change through an integrated approach, where changes in structure, strategy, processes, systems, attitudes and behaviour are more or less simultaneously implemented (Pettigrew, 2001)<sup>1</sup>.

Over time as a consultant, I have learned which approaches work and which don't. My main conclusion is that whatever method or model you decide on, it needs to be simple and easy to use. Not only is the emphasis that most change managers place on analysis, strategy, processes and structure overrated, but they often use (or are advised to use) methods that are far too complex to be digested and cascaded down the organization. This harbours the risk of making life for the CEO and the executive team more complicated, not easier.

In this book, I would like to share some plain and simple insights into how to create a winning culture. You'll find practical and easily digestible bits of theory combined with the personal stories of executives from all around the world. They share their leadership experience and how they believe they should guide their teams and manage their organizations. I joined them on their journey. We carved out time to huddle up, discuss scenarios and take action. In this book, I share some of their stories as inspiration for others to succeed as well.

Have a look, read a couple of pages, study some sections, observe, diagnose and get inspired. I hope this book helps when you want to shape a leading and winning culture in your organization, dealing with challenges in your team or trying to find a new way forward for yourself.

**Erik Hiep**

Noordwijk, January 2022



**TEAM, TIME AND  
TEMPERAMENT P.24**

**David Cameron** *Former prime minister of the UK*

**IT IS ALWAYS SHOWTIME P.58**

**Mark Fleiner** *CEO of Malvern Panalytical in the USA*

**TRUST IS CRUCIAL IN ANY  
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**Valeria Flen Silva** *CEO of Gloria in Peru*

**TALK**

**WITH**

# LEARN FROM THE BEST

When doing my research for this book, I interviewed inspiring leaders from all around the globe about their vision, strategy and experience with change. I have worked with nearly all of them over the past years and was impressed by how they were able to lead and win in the dynamic, international business arena.

The objective of this book is to share with you how these individuals, in a very authentic way, used their personal leadership to create an engaging climate geared to winning. All of them stressed the importance of having a healthy, inspiring and energetic company culture. What do they see as crucial, and how do they generate success?



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BE FORGIVEN P.10**

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*Martin Boehm Former Dean IE Business School  
and Rector EBS University*

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DON'T MANAGE LEADERS P.44**

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*Jordy Kool Entrepreneur & Investor in  
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*Sumeet Mathur MD FrieslandCampina  
Middle East in the UAE*

**LEADING BY CREATING VALUE P.66**

*Theo Spierings Former CEO of Fonterra in New Zealand*





A blurred crowd of people on a city street, likely during a protest or public gathering. In the foreground on the left, a person's arm is raised. The background shows a diverse group of people, some wearing face masks, walking on a paved street lined with trees and buildings. The lighting suggests it might be late afternoon or early evening.

**“This is not an  
era of change, it’s a  
change of era”**

# CONTEXT OF ORGANIZATIONS

## The VUCA world

In general, all organizations have internal and external problems to deal with. The big external challenge for all companies around the globe is that we are living in extraordinary times and in a VUCA world.

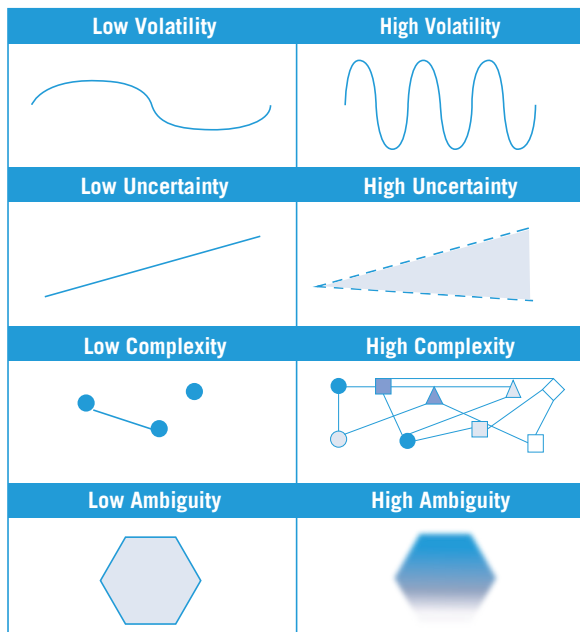
VUCA:

**Volatile:** the nature, speed, volume, magnitude and dynamics of change

**Uncertain:** issues and events are difficult to predict

**Complex:** organizations are surrounded by chaos and confounded issues

**Ambiguous:** the haziness of reality and the mixed meanings of conditions



## The three agendas

Crucial to the success of change is having three calendars in conjunction (Aristotle, *Ars Rhetorica* Oxford, March 1963)<sup>2</sup>:

1. **The rational agenda**
2. **The emotional agenda**
3. **The behavioural agenda**

**The rational agenda** represents ‘the case for change’. Why is change necessary? Where is the pain? Or where are the opportunities? What should we change? It brings us to classic organizational issues such as mission, vision, strategy, structure, system, operations, markets and customers.

Why are we here, how do we play and what are we going to do? Generating success is about clarity on Simon Sinek’s why, how and what. These three components need to be clear and consistent:

### ***Why are we here?***

Our purpose is key, engaging and important.

### ***How do we play the game?***

Our leadership manifesto is about how we lead and work together.

### ***What are we going to do?***

We will engage and involve everyone with our simple and effective plan.

**The emotional agenda** covers the heads and hearts of individual people, from top to bottom. This agenda should be given even more importance than the first. In practice, however, it's usually the other way around. To create a winning company, a winning culture or change successfully, you and all your staff need to be 100% committed. Why you do what you do, what you all stand for, what you are trying to achieve and how to make this all work: this needs to cascade down to every single person in the company.

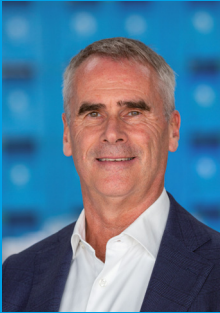
**The behavioural agenda** is about the actual change of attitude and behaviour we ask of our people and of ourselves, as their leaders. It's about the company culture and the mechanisms that align people to accomplish the organization's purpose. It's about aspiration, values, qualities, development, delegation and communication. All aspects of group processes, like roles, rules, rewards and recognition, are part of this agenda.

Let's start by diving into the rational agenda: the case for change.





**“People will embrace  
change if they see  
and understand”**



## **This book is about how to win as an organization.**

A winning culture is one of the biggest assets a company can have. Trained in 'winning' at the Royal Military Academy in the Netherlands, Erik Hiep started his career as an infantry officer during the Cold War. After the fall of the Berlin Wall, he pursued a business career and took an MBA from the University of Glasgow. As a business consultant, Erik has worked 'boots on the ground' for clients in more than 30 countries on four continents. In this book, he shares his insights and lessons learned in this ever-evolving and incredibly fast-changing business environment where vision, simplicity and leadership are the keys to success. Getting winners, instead of winers.

“When doing my research for this book, I interviewed inspiring leaders from all around the globe. I have worked with them over the past years and was impressed by how they were able to lead and win in the dynamic, international business arena.”

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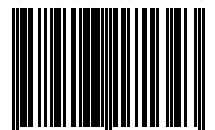
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*Former Dean of IE Business School in Spain  
Currently Rector EBS University*

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