

A photograph of an astronaut's helmet view from space. The helmet's visor reflects the Earth, showing the curvature of the planet and the International Space Station in orbit. The background is the dark void of space with a bright sun flare on the left. The astronaut's white suit and helmet are visible in the foreground.

AXVECO

Fit for the future

Building the capacity to
lead change and innovate

Alex Dowdalls, Anna Negenborn and Arjan Udding
February 2019

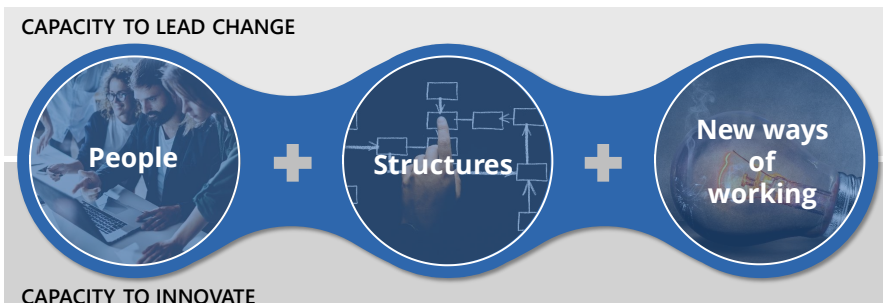
TRANSFORMATION IS THE NEW NORM

In a world of uncertainty and fundamental changes adapting to changing circumstances is a prerequisite to survive and flourish. Product cycles shorten, digital technology is all pervasive, competitors come from unexpected corners and traditionally separate domains converge.

THE MAJORITY OF TRANSFORMATIONS FAIL, HOWEVER, BECAUSE THEY FOCUS ON TECHNOLOGY AND FORGET PEOPLE.

THE SECRET TO SUCCESSFUL TRANSFORMATION LIES IN A HUMAN CENTRED APPROACH ALIGNING THREE ELEMENTS

People with the capability to lead change must find the courage to transcend the status quo. They thrive in organisational **structures** with **new ways of working** to achieve **sustainable innovation**.



Real change starts with individuals who have the capacity and drive to embrace uncertainty and lead change

Adapting to changing circumstances is a prerequisite for sustainable success

Our societies and business environments are changing in fundamental ways.

Regulatory pressure is increasing and there is an increased need for trust.

Technology is transforming the workplace as processes and interactions become digitised and automated.

New business models and new ways of working emerge.

Dominant organisational structures and business models increasingly surpassed by new agile structures.

Organisations are being forced to innovate and execute at the same time.

Organisations need to build capabilities and adopt new ways of working.

Unrelenting, ever shifting and ever growing demands on employees.

People are constantly being asked to step up, reach further, move faster and adapt to change.

Compositions of jobs and the required skills are shifting.



As companies respond and transform, we see several key developments

PROFIT

RIGID BOUNDARIES AND HIERARCHICAL
PYRAMIDS

PREDICT AND PLAN

RULES, CONTROL AND SECRECY

JOB DESCRIPTIONS

AUTOMATION

DATA AND ANALYTICS



PURPOSE AND VALUES

FACILITATOR OF ECOSYSTEMS AND
NETWORKS OF TEAMS

EXPERIMENT AND ADAPT

FREEDOM, TRUST AND TRANSPARENCY

TALENTS AND MASTERY

TECHNOLOGY ENABLED BUSINESS MODELS

MACHINE LEARNING AND AI

Source: AXVECO research and adapted from Corporate Rebels

75% of all transformations fail, however, as the importance of people is often neglected

Most organisations pay far more attention to strategy and execution than they do to what their people are feeling and thinking when they are asked to change.

Transformations are typically built around new structural elements, including policies, processes and technology. Some companies also focus on behaviours — developing new skills and capabilities.

What most organisations typically overlook are the fears and insecurities in the face of change that keep us locked into behaviours, even when we are rationally aware this is so.

This is where resistance tends to arise — cognitively, in the form of fixed beliefs, deeply-held assumptions and blind spots; and emotionally, in the form of the natural fear and insecurity that change engenders. Resistance, especially when it is passive, invisible, and unconscious, can derail even the best, well-designed, well-intended strategy.



Sources: BCG – Transformation: the imperative to change and McKinsey – Quarterly Transformation Executive Survey

Companies will need a strategy that can translate into concrete interventions – addressing the following key questions:

How do we overcome the fear of change and embrace uncertainties?

What can we do to become less engulfed by the issues of the day and see the bigger picture?

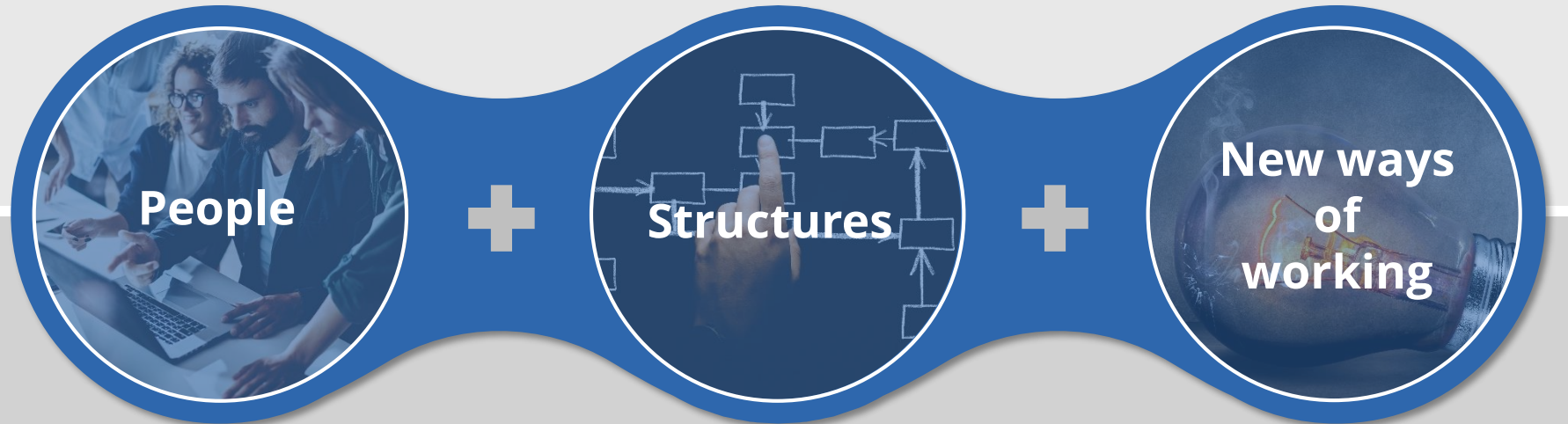
How do we build the capacity in our teams to adapt, innovate and lead change?

How do we develop the right attitude, knowledge and skills that will help us to be relevant, now and in the future?

How do we transform our organisation to achieve outstanding performance and long-term sustainable success?

The secret to successful transformations lies in a human centred approach aligning three elements

CAPACITY TO LEAD CHANGE



CAPACITY TO INNOVATE

MINDSET, MOTIVATION AND ABILITIES

Do we have the right people in our team(s) with the intrinsic motivation, skills and capabilities – with organisational impact now and prepared for the future?

GOVERNANCE AND ORGANISATION

Do the way we organise ourselves and how we make decisions stimulate the right behaviours and harness the full potential of our people?

CLIENT CENTRICITY, AGILITY AND INNOVATION

Do the ways we work and explore the incremental and disruptive opportunities help us to achieve sustainable performance improvements?

5 steps

Transform your organisation

The speed and duration of going through these steps may vary. Skipping one or more of the steps, however, may have a negative impact on the outcome or increase the time needed for the change.

1

ENVISION



BUILD CASE FOR CHANGE AND COMMUNICATE ASPIRATIONAL VISION

CASE FOR CHANGE

ASPIRATIONAL VISION

CALL TO ACT

2

IGNITE



BREAKING DOWN LIMITING THINKING BASED ON STATUS QUO

MINDSET

INSPIRATION

INTRINSIC MOTIVATION

3

LEARN



DEVELOP CAPABILITIES AND CAPACITY TO LEAD AND INNOVATE

FUNDAMENTALS

KNOWLEDGE/ APPLICATION

BEHAVIOURS

4

ALIGN



ORGANISE FOR CONTINUOUS LEARNING AND SUSTAINABLE INNOVATION

GOVERNANCE

ORGANISATION

NEW WAYS OF WORKING

5

TRANSFORM



INNOVATE AND TRANSFORM THE ORGANISATION

DREAM

BUILD AND EXPERIMENT

SCALE UP

We are AXVECO

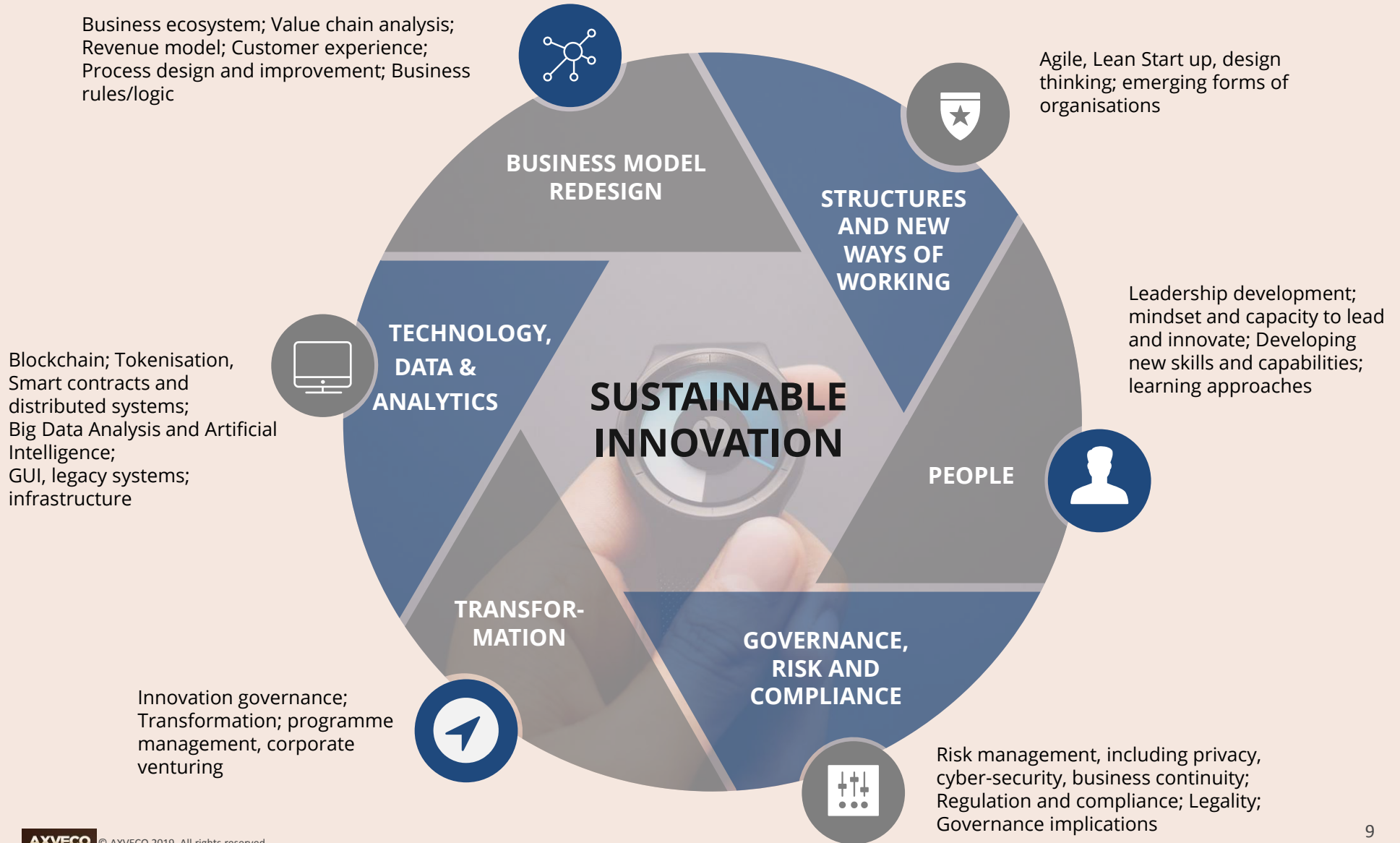
We help our clients to realise sustainable innovation – both creating and protecting value.

We do this through guiding the adoption of new technologies together with the development of the requisite skills and structures to leverage these technologies. This makes an organisation “Fit for the future”.

We started in 2010 and our team of 9 employees and 20 associates is based in Amsterdam, The Netherlands. We are authentic, independent and have our own point of view.



Skills we bring to the table



Our team



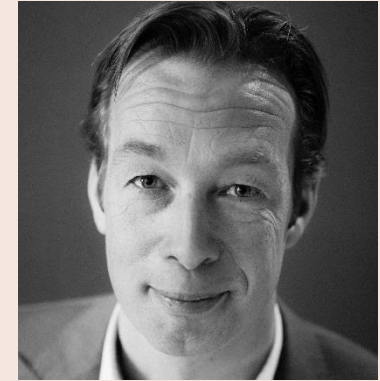
ALEX DOWDALLS



ARJAN UDDING



OLIVIER RIKKEN



VICTOR VAN DER HULST



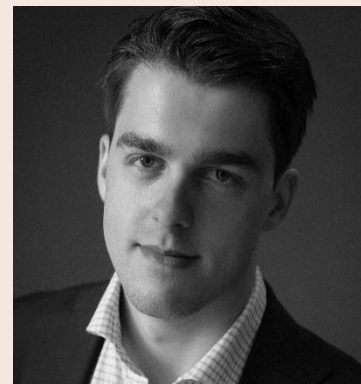
KIM SCHNEIDER



ANNA NEGENBORN



RINKE HENDRIKSEN



ROBIN TIELEMANS



CINDY VAN DER TOP

Example profiles of our people

ALEX DOWDALLS

Alex is founder and Partner at AXVECO BV which helps organisations to create and protect value. He works extensively with financial, industrial and government institutions, on the adoption of digital technologies including blockchain and smart contracts, artificial intelligence and the transition to new business models including governance, risk and compliance.

Alex appears frequently as a platform speaker at industry events and education seminars. He works with academic institutions and is actively involved in innovation platforms on the subject of venturing, AI and blockchain and established and leads the Dutch Association for Business and Operational Risk (DABOR.org).



ARJAN UDDING

Arjan has 20 years of management consulting experience including leading large change and performance improvement programmes within operations, risk and compliance departments of financial institutions.

He helps people and organisations anticipate the future by helping them in identifying and taking the right steps to develop and realise their vision. In doing so, he helps his clients with the adoption of digital technologies, transition to new business models and embedding of governance, risk and compliance.

He believes in the power of imagination, determination, collaboration and integrity and that this leads to sustainable progress.



OLIVIER RIKKEN

14+ years of working experience within various industries in the area of organisational and process improvement and innovation.

Olivier is an international Blockchain expert. He is a Blockchain & Smart Contract expert within the Dutch Blockchain Coalition (DBC) and chaired the Blockchain Smart Contracts/Legal Programming working group and now co-responsible for the Human Capital Agenda.

He wrote multiple books/reports on blockchain in general, the legal side and governance implications of blockchain and the implications on business and or industry models of blockchain.



ANNA NEGENBORN

Anna has a track record in leading and coaching teams ranging from actuaries to software developers within the Financial Services industry.

She has hands-on experience with implementing new ways of working and organising into existing organisations, thereby transforming them to adapt to changing business environments.

She believes that change starts with people and that people, therefore, are the most important assets for an organisation. She helps them to feel confident to change and become leaders themselves.

We work with leading transformation specialists in our ecosystem



PETER CLAUSMAN

Peter has both a background in strategy & innovation within a financial institution and organisational and psychological change. In the financial sector, he experienced the pressure of the status quo, and inertia of organisational change. In 2013 he was awarded 'young sustainable leader' for his initiatives.

He is the founder of School of Mavericks and studies dynamics of influence between the individual and the organization. He trains professionals to help them seeing that change starts with the individual and teaches them how they can build the capacity to break free from the status quo, create momentum and lead change effectively.



BERT OMLO

Bert is an experienced learning & development professional with many years of experience in the Financial Services industry.

His track record lies within HRM, commerce, risk management and program- and project management. He adds tangible value to his clients' businesses by designing and building effective learning programs with a strong business focus.

Because of his solid footprint in the business, he speaks the language of the customer and is able to translate change and development questions into solutions that works.

Sustainable innovation

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