

Freshly risked is half won

People with guts characterise themselves by how they talk to others: 'true dialogue'. Research has shown that successful leaders show their courage in their communications. What requires courage in our perception? You need courage to:

- ask feedback and really listen
- valuing opinions that are against the flow
- do not skirt around the danger zone
- open and frequent communications, even if you don't have all the answers
- making unsympathetic decisions, communicating them and implementing them
- giving others the credit
- holding yourself and others accountable
- encouraging different opinions
- just do it!
- facing reality

No, not always the safe thing to do, but successful organizations have become successful through such 'courage'.

When shared services are going back to the future...

RGP organized a breakfast session on 19 September at the Shared Services & Outsourcing Exchange (SSON) in Noordwijk. The theme was: When shared services are going back to the future.

In this interactive session, Shared Services and Outsourcing leaders discussed the processes they completed. What were their original intentions? How can they revive these? The discussion was conducted following the structure of three questions: **1)** What did the organizations aim to achieve when starting their SSC process? **2)** What actually happened during the process? **3)** what is required to go back to the future?

Please find more information on our website www.resources.nl, under **Events & Nieuws**.

Optimal finance transformation is tailored to the needs of the entire organization

New trends are emerging in finance departments. Organizations are developing towards maturity because yesterday's competitive edge is a survival requirement today. Within finance departments, these trends mainly revolve around demand for accelerated time to business and the shift from purely functional to a more strategic function. RGP is convinced that finance departments with a holistic approach have a higher added value for the organization as a whole.

We see the trends focus on long-term results, and allocation of resources is now just as important as focusing on short-term profit. Another trend is optimizing chains such as procure to pay, hire to retire, plan to produce, rather than optimizing finance processes as such. Furthermore, available capital in an organization is redistributed with the aim of maximizing added value. Optimal finance transformation is not determined by external best practice models; instead it is determined by adequately matching finance to the needs of the entire organization.

Ten examples of guts

Sir Richard Branson

Notorious enfant terrible. Founder of the Virgin Group. Once started a record company as a student. Many companies were added at a later stage, including an airline. Promotion slogan on one of his planes: 'Mine is bigger than yours'.

Sergio Herman

Restaurant entrepreneur. Succeeded his father as chef of Restaurant Oud Sluis. With verve. Left the restaurant with no less than three Michelin stars. Stopping at the climax, that shows guts. Now focusing on other restaurant projects.

Don Murray

Founder of RGP. Not to be missed of course. Gained experience within the 'Big Four': PwC, EY, KPMG and Deloitte. Could have leaned back there. But didn't. Saw a much bigger challenge in RGP.

Neelie Smit-Kroes

European Commissioner. Eloquent nickname: "Nickle Neelie". If necessary, does not hesitate to take harsh measures. This was apparent from the fines she issued as the EU commissioner with the Competition portfolio. Total amount fined: nine billion Euros. Her predecessor's counter stopped at 3.2 billion Euros.

Jeff Bezos

Founder of Amazon.com. Had a well-paid job with a New York hedge fund. Saw the opportunities of the internet as early as 1994. Was the first one to demonstrate the possibilities of online sales.

Founders of Karmijn Kapitaal

Cilian Jansen Verplanke, Désirée van Boxtel and Hadewych Cels were the first Dutch private equity fund fully run by women. Invest exclusively in SME businesses with at least 30% women on the Board. Not from idealism. Rather, from an inclination towards returns.

Fokke de Jong

Once sold Italian tailor-made suits along the A4 motorway. That tasted of more. Is now the founder and CEO of the international company Suitsupply. Dares to provoke in order to market his brand. The title of his most 'shocking' campaign: shameless. Look it up.

Tijs Michiel Verwest

Who? You know him better as DJ Tiësto. Threefold number one DJ in the world. Initially specialised in hardcore house. But did not like it much. Dared close the gap with the large audience with progressive house music.

Marissa Mayer

CEO of Yahoo. Previously one of Google's key officers in developing Google Maps and Gmail. Immediately took action within Yahoo by acquiring Tumblr, among others.

Raymond Cloosterman

CEO of Rituals. Had a fine job with Unilever. But wanted simply to transform daily routines into wonderful rituals. He managed that. Rituals is now an international chain of over 200 branches.