

# Guest Lecture Report

By Vahid Minaei, Karlijn Hoyer, Nor Rasyidah Anum bt. Hj. Mohamed Rasul, Wei Sainan and Zhou Yidong

## Wim Hoyer, Curriculum Vitae

Wim Hoyer has a master degree in Metallurgy at the Delft University of technology with a thesis on physical chemical metallurgy He has 25 years' experience in the international automotive and electronic supply industry as operations manager, technology manager, quality manager and (statutory) director in the Netherlands and abroad (Malaysia). Since 2000 he is an independent management consultant, interim manager and trainer/coach. His specialties are: General management, Performance management & balanced scorecard, business simulation, lean management, process management, change management and quality management. Plonie Bakker joined Interaction Interim in 2008.



## Interaction Interim: Results in improvement

Interaction Interim (IAI, <http://www.interactioninterim.nl/>) is a small management consultancy firm that cooperates with partners from an elaborate and versatile network. He approaches problems from the triangle: structure - culture - leadership: What do we want to achieve; how are we going to organize this; what is our drive and motivation, how do we develop talents? In case of improvement-programmes, he investigates what actually motivates people in order to affiliate to those motivations. He often uses management-games as tools. IAI can be approached effectiveness and efficiency projects, temporarily replacement of management, implementation of changes, implementation of improvements, cost reduction projects , realization of projects, quality management, process Management and lean management/manufacturing. Besides that, IAI provides customized workshops and training sessions, which can be followed by coaching.

## **Guest lecture: Doing Business in the Netherlands: An Entrepreneur's Perspective**

Wim Hoyer's guest lecture at the University of Malaya on Friday 8<sup>th</sup> of April was titled "Doing business in the Netherlands: an entrepreneur's perspective" and was structured as follows: introduction, about entrepreneurship, do's and don'ts and conclusion.

He started by explaining his background in the industry life on the (safe) payroll of a company (e.g. in the electronics and automotive industry) in both Malaysia and the Netherlands. Here he emphasized on the differences between business in Malaysia and the Netherlands. He illustrated this with an interesting car example: In Malaysia the boss of the company should drive the best car because people want to be able to say 'that is the car of my boss and my company is doing well'. In the Netherlands people are likely to respond differently 'the boss has a new car. So, since the company can afford it, what's in it for me'.

He continues his lecture with explaining the issues and questions involved with starting your own company and writing a business plan (e.g. what are the opportunities, where to settle, who can help me etc.). He especially emphasises on the importance of knowing yourself. His own profile dynamics analysis (based on the values of Graves) shows a lot of red, orange and yellow. Red stands for decisiveness, strength, leadership and speed, orange stands for focused to achieve goals and yellow stands for freedom, creativity and innovation. Interestingly, the characteristics shown in his profile correspond to the characteristics often associated with entrepreneurs.

After telling us about his own business (consultancy, personal coaching and management training), he explained the structure of his own business problem and how he would like to see it in the future. He explains the importance of networking for his (and perhaps also for many others) business and the spreading of your business amongst more customers, whilst showing a graph on his growth in sales over the last ten years. He explained that he could survive the financial crisis with only a small loss in profit due to the small size of his business and the spreading of his services among many clients both in the industry and the government section.

The model that he applies to analyse his clients consists out of three interlinked building blocks, namely: leadership, structure and culture. Whilst talking about leadership, he explains four styles of leadership (applicable to different situations, Hersey & Blanchard): the University of Malaya, Kuala Lumpur

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commander, the coach, the supporter and self-organisation. He uses the 7 S McKinsey framework to explain structure: all S must be in harmony (shared values, structure, systems, style, staff, skills and strategy). For culture, he explained Quinn's theory on organizational culture (e.g. clan, hierarchy, market or adhocracy). He emphasizes on the important on knowing the values and opinions, driving factors, qualities etc. (invisible) of your employees to understand and analyse what they do (visible). The Profile Dynamics test (based on Grave's theory) is a way to analyse this. Mr Hoyer uses business simulations games (as Bridge-it, Ease-it and Simagine) as an intervention tool to help his customers achieve their goals.

After 10 years of experience the most important do's for an entrepreneurs, according to him, include: delivering good work, giving extra's, networking, self-development, innovations etc. For him don't are simply defined as not doing the do's. He ends his presentation by stating that failure is a treasure as long as you learn from and use it in the future. Finally, he would like to emphasize that the most important thing in running your own business is having fun and enjoying every part of it.

### **What we have learned from this lecture:**

Karlijn Hoyer: Wim Hoyer originally has a very technical background (master degree in Metallurgy and experience in the electronic and automotive industry). Interestingly, he now runs his own management consultancy company. Managing your own company requires different skills than the skills acquired during a technical degree. Today, Mr Hoyer is able to teach e.g. MBA courses by self-study (as he officially does not have a background in this field) and experience. Personally, he believes that the analytical skills he developed during his science education have helped him tremendously, as he still unconsciously used this skill when analysing the structure and processes of customer companies. If you ask him if he would have expected operating in such a field 25 years ago, he would not at all have imagined this. I found this very inspiring, meaning that your (business) opportunities are much bigger than you would expect in the first place. You can do more than you think. as long as you believe in yourself and more importantly, enjoy what you are doing. Yet, this has to be combined with knowing yourself and constantly developing yourself.

Vahid Minaei: The thing I remember most from Wim Hoyer's talk is the car example he gave us at the beginning of his talk: In Malaysia the boss of the company should drive the best

car because people want to be able to say 'that is the car of my boss and my company is doing well'. In the Netherlands people are likely to respond differently 'the boss has a new care. So, since the company can effort it, what's in it for me'. I thought this was a nice way of illustrating culture differences without judging which one is best. I think this is a very important aspect to consider when opening a business, especially if it is an international business. Culture can have a great influence on the success of your business. Wim Hoyer showed as that culture can even determine your business structure, leadership style and most of the s in the 7 S Mckinsey framework. He introduced me to many new interesting and important concept, while emphasizing on the fun you can have while running your own business. Very interesting.

Nor Rasyidah Anum bt. Hj. Mohamed Rasul: The talk given by Mr. Wim Hoyer was an interesting one. He gave us a lot of useful information and it was very good. In my opinion, Mr. Wim Hoyer is a good entrepreneur and he can go further with success. Other than that, his slides were interesting and it made me more focused to his talk and make me not fall asleep. All the audiences are interested to hear from him. There are a lot of questions asked to him and it is a good and related questions. Mr. Wim Hoyer had answered all the questions that have been asked very kindly and with good examples. All students understands what he is trying to say and we get a lot of useful input to imagine what is a real life in business actually. Now, we are motivated to start up our own business in future. All the example of the real life situation that Mr. Wim Hoyer gave to us makes us feel that we also can become a good entrepreneur. Besides that, we can see and imagine how our business going to be and how to make it success. Overall, the talk is interesting and fun since Mr. Wim Hoyer sometime includes some joke in his talk. We enjoyed it.

Wei SaiNan: From Mr. Wim Hoyer's speak I have learned a lot. The most thing impress me is his strong personality. Before he was working in the electronic and automotive industry as a technical stuff in Malaysia, and now he becomes a boss who owns his own company in his own country and become to a teacher who can teach the MBA students. He already successfully to change his life into a totally different field. This told me that everyone can be an entrepreneur but you should spend enough effort to work on it and become successful. And he list out the Do's which are showing that how he do for his company and how he face the problems. That is very useful information and easily to understand since that are all explained by his experiences. He said that small is beautiful. He is not going to grow his company to a

big company, now he is happy and satisfy with it. As what he said, you must enjoy what you do, and then you can do it better. So first of all you should find what you want to do and like to do, it seems very simple question but it is very important to have a clear and powerful target.

Zhou Yidong: When Mr Wim Hoyer was discussing Mckinsey's 7 s, there was a question asked by the audience which I found very interesting. This question is about what did Mr Wim think about the level of educational of the employees. According to Mr Wim Hoyer answer, I summed up to a few points:

Higher education has come to be a necessity in most fields. Even administrative assistants and secretaries benefit from some sort of postsecondary education. Securing an education makes jobs easier to find and promotions easier to acquire. In addition to the career and financial prospects, a higher education often results in a greater level of job satisfaction for employees, assuming they have degrees in a field they enjoy. This makes career planning very important for students entering college. Higher education is expensive, so it is important to get it right the first time. First year students entering from high school should focus on a variety of subjects to give them the best chance of finding the right career path early on.

While a college degree provides great benefits for most people, there are some who choose other options for developing a career that are often just as beneficial. Those who wish to pursue careers in the creative arts can get by without a college degree if they are exceptionally creative. Writing is often a skill that can benefit a career without the need of a college education. Writers may be better served to learn something about the world immediately after high school, to develop a depth of character that will serve their craft well. This will depend on the individual.

In the end, those considering higher education must be true to themselves. It is important that each individual create their own definition for success. Whether a student chooses to attend college or not, he or she will face hard work and neither course is a guaranteed success or failure. Most of the employers which in selecting staff are not entirely fancy education, more importantly they focus on the ability of the staff.