



CHANGE

How to beat the transformation odds



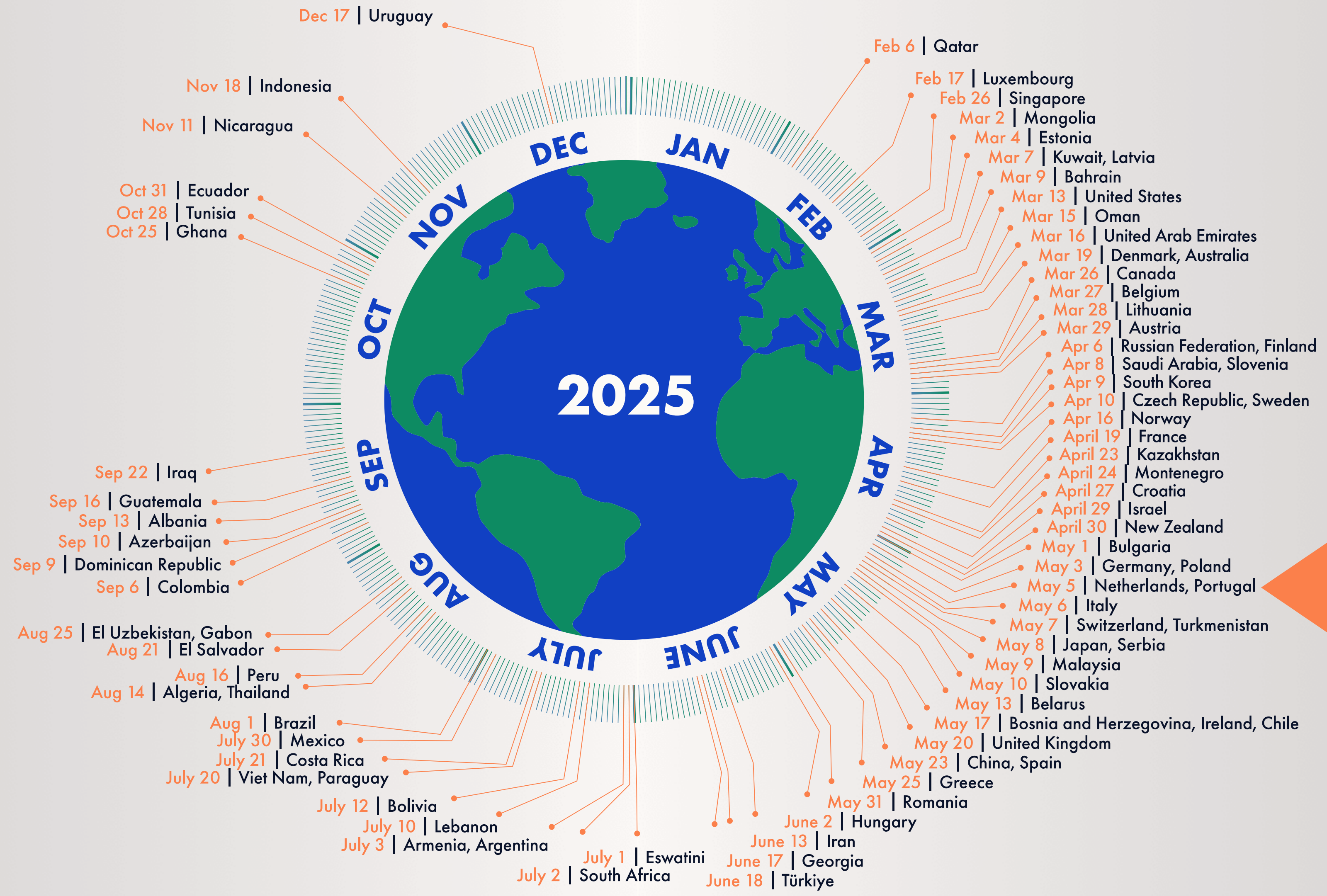


1 AUG

WORLDWIDE
EARTH
OVERSHOOT
DAY

DEFINITION

Earth Overshoot Day marks the date when humanity's demand for ecological resources and services in a given year exceeds what Earth can regenerate in that year.



COUNTRY OVERSHOOT DAYS

Source: National Footprint and Biocapacity Accounts, 2025 Edition data.footprintnetwork.org

Future of Jobs



Human-machine frontier

Proportion of tasks completed by humans vs machines

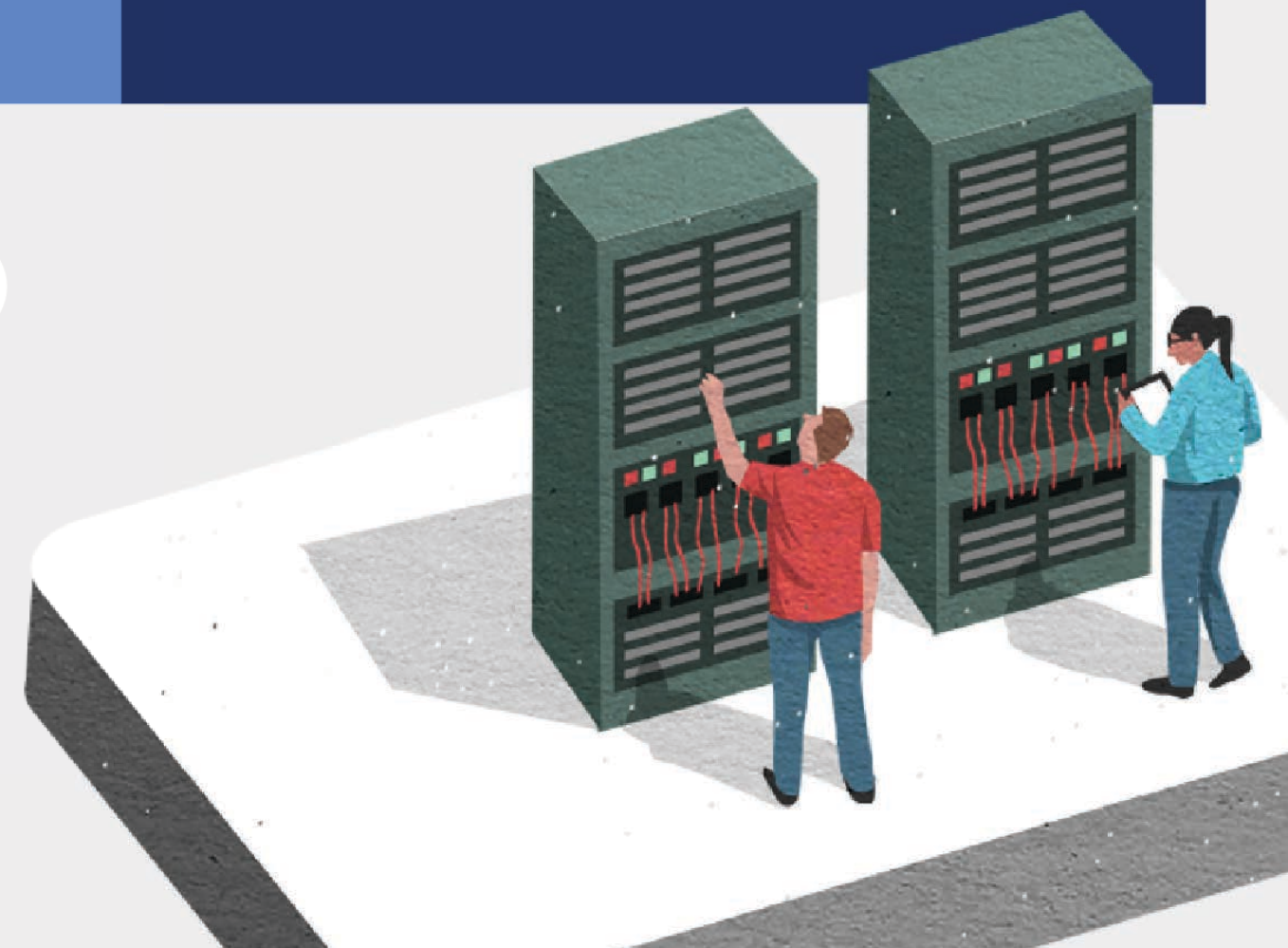
2022



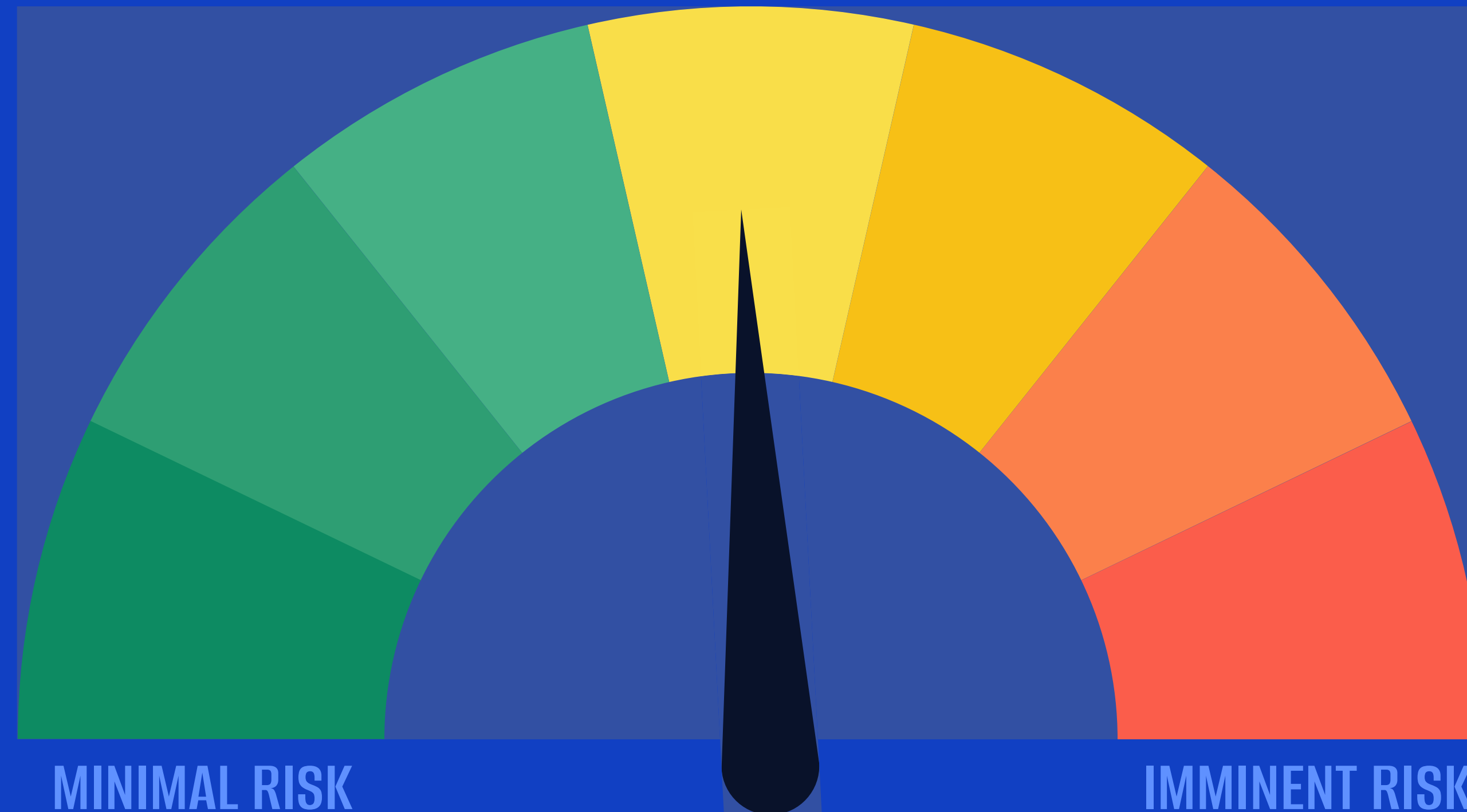
2027



Machine Human



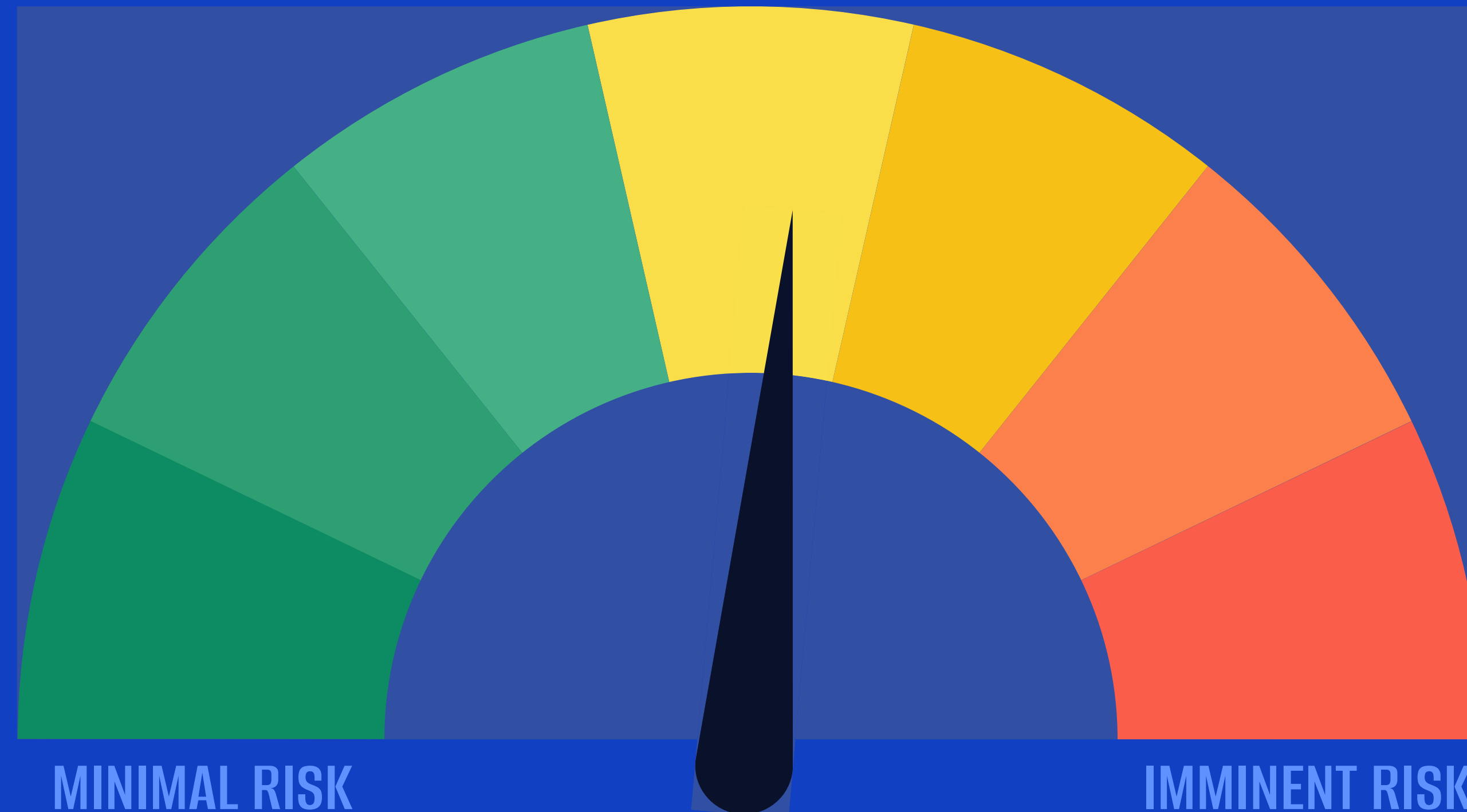
Source: World Economic Forum,
Future of Jobs Report 2023.



MINIMAL RISK

IMMINENT RISK

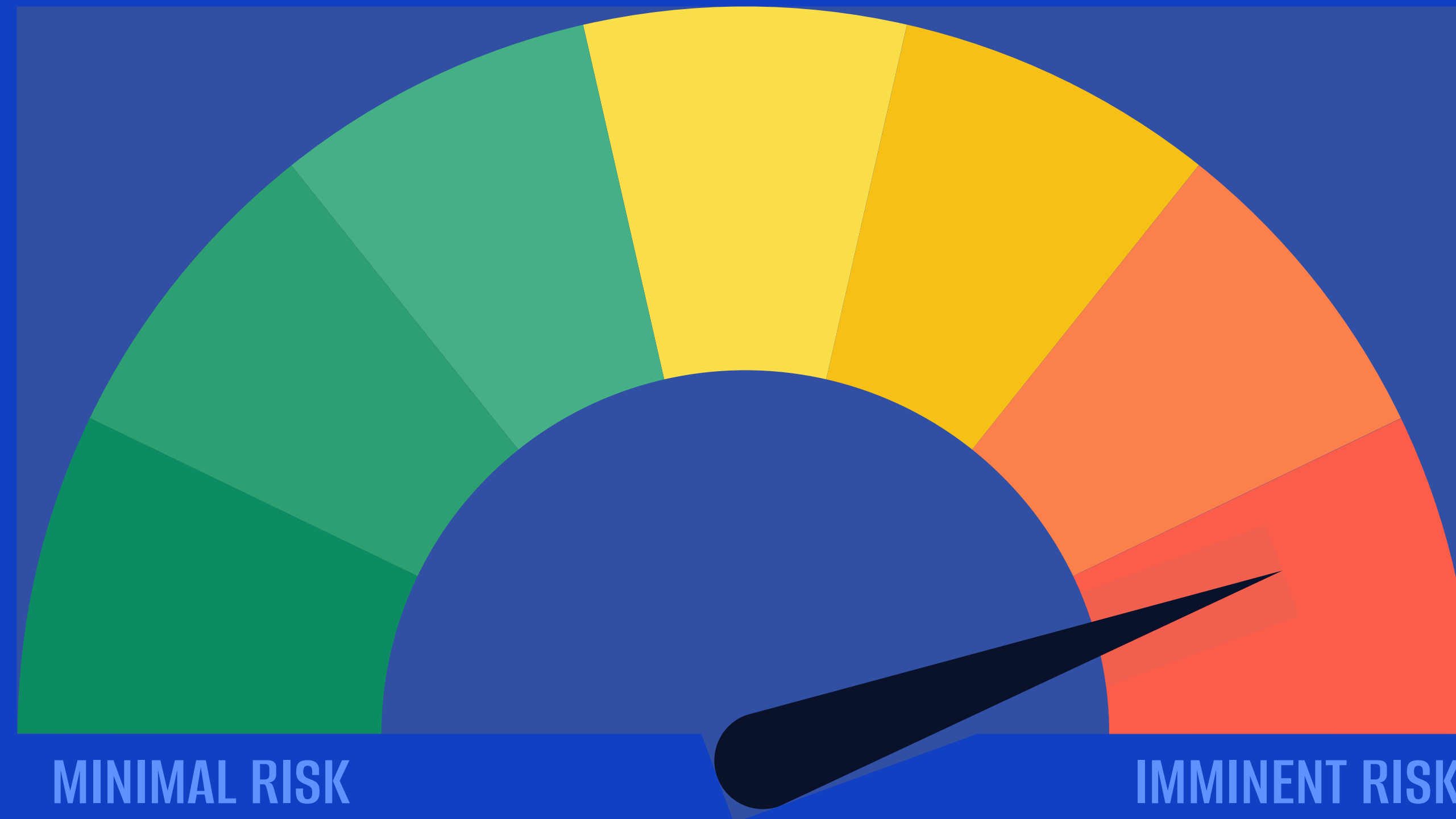
49%
METAALBEWERKER



MINIMAL RISK

IMMINENT RISK

52%
HR SPECIALIST

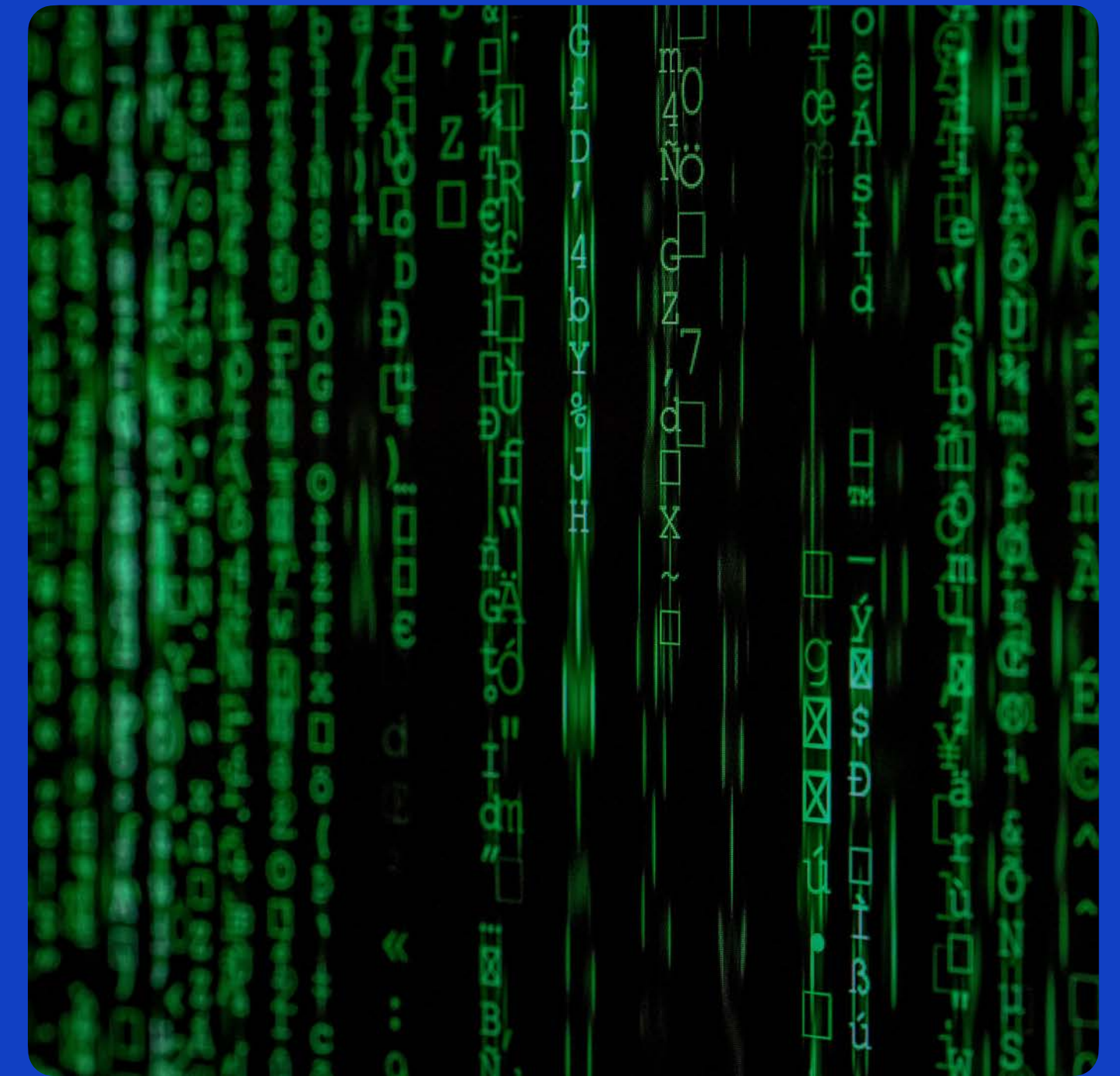


91%
FINANCIAL CLERKS



ARBEIDSMARKT

KOSTEN



DIGITALISERING



74%

of all transformations fail.

Bron: McKinsey & Company Survey: How to beat the transformation odds.



Creatures of Habit

Emotional Beings



Change?

Maybe
tomorrow...

Instant
Gratification
Junkies



CRISIS



V&D



VANMOOF



blokker.



Lifespan of organizations



1935

90 JAAR



2011

18 JAAR



2017

13 JAAR

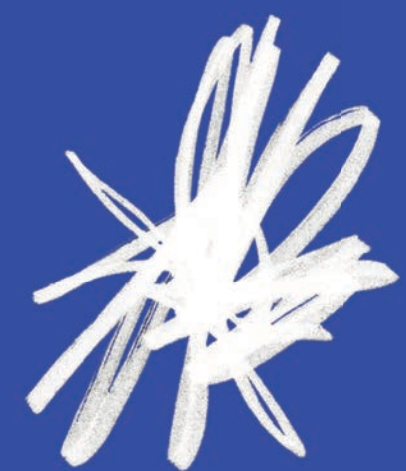
CRISIS



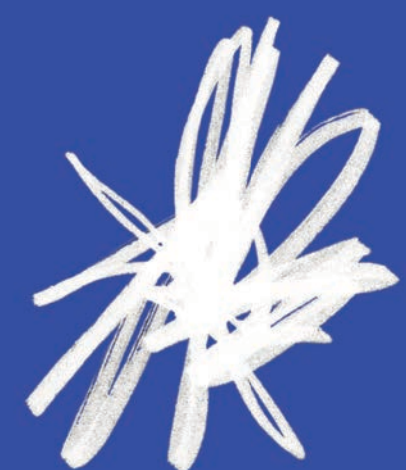
26%

of all transformations succeed.

Bron: McKinsey & Company Survey: How to beat the transformation odds.



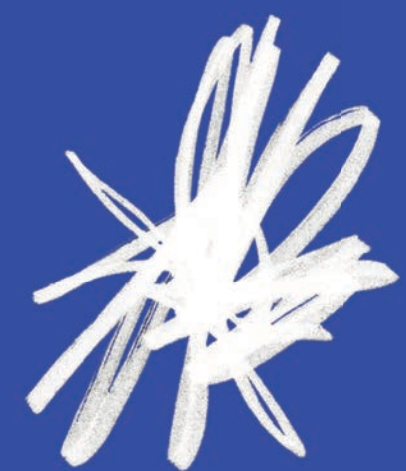
PASSION



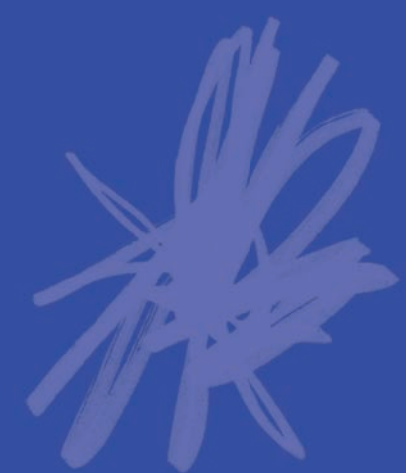
PEOPLE



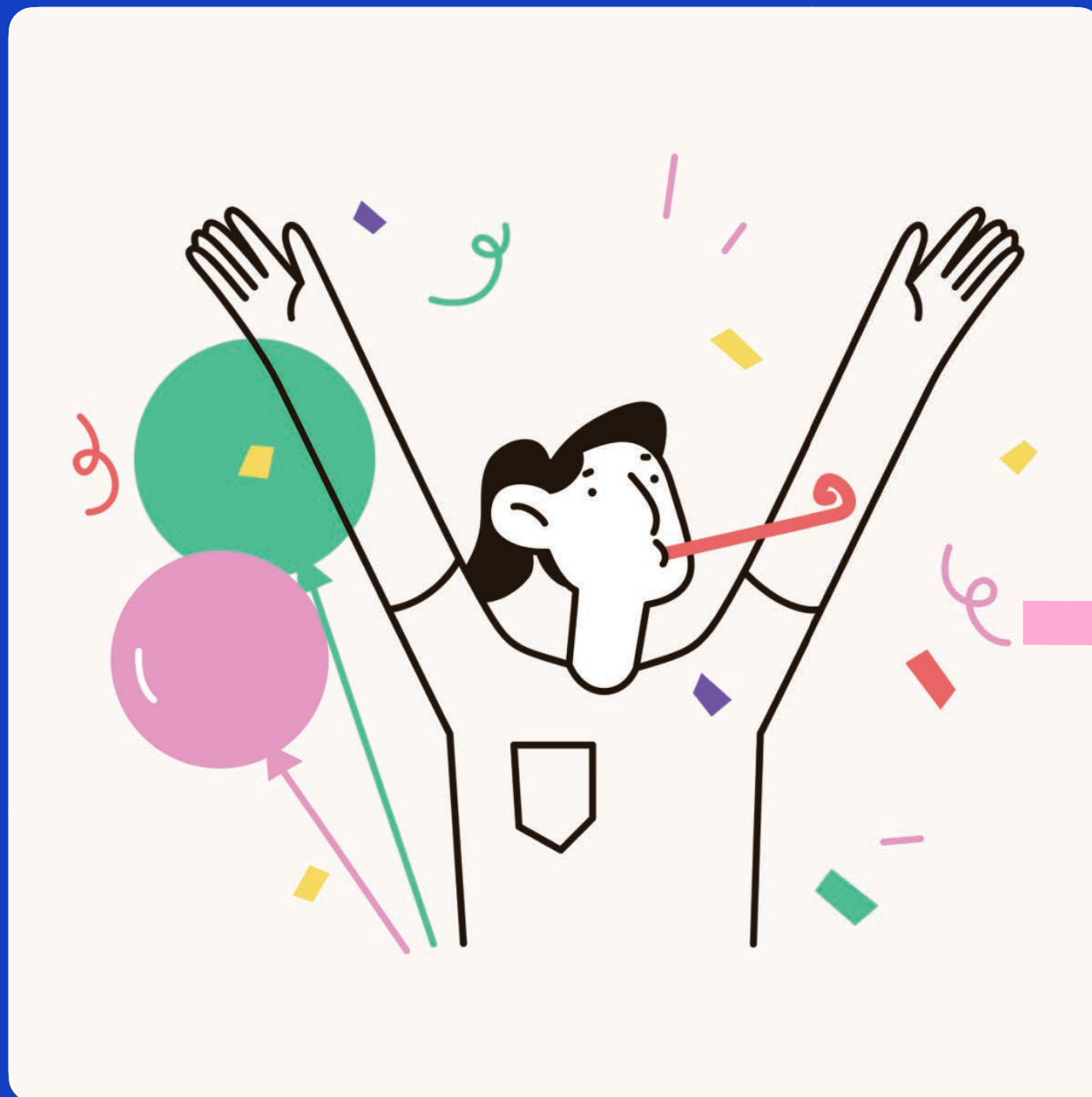
PRINCIPLES



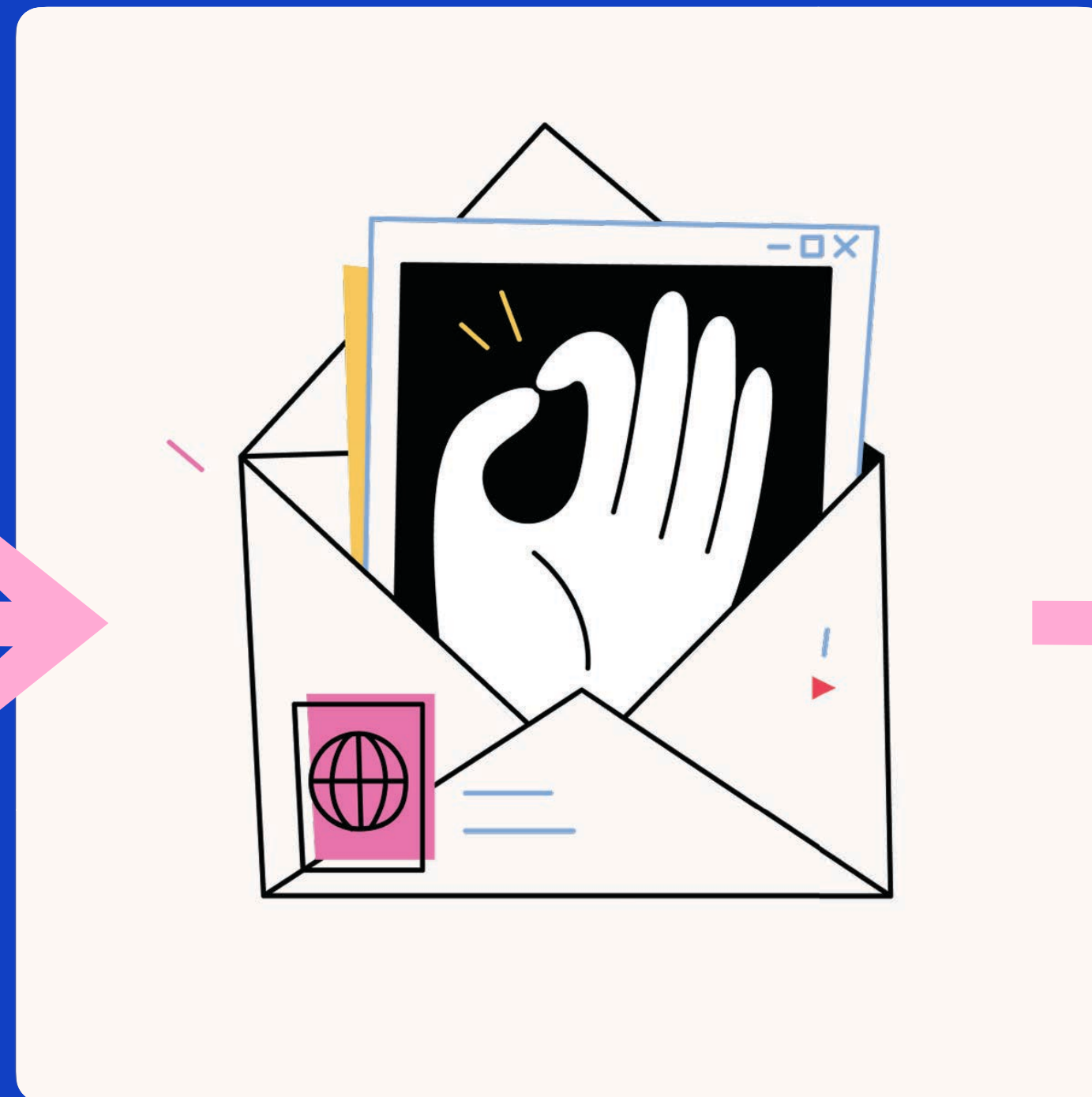
***P*PASSION**



THE PROFIT FORMULA



Passionate & engaged
professionals



Consistent superior
client satisfaction



Profit

Types of professionals



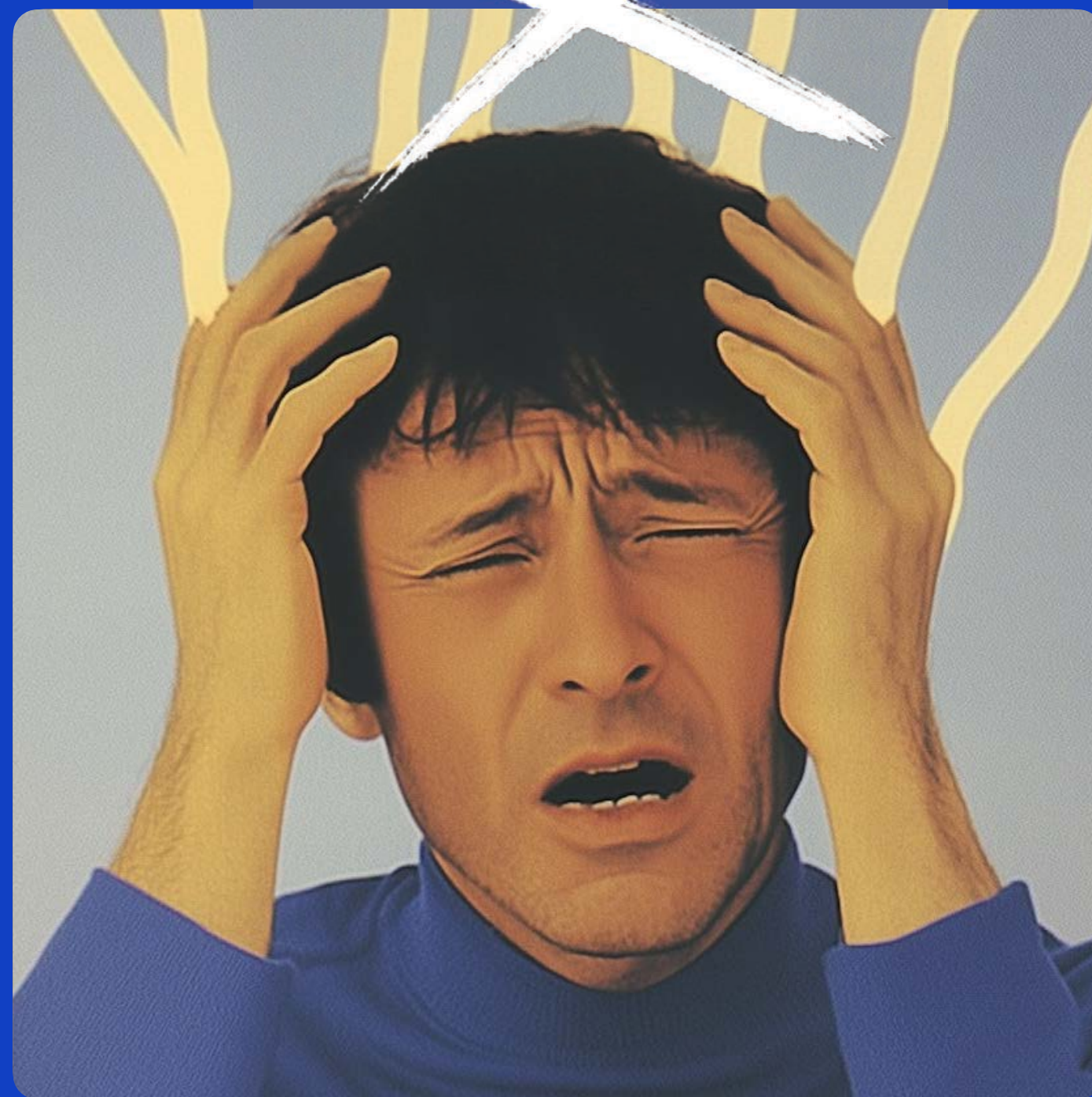
Dynamos



Cruisers



Losers



LESS SICK

***PERFORMANCES
IMPROVE***



QUALITY IMPROVES

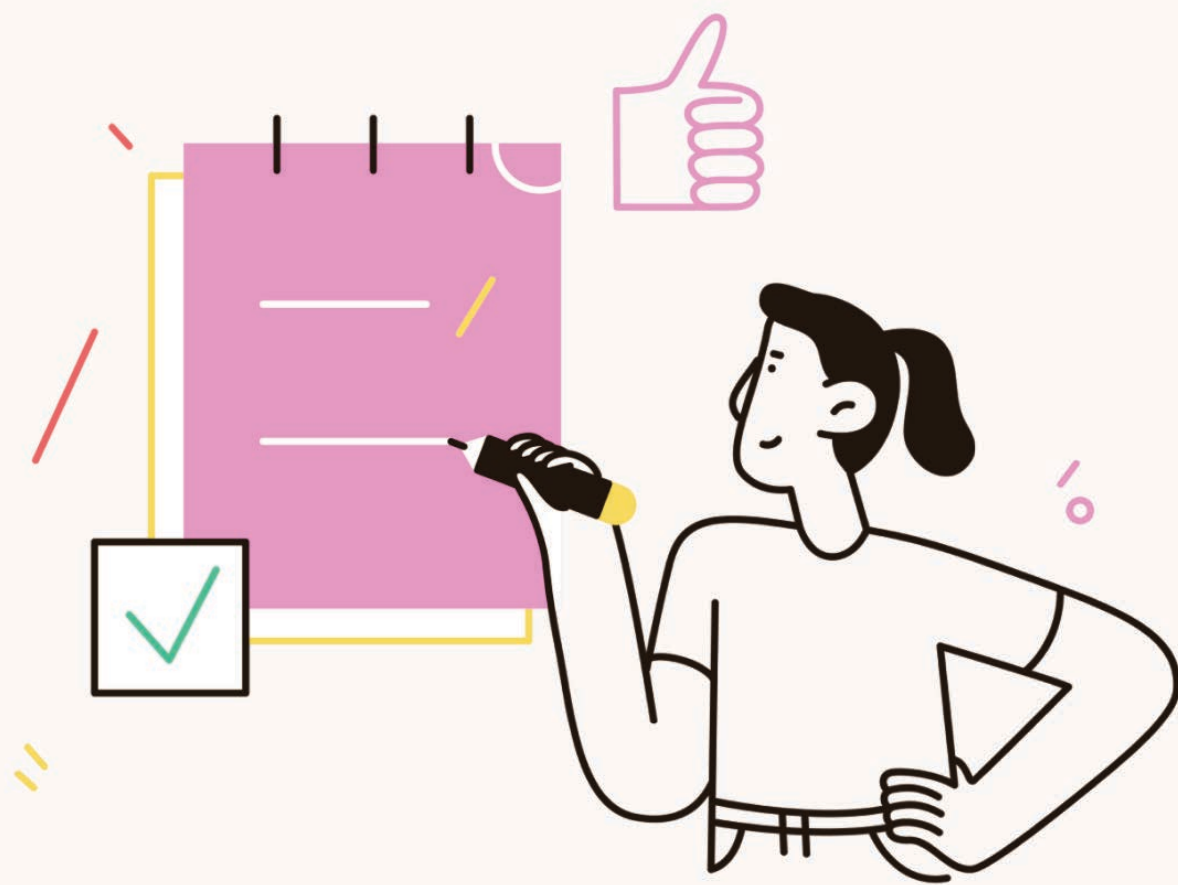


Bevlogen medewerkers zijn

34%

vaker geneigd hun organisatie
te promoten en bij anderen
aan te bevelen.

What percent of all your professionals are in these categories?



Dynamos



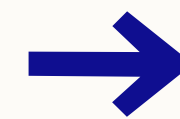
Cruisers



Losers



????????
??????



Passionate
Employees

70%

of 'Employees engagement' is dependent on the manager

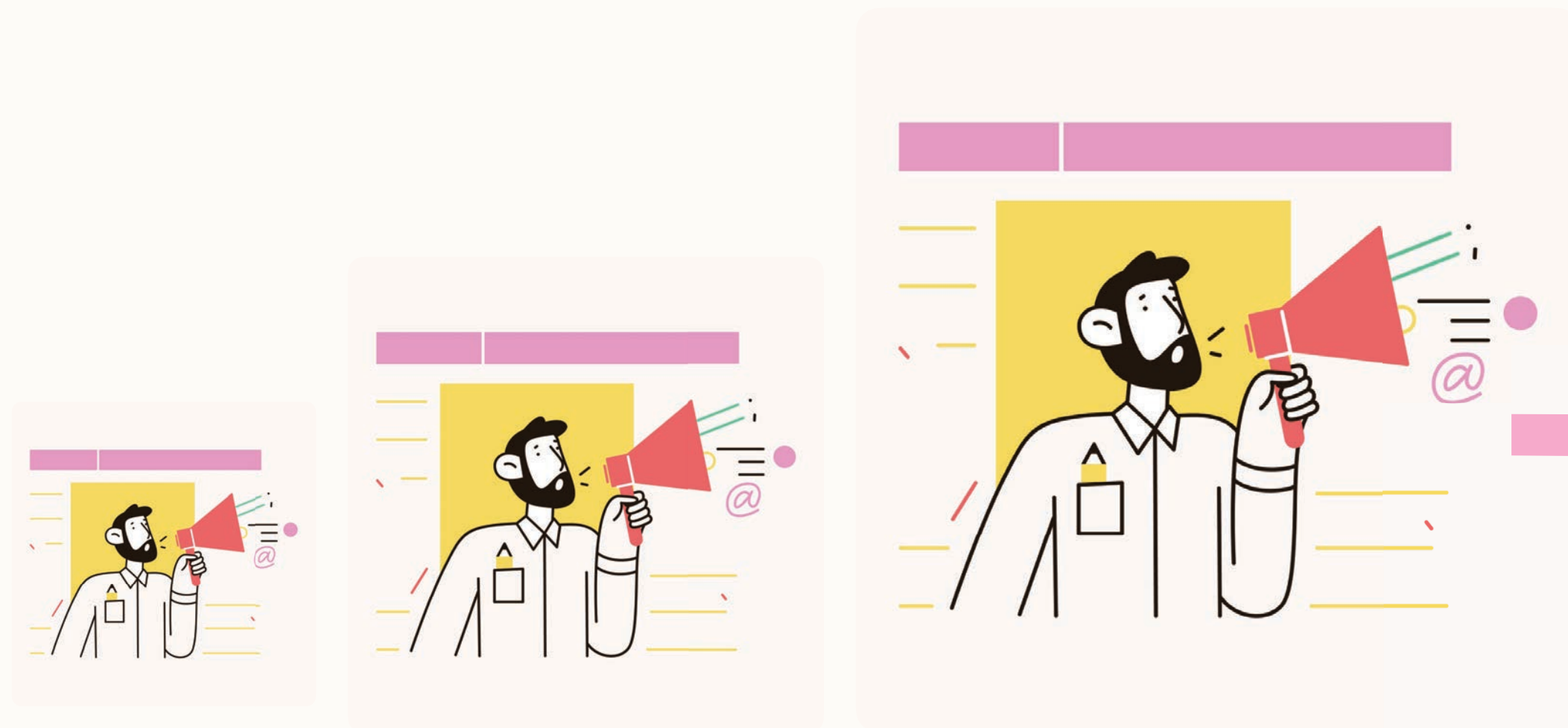
Bron: Gallup

Transformaties hebben

8.0x

meer kans van slagen in organisaties
waar leidinggevenden 'aligned' zijn

THE IMPROVEMENT FORMULA

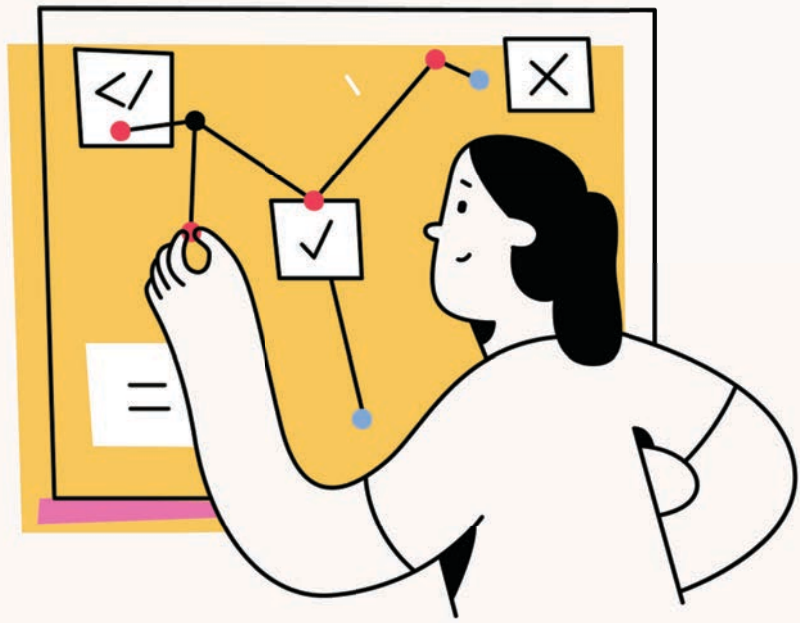


When management improves



The organization improves

PROFIT FORMULA



Energizing
Leaders



Passionate
Employees



Happy
Clients

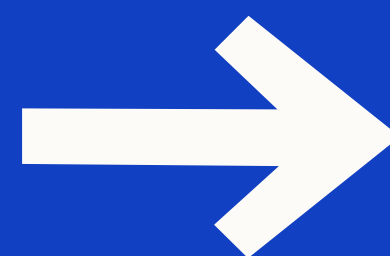
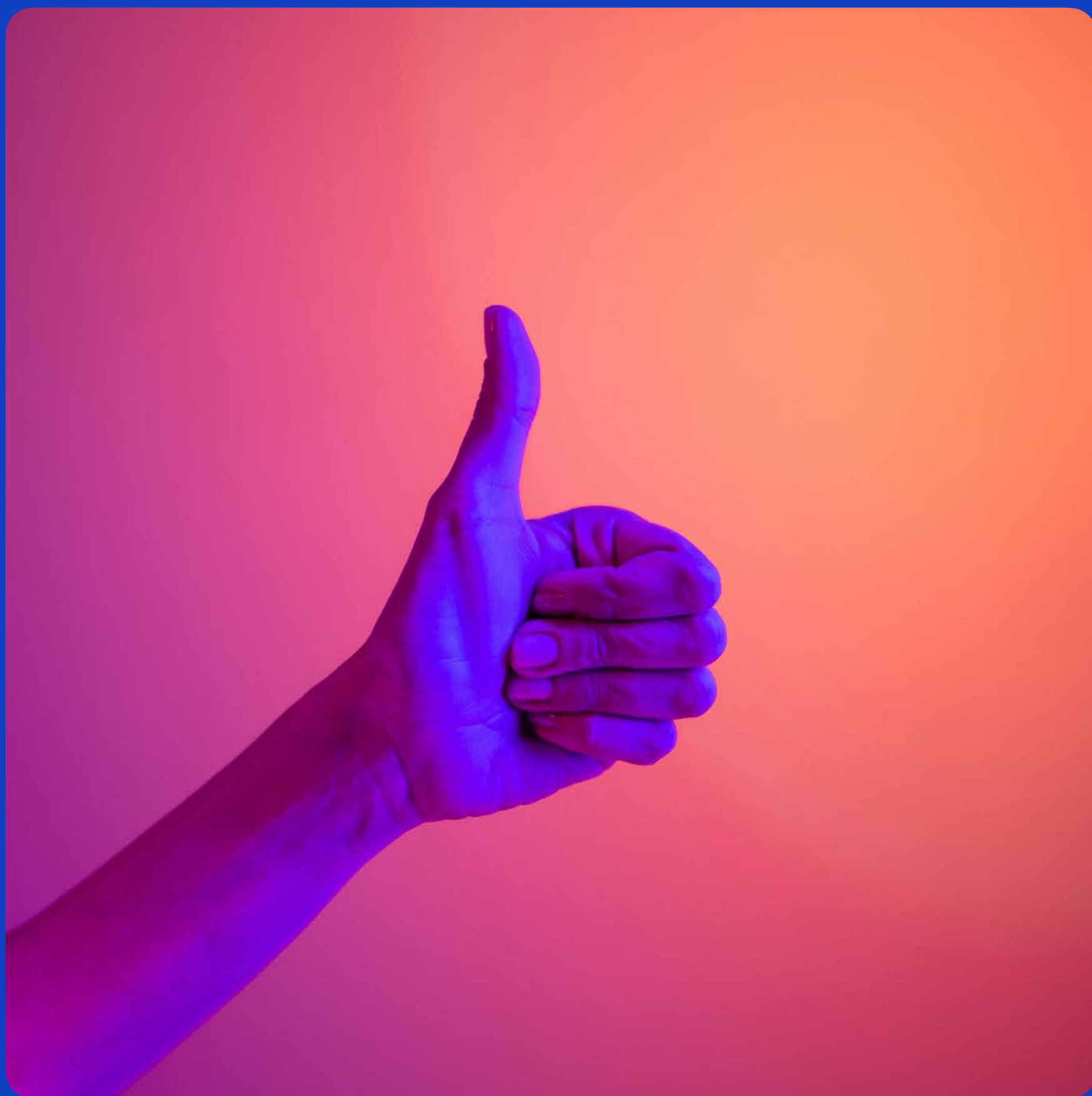


Successful
Organization

Energy

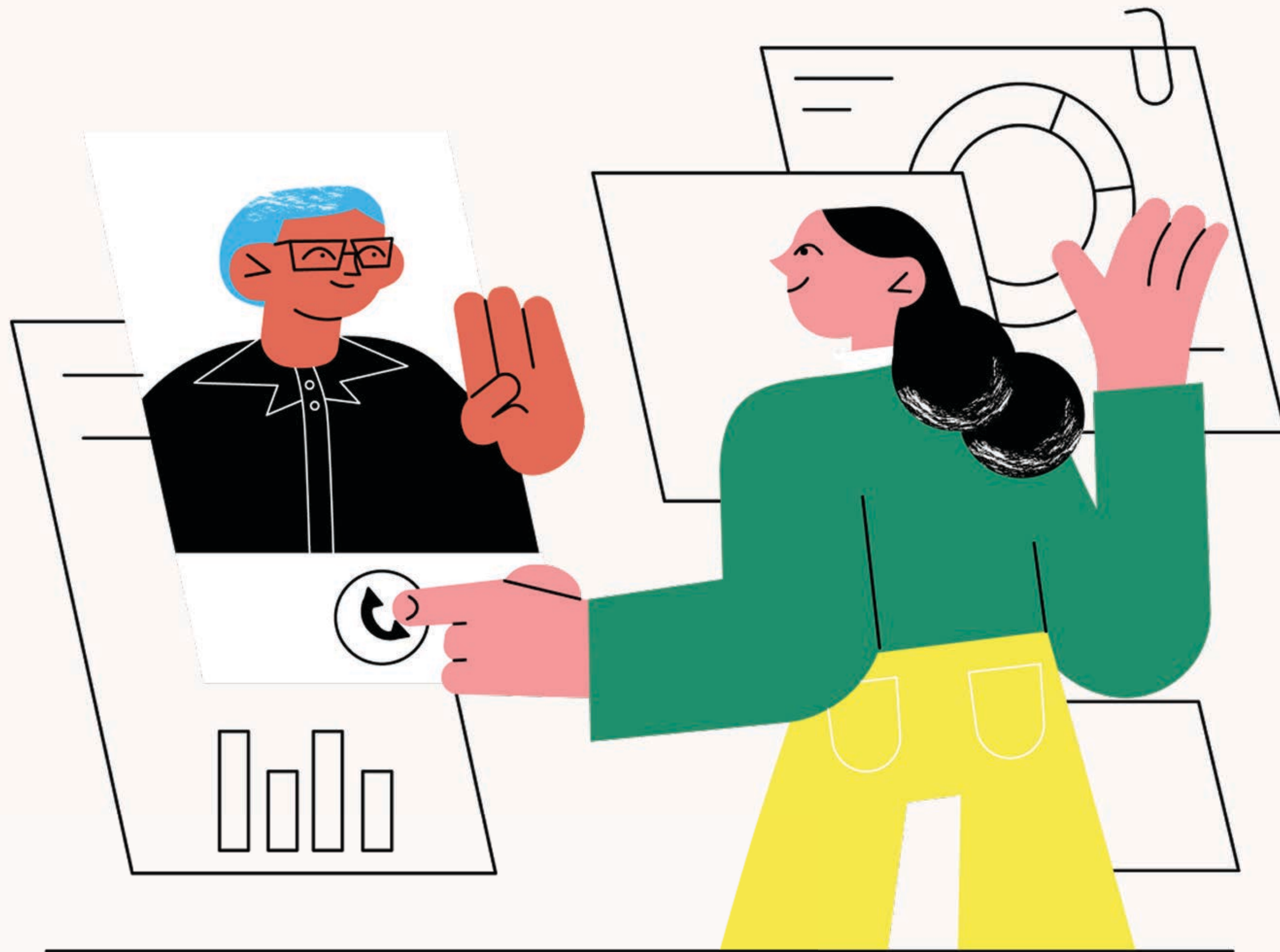
BEATS

Strategy





PEOPLE



Human relationships (at work)

Bron: David Maister, Strategy and the big fat smoker.

Earning a relationship



Bron: David Maister, Strategy and the big fat smoker.





PSYCHOLOGICAL SAFETY

“A belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and that the team is safe for interpersonal risk-taking”

PROF. AMY EDMONDSON /
HARVARD BUSINESS SCHOOL

Harvard Business School Professor

<i>ONE NIGHT STAND</i>	<i>ROMANCE</i>
Onpersoonlijk	Persoonlijk
Nep / doen alsof	Oprechte interesse
Zij	Wij
Achterdocht	Vertrouwen
Doel = zegevieren	Doel = Relatie beschermen
Bewijzen	Begrijpen
Onderhandelen	Geven & helpen
Keuren & gekeurd worden	Elkaar leren kennen



ANGELINA JOLIE

“Find that one small slice of
overlap between you and the
other.”

<i>ONE NIGHT STAND</i>	<i>ROMANCE</i>
Onpersoonlijk	Persoonlijk
Nep / doen alsof	Oprechte interesse
Zij	Wij
Achterdocht	Vertrouwen
Doel = zegevieren	Doel = Relatie beschermen
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ROMANCE OR 1-NIGHT STAND BEHAVIOUR

How much % of your time
do you spend on romance
versus 1-night stand
activities

Bron: David Maister, The Trusted Advisor.

Clarify a Group Purpose

What's (y)our deal?





We are not in the coffee business serving people,
We are in the people business serving coffee.

Howard Schultz, CEO Starbucks





Baanzoekers zijn

15X

meer geneigd om te kiezen
voor een organisatie
met een duidelijke purpose.

Source: Great Place to Work



Triodos Bank



FAIRPHONE



Earth is now
our only shareholder.



THE PURPOSE TEST

- Is it looking beyond ourselves?
- Does it create meaning and direction?
- Is it credible and livable?



De sleutel tot effectieve
branchesamenwerking
is begrijpen hoe het
voelt om een
branchegenoot te zijn.

GAME

Waarom we ons
ergeren aan
bepaalde
branchegenoten?!





HOMEWORK

- Make your own list
- Live up to your own expectations
- Ask 3 subordinates/colleagues to rate you

Celebrate your

SUCCESS

Have more fun together

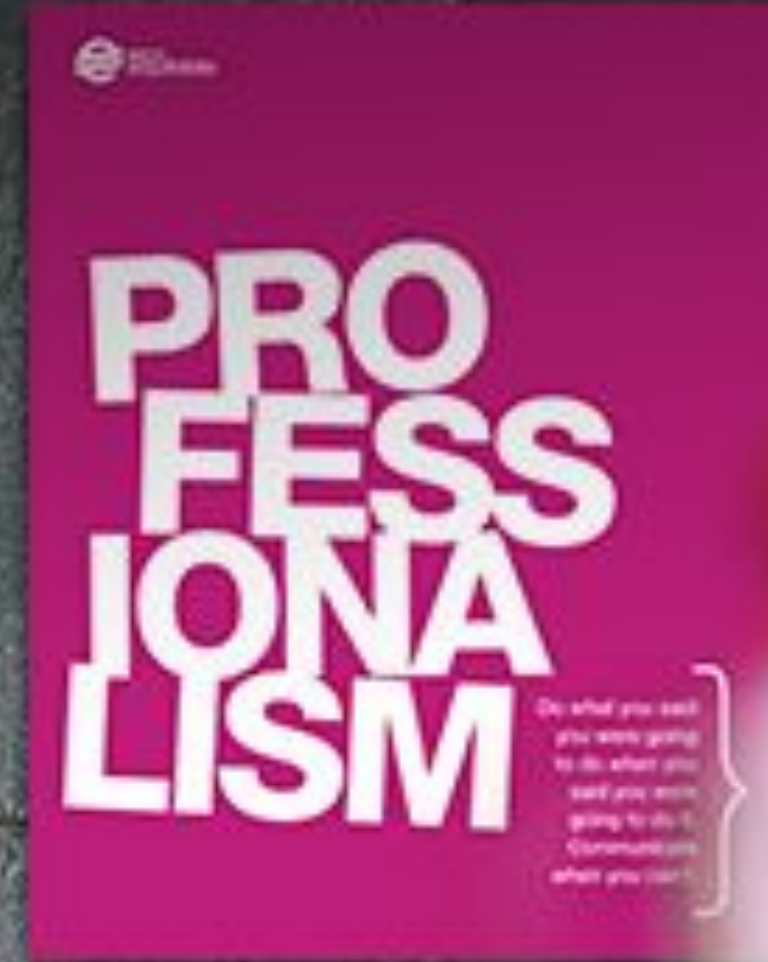
Be a

FRIEND

first



***P*RINCIPLES**



A laptop screen with a white background. In the top left corner, there is a blue logo placeholder consisting of the word "LOGO" in a bold, italicized, sans-serif font, enclosed in curly braces. In the center of the screen, the words "GREAT PLACE" and "TO WORK" are displayed in a large, bold, italicized, blue, sans-serif font, stacked on two lines.

{LOGO}

***GREAT PLACE
TO WORK***

{LOGO}

TEAM PLAYERS

{LOGO}

***CLIENT
FIRST***

{LOGO}

***CLIENT
FIRST***



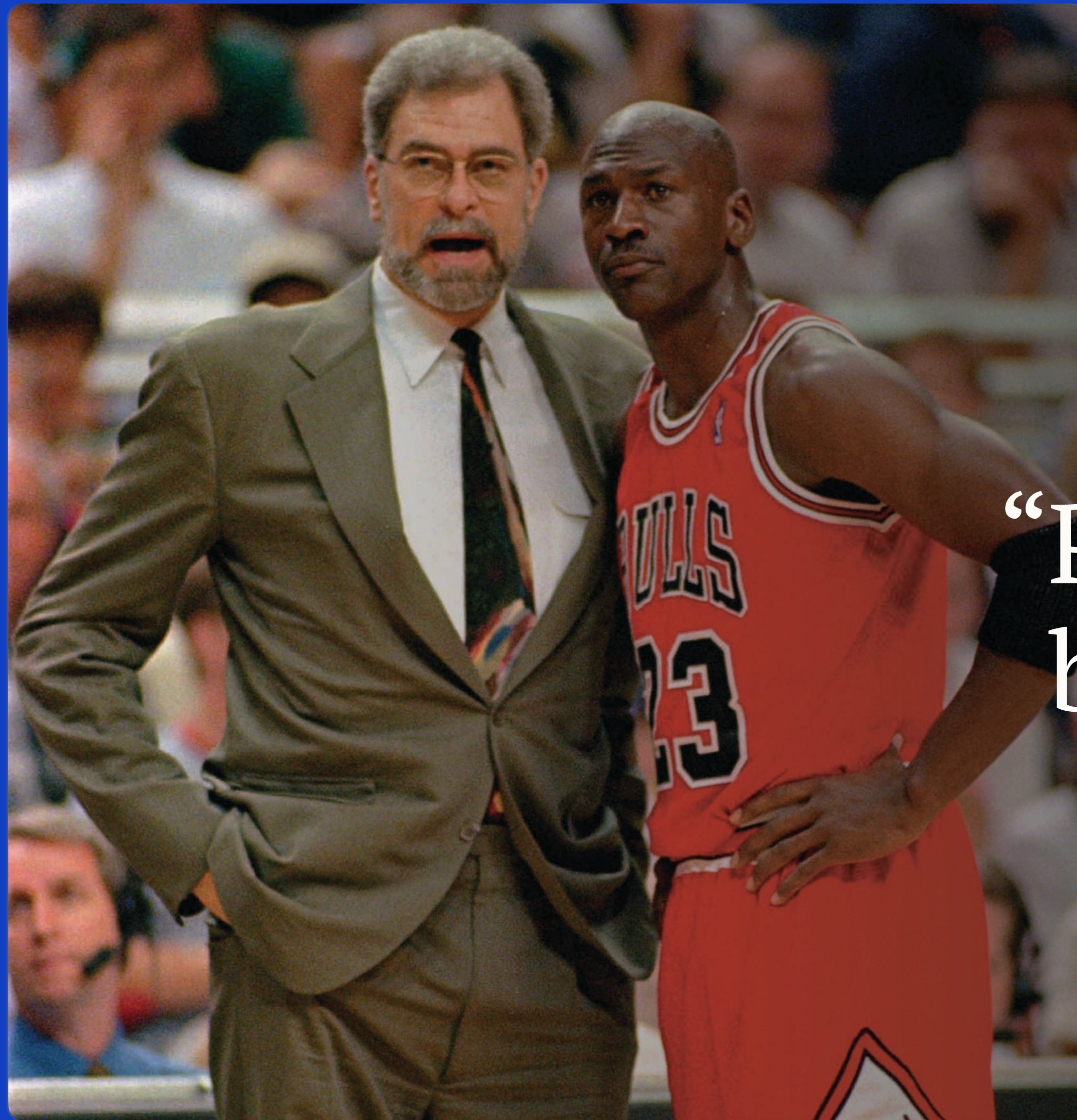




alles voor een glimlach®

cool
blue





PHIL JACKSON

FORMER CHICAGO BULLS COACH
11 TIME NBA CHAMPION AS A COACH

“Principles reduce conflict
because it depersonalizes
criticism.”

Values Standards Principles



Values are
NOW
negotiables

What do you believe in enough to be...

***INTOLERANT
ABOUT?***

INNOVATIE

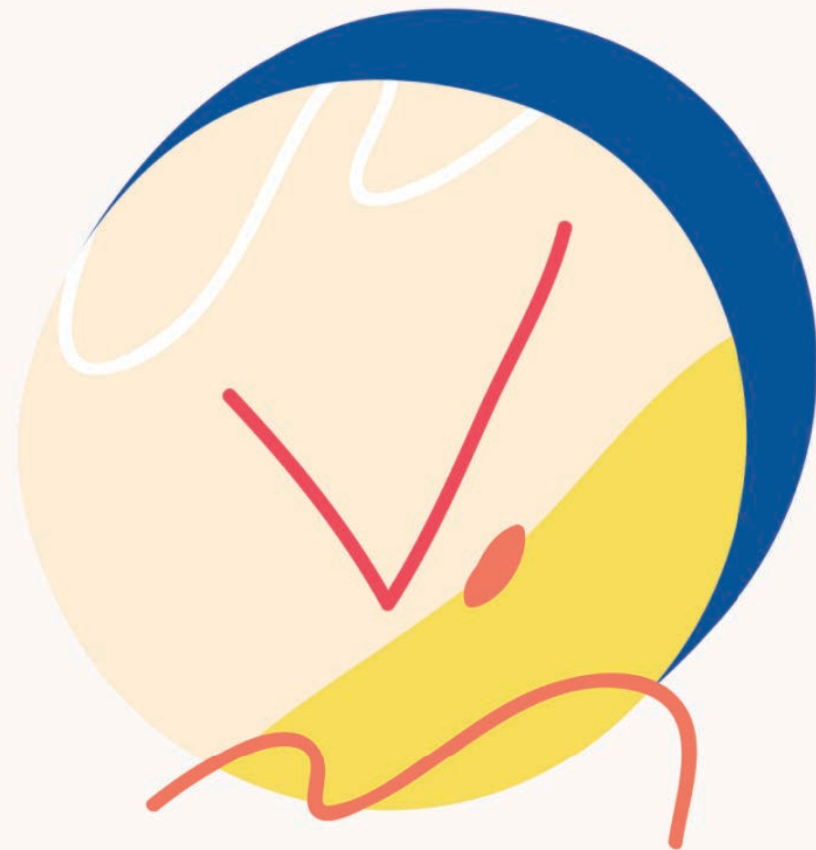
***OUTSIDE THE
BOX***



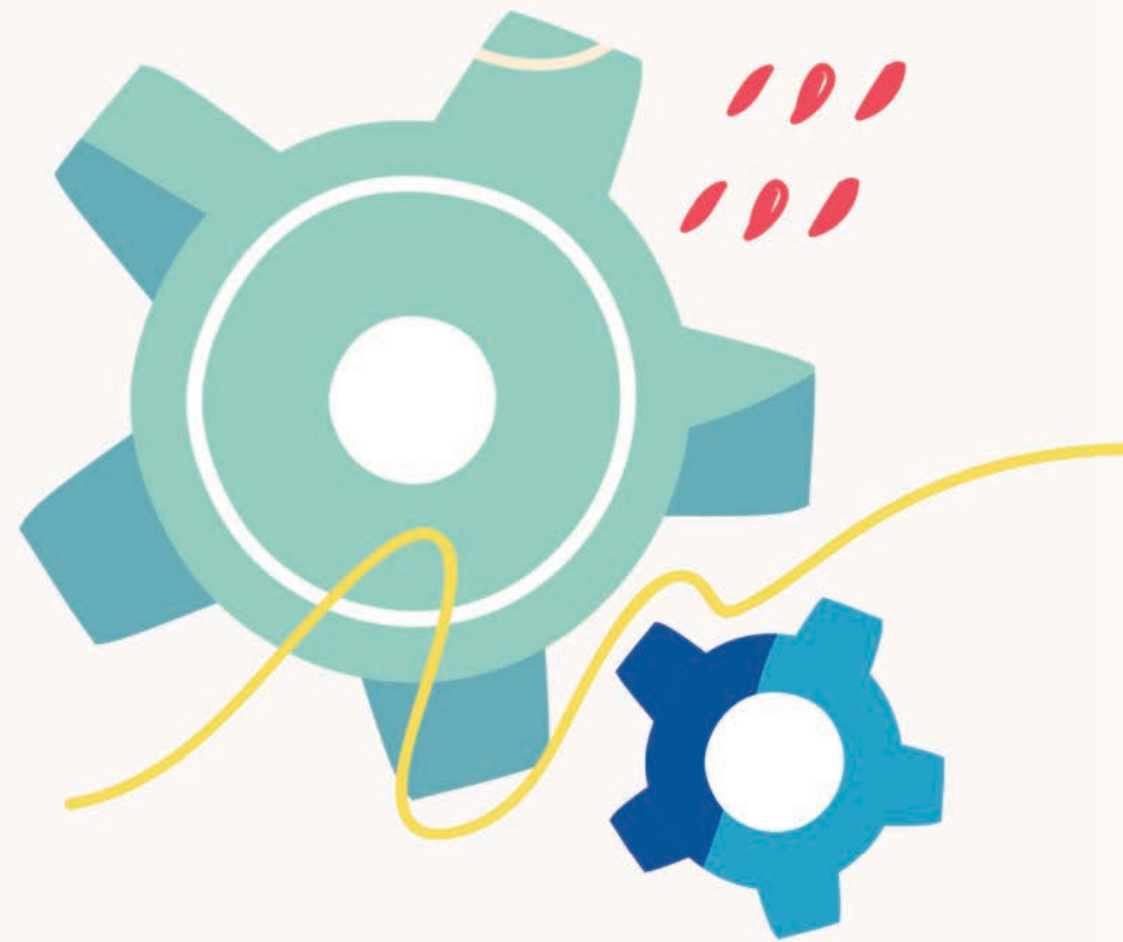
CREATIVITEIT

SAMEN

Change your scorecard



Values



Sync



Scorecard

At organizations that took a rigorous
ACTION ORIENTATED APPROACH
executives report a

79%

success rate.

Source: McKinsey & Company Survey: How to beat the transformation odds.



TONY'S CHOCOLONELY EMPLOYMENT AGREEMENT

START

what's your name?

start date: 00-00-'00 ☐ indefinite period ☒ till date 00-00-'00

your role:
(check out your impact profile for all the details)

work location:

probation period: 0 0 0 0 month(s)

We both can break up at any time, in writing and with the statutory notice period in mind. Our collaboration stops automatically on the day you reach the State Pension Age (AOW in Dutch..)

ON A SERIOUS NOTE, PART 1

You agree that you will handle all confidential Tony's information eh.. confidentially. All work results that you develop or create, solely or jointly with others, during your employment with us is owned by Tony's Chocolonely (called 'Intellectual Property rights'). When we split up, you will return all documents relating to our business and your work for us to us (like reports, manuals, drawings, correspondence and customer lists), obtained by you during your time with us, without keeping any copies.

OUCH!

..mind your step! you're off to those nerve-racking serious notes

gross salary: € 000.000.000,00 per month (on a fulltime basis) + 8% holiday allowance.

Unlimited holidays, with a minimum of 28 days (based on a fulltime working week). You have to take these days off as a minimum to stay healthy and sane and to make sure you spend enough time with family, friends and to things you like to do.

number of hours per week: 0 0 0 0 divided over 0 0 0 0 working days.
(but hey.. results are more important than the number of hours you make)

YOU ARE GOING TOO FAST!

..go to the serious stuff for a cool down!

ON A SERIOUS NOTE, PART 2

- You can't accept a provision or compensation from our relations or clients.
- Only if it's chocolate coins.
- Want to combine your job at Tony's with another fancy side job? Make sure you discuss it upfront.
- The Serious about People Guide, as it is or as it will be, is part of this agreement so read it well before you sign..
- This Agreement falls under Dutch law.

Other Tony's benefits:

- Expense allowance of €
- Profit-sharing bonus
- Pension
- Participation in Tony's Chocolonely's Stock Purchase Plan ("Golden Wrapper"), when you meet the rules and conditions of the plan.
- A monthly commuting allowance + Q-park subscription + NS business card for work related travels + a bright, shiny company car.

PS. We will take a lovely mugshot of you and put it on a eh.. mug, among other things, like our website or annual FAIRreport. You might also be photographed on other moments, because we occasionally give a peek of working life at Tony's online or in other publications. Mhkay?

BACK TO START

HOORAY

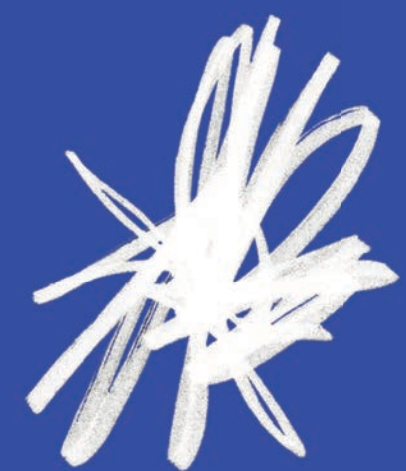
Tony's Chocolonely
Paasstraat 1
1014 DB Amsterdam

sign here →

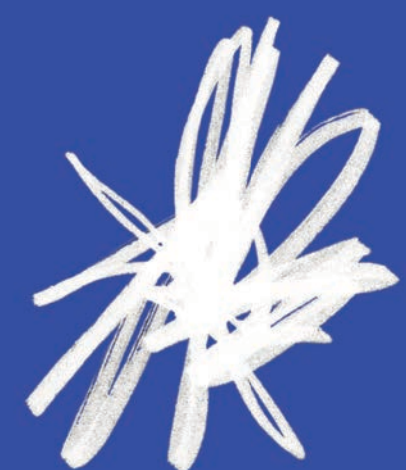
yes ☒ no ☐

Address says.. yes ☒ no ☐
Zipcode, Residence

you sign here →



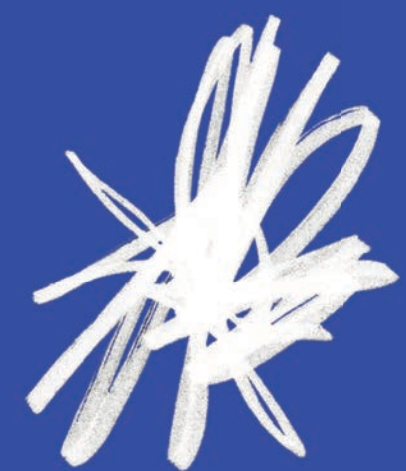
PASSION



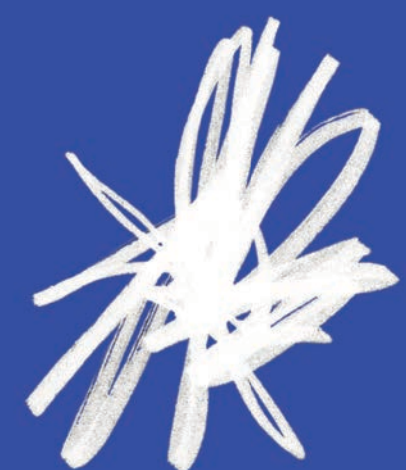
PEOPLE



PRINCIPLES



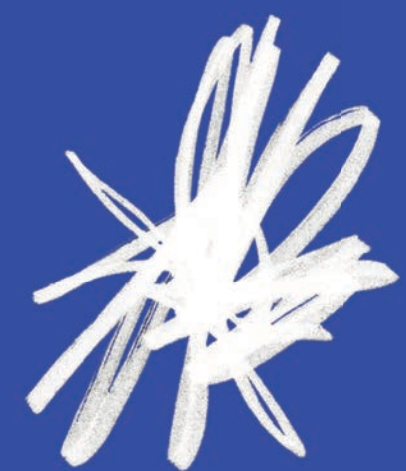
PASSION



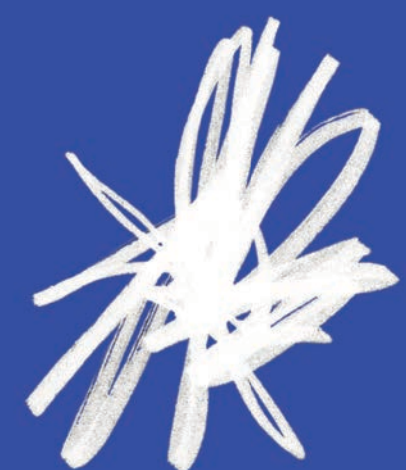
PEOPLE



PRINCIPLES



PASSION



PEOPLE



PRINCIPLES



Welk prijskaartje hangt
er aan de gewenste
verandering?



JANNIK SINNER

“Ik was te voorspelbaar. Ik ga proberen onvoorspelbaarder te worden, ook al zal ik er misschien wedstrijden mee verliezen.”



ESSENTIAL QUESTIONS OF STRATEGY

- Which of our habits are we *really* prepared to change?
- Which lifestyle changes are we *really* prepared to make?
- What issues are we *really* ready to tackle?



GOOD LUCK

& have fun!