



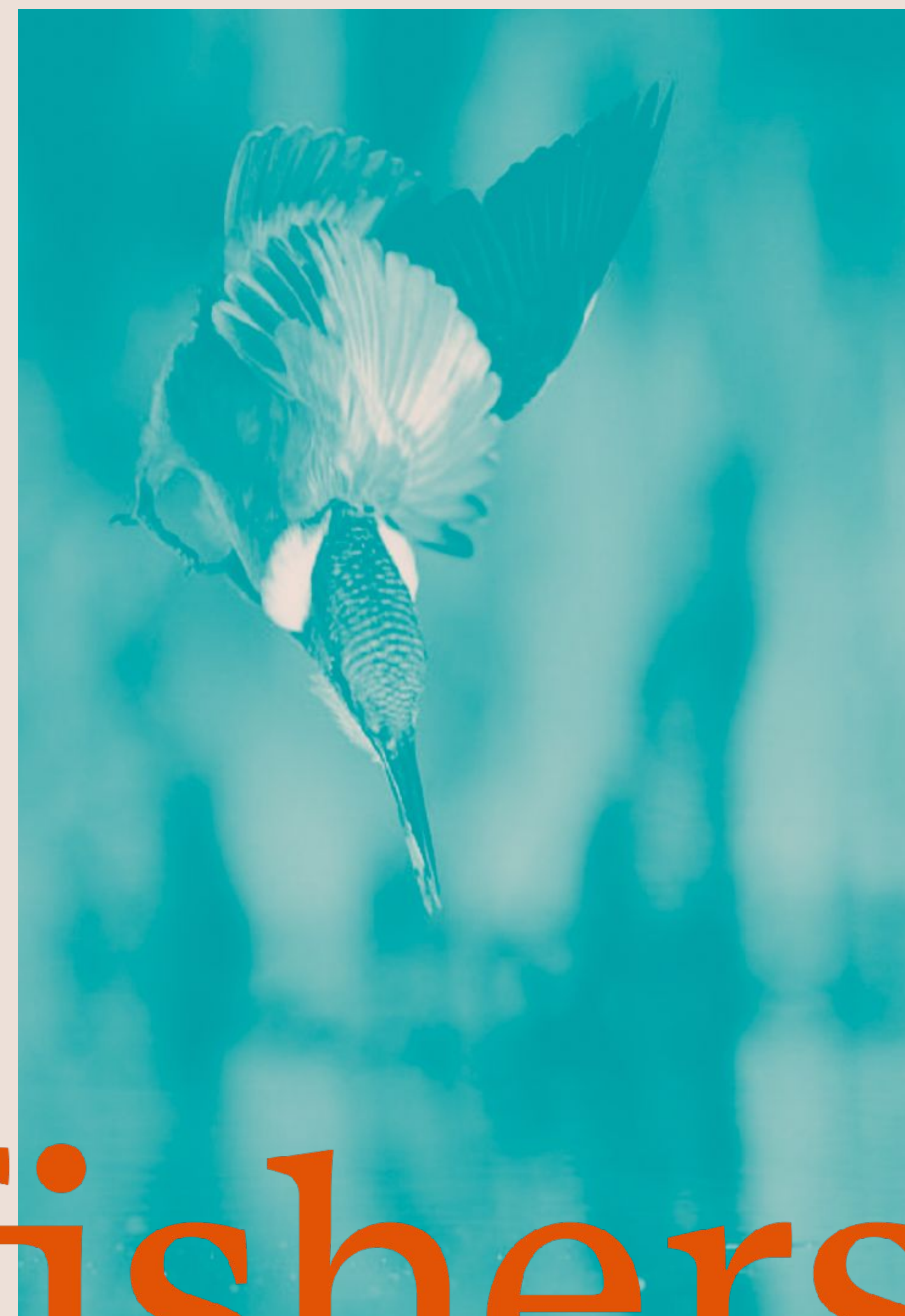
*"EMPOWERING your organization
TO LEAD CHANGE FROM WITHIN"*

CONNECT | REFLECT | DEVELOP | DELIVER

WHOEVER
DARES
TO
TRANSF



Must Kingfishers



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"Shifting gears when change is the only constant"

your organization Europe, with approximately 800 employees across multiple countries and its headquarters in Eindhoven, represents the voice of Team your organization in Europe.

The company operates in a rapidly changing environment shaped by digitalization, shifting customer needs, and evolving markets.

A recent review identified the need for new digital solutions, structural changes, and cultural development.

To succeed, your organization aims to build strong internal change capabilities, enabling leaders and teams to drive and sustain transformation effectively.

The internal capability for leading successful change and transformation is to be further strengthened. Therefore, your organization Europe has requested for a proposal on how to support this development. At Kingfishers we offer a proven hands-on approach for this:

Connect - Reflect - Develop – Deliver

We connect people and context, create space for reflection, develop concrete skills and ensure leaders can deliver directly in their practice.

We build the capabilities for change through delivery of the actual work

We work in close collaboration with our clients to ensure the best fit for the organisation is achieved. We tend to blend in the existing organisation to lead from within.

We work either on program basis or deliver compact, interactive and surprising modules and interventions. Always stimulating participants to want - and be able - to do more. In this way, we build step by step a unified and powerful leadership style that takes your organization further and creates ownership.

Enclosed is our proposal for our support in the current program structure.

02 – OBJECTIVES AND BUILDING BLOCKS

OBJECTIVES

- Strengthening leadership capabilities of middle and operational managers
- Promoting a clear, uniform vision on and application of leadership within the organisation
- Providing practical tools and skills that are directly applicable in daily practice
- Developing a flexible and scalable learning offer that meets individual and team needs
- Achieving the optimal result of the strategic your organization objectives

FOCUS TOPICS

STRUCTURE

- Set up the fundamental approach for change management
- Design and deliver tools to enable practical change management, such as narrative development or readiness assessment

TAKE OWNERSHIP

- Training and coaching delivery for 28 business leaders
- Training and coaching in the practical skills for approx. 100 front line managers to lead and support change initiatives

ADDRESS CULTURE

- Assessment of the cultural interventions that will be necessary for successful transformation, likely to be centred around governance structures & collaboration
- A proposed program of work to address the needs from the research

DESIGN PRINCIPLES

- Practical and guiding development needs of teams and individuals
- Optimal use of the power of difference across your organization departments
- Modules that can be used as separate training courses and customised bundles
- Complementary and supportive learning formats that ensure continuity and integration of the learning process
- Linked to the your organization transformation agenda and existing structure and governance

03 – OUR PRINCIPLES

We believe that those who want to develop will have to dive below the surface. Like the Kingfisher.

Therefore, we invite participants to challenge each other and grow in an environment of trust and safety. Dialogue is always central, because application at work is what matters most. We work with directness and honesty, humor and depth. To create visible improvement on the surface, we go deeper into the individual, the group and the role. This way, new skills are truly integrated.

We will therefore follow a structured process during each intervention we facilitate:

Starting from framework, theory and relevance;
Diving into interventions, connecting to the individual;
Back to the surface: actions, practicality and assurance.



TRUST AND SAFETY

- We create an environment of trust and safety that encourages openness, constructive dialogue and honest feedback.
- In this way, we make optimal use of the diversity of divisions within your organization, enabling us to learn with and from each other.



PRACTICE ORIENTED

- We work according to Connect - Reflect - Develop - Deliver which perfectly matches your organization's themes and objectives.
- We bring in knowledge (theory and practice) and experience from outside. This ensures a strong fit with the your organization managers and their needs.



BEING IN NATURE

- We facilitate our programs at/near exclusive locations in nature. Nature connects and inspires, opens your inner truth and helps you to be present in the here and now without distractions.
- This allows us to really internalize everything we learn.



VITALITY

- Vitality of body and mind benefits from personal development and growth.
- That is why we integrate both mental and physical vitality in our modules and targeted interventions



CO-CREATION

- We develop our offering in continuous co-creation with your organization to ensure the best possible connection with the target group.
- In this way, it remains strongly linked to your organization's mission and the practicality of implementation.

04.01 – OUR OFFER FOR your organization’S CHANGE MANAGEMENT SUPPORT



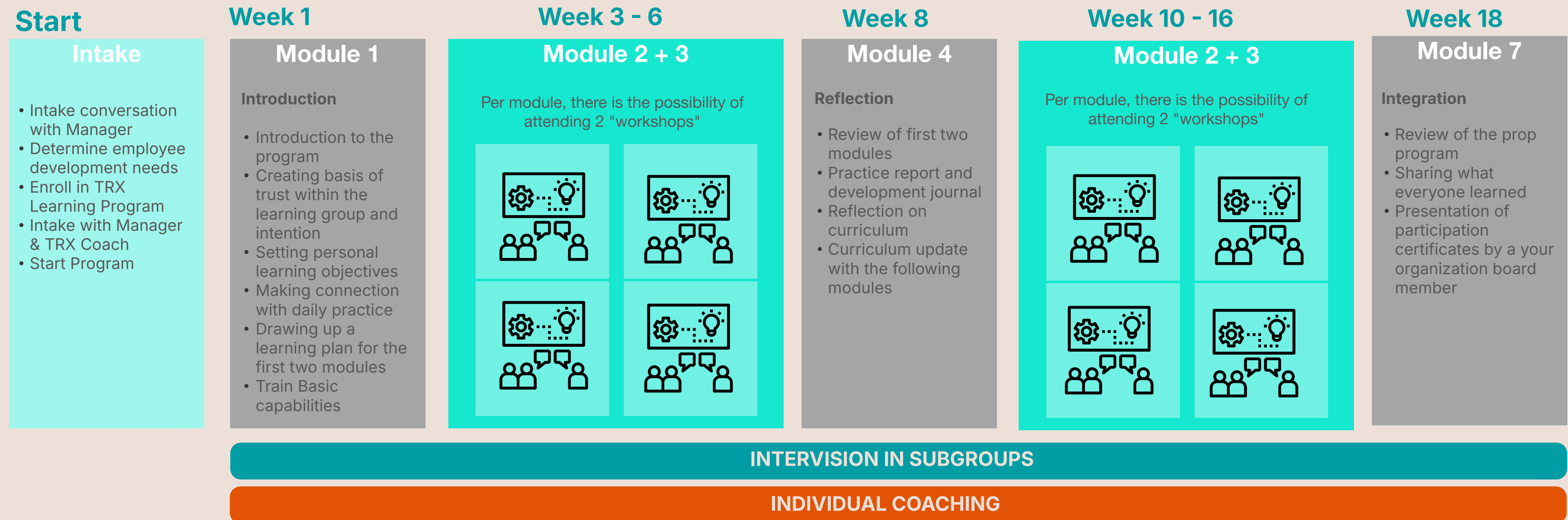
* See tailor made example program for leader “x”

04.02 – EXAMPLE PROGRAM FOR LEADER "X"

your organization TRX* – Engineered for Change *From Strategy to Execution, Seamlessly*

- Creates momentum – in teams, processes, and culture
- Strengthens leadership – so that change is driven from within
- Locks in results – with continuous feedback, iterations, and visible impact

*"Just like a new groupset makes your bike shift more smoothly and ride faster,
TRX enables the organization to switch seamlessly between strategy and execution"*



- Fixed modules focused on personal development
- Customisation based on personal development plan

Note: Examples of the training modules can be found in the training catalog which is send separately

*TRX stands for TRansformation eXperience

05.01 – OUR TEAM FOR SUPPORT *

LEAD FACILITATORS



RIENK VAN DER VAART

With a background in Chemical Engineering and Business Administration he brings 20+ years of experience in program management, design and facilitation of complex change. Connects people with strategic ambitions and ensures results are both visible and embraced.



NIEK VAN DROFFELAAR

Social psychologist with 10+ years of experience in team and leadership development. Energetic and driven, approaches difficult topics with ease and creates real impact.

FACULTY



TIM SMOLDERS

Sports and performance psychologist with 12 years of experience in talent and leadership development. Combines sharp analysis with strong intuition, always staying connected to the goal.



OSCAR BIELEVELD

Entrepreneur and breathwork coach. Helps people release stress through breathing techniques, bringing calm, depth, and a boost of vitality to leaders and teams.



HILDE ARNS

Experienced and results-driven team facilitator who combines safety and depth. Supports teams in translating strategic goals into daily results.



FRANK KARS

Facilitator, coach, and storyteller with experience in strategy consulting and the creative sector. Creates depth with humor and sharpness, fostering self-awareness.



JAIMY QUADEKKER

Coach and process facilitator with experience in Agile, innovation, and leadership. Combines sharp analysis with warmth, creating sustainable momentum.



GUIDO VAN MOURIK

Our trainer, and program support. Guido has a background in Organizational Design and loves to bring structure and overview where needed. He is our data-driven support for creating the needed insights and analysis



HENRIETTE BANGA

Our all-round 'problem solver' brings structure, organization to every program. Henriette helps clients in making sure all details are taken care off. With her background in econometrics, she brings intelligence and development together.

05.02 – OUR TEAM FOR SUPPORT

Ensuring clarity at all time and create transparent communication we propose the following governance:

Lead Facilitators (2)

Role & Responsibilities

- Design & overall orchestration of the transformation approach
- Alternate as lead during sessions (depending on theme & expertise)
- Main point of contact for your organization
- Safeguard quality, consistency, and coherence across the program
- Coordinate faculty and expert involvement

Faculty (Pool of Co-Facilitators, Experts, Coaches and Support)

Composition

- Mix Kingfisher and network experts
- Deployed per training, module or workstream based on required skills

Added Value

- One clear face towards your organization → streamlined communication
- Ensures coherence between modules and workstreams
- Flexibly divides work based on expertise

Governance Structure

Layer	Composition	Purpose
Steering Team	your organization + Kingfisher Lead Facilitator	Safeguards alignment, priorities, and strategic choices
Design Team	2 Lead Facilitators + 1–2 Faculty Members	Develops content and translates it into formats & interventions
Faculty Pool	Co-facilitators, experts, coaches	Delivers interventions and supports teams under lead facilitator guidance

Key Benefits of This Structure

- **Clarity & Direction:** One central point of contact for your organization
- **Flexibility:** Faculty can rotate per module, depending on needs
- **Quality:** Lead Facilitators safeguard consistency across the entire program
- **Co-Creation:** Design Team stays close to practice and can adjust quickly

Way of Working

- Operate under the direction of the Lead Facilitators
- Bring additional expertise, guidance, and energy into the teams
- Flexible layer: can be scaled up or down depending on the transformation phase

06 – PRICING AND INVESTMENT

		Activity	Days	Rate	Price	
STRUCTURE AND CULTURE	Phase I (10 weeks)	Culture Analysis	5	€	1.450,00	€ 7.250,00
		Consultant support	5	€	1.450,00	€ 7.250,00
		Change Management	16	€	2.450,00	€ 39.200,00
		Interviews	4	€	1.450,00	€ 5.800,00
		Facilitate interventions	5	€	2.450,00	€ 12.250,00
		Change Management Support	5	€	950,00	€ 4.750,00
		Design Pilot	8	€	2.450,00	€ 19.600,00+
		Total	48			€ 96.100,00
		Activity	Days	Rate	Price	
PILOT - TAKE OWNERSHIP	Phase II (10 weeks)	Prepare Pilot	10	€	1.450,00	€ 14.500,00
		Design Pilot	10	€	2.450,00	€ 24.500,00
		Deliver Pilot Training	10	€	1.950,00	€ 19.500,00
		Change Management	10	€	2.450,00	€ 24.500,00
		Design Rollout	4	€	2.450,00	€ 9.800,00
		Prepare & Facilitate Interventions	10	€	1.450,00	€ 14.500,00
		Plan and organise Rollout	4	€	950,00	€ 3.800,00+
			58			€ 111.100,00
Phase III ROLLOUT (2-3 years)	Phase III pricing based on fee structure below and dependant on the level of engagement. A rough estimate is given when training and coaching 28 leaders and 100 managers would estimate this to be around €150.00,- per year for full support and delivery					
FEE STRUCTURE	Role		Daily Rate			
	Lead Facilitator		€ 2450,-			
	Trainer		€ 1950,-			
	Consultant		€ 1450,-			
	Support		€ 950,-			

* Excl. 21% VAT, 7,5% office cost and out of pocket costs

07 – your organizationS BUSINESS CASE: RETURN ON CHANGE

An investment in Change Capability not just accelerates your organization’s transformation – it builds a future-ready organization that **remains agile, adaptive, and continuously improving well beyond 2028.**

RoC =

(Business results *with* successful change – Results *without* change)

Investment in change

This measures the additional value created through higher adoption and faster implementation, compared to a scenario without structured change management.

- Investing in growing the change capability of the organization typically can lead to a RoC of 200% – 400%. Meaning that every euro invested in the change capability gives 2-to-4-euro yield compared when not investing in change capability.
- Teams identify where they need to improve and build their case for change based on the outcomes of their assessement in close alignment with their business sponsor.

Impact Area	Business Effect	Quantification
Faster implementation	Reduced project delays	3–6 months time savings
Higher adoption	>80% process utilization	Less rework, higher productivity
Improved collaboration	Faster decision-making	Shorter lead times, higher customer satisfaction
Strengthened leadership	Active change sponsorship	Lower resistance, higher ROI
Talent retention	5% lower turnover	Savings in recruitment & onboarding

08.01 – TESTIMONIALS



TRIVIUM
PACKAGING

"For the middle management of one of Trivium's largest factories, Rienk supported the management team in becoming more effective in their communication and in steering processes and employees."

"The program provided a deepening of the team's management skills, including strategy translation, coaching, and shop floor management."

vandebron

"Tim's approach at Vandebron was refreshing. His trainings brought a new dynamic to our team, with a focus on both personal growth and our sustainable mission. Professionally facilitated and with genuine attention for each individual."

"Through Tim's sessions I gained deeper insight into my own drivers within Vandebron. The way he connects individual development with our collective ambition is both inspiring and valuable."

Van Oord
Marine infrastructure

"Everyone at Van Oord should follow this course by Niek. The combination of leadership and nature is fantastic. Trainings like this should always be delivered in his way: professional and with great care."

"This program enabled me to get to know myself in a way I never had before. It provided me with tools to better understand others, broadened my network, and helped me contribute to Van Oord's goals."

08.02 – TESTIMONIALS



Rienk is a member of the Board of one of TenneT's Operations & Maintenance divisions in the Netherlands. He is responsible for translating the strategic direction into a practical program in which all employees were engaged through the management."

"The program provided a deepening of the team's management skills, including strategy translation, coaching, and shop floor management."



Rienk was facing challenges in controlling technicians and ensuring efficient execution of work. Rienk, together with a project team, helped simplify the planning model, making both scheduling and execution far more effective.

"The model was implemented directly in practice, not just left as a report with recommendations but applied hands-on as a new way of working."



Rienk's pragmatic approach was exactly what we needed to tackle some of our most complex challenges."

"By bringing the right people together and creating a dialogue where every perspective was heard, he enabled us to arrive at a solution that everyone could fully stand behind."

09 - OVERVIEW OF KINGFISHERS INTERVENTIONS

-  **Nightmare competitor simulation**
Interactive strategy exercise to increase adaptability
-  **College Tour Group Dialogue**
Inspiring group dialogue with external speakers and motivators
-  **Inner Voice Dialogue**
Understanding inner voices and how they shape your world view
-  **Theory U**
Proven change model for innovation and transformation
-  **Leadership Lab Intervision**
Step-by-step group coaching and dialogue guidance
-  **Pyramid Structuring**
Structure your message (both written and spoken) perfectly
-  **Core Qualities and Conflict Management**
Learn how your qualities, pitfalls, challenges and allergies connect
-  **Team Dynamics**
Have insight in 3 tools to improve teamwork and dynamics
-  **Story Telling**
Improve how you come across by becoming a presentation master
-  **Coaching Workshop**
Dive into the fundamentals of coaching and use the GROW model
-  **Feedback SGI**
The basics of good cooperation is feedback
-  **Vitality**
Connect with yourself on five levels to improve productivity
-  **360 Feedback**
Measuring of competencies and review of productivity
-  **Management Drives**
Create valuable insight in employee profiles and drivers
-  **Value Framing**
Conversation booster by deeper understanding of the other
-  **Situational Leadership**
Blanchard's model regarding different types of leadership
-  **Barret Workshop**
Insight into cultural values of the organisation
-  **Transactional Analysis**
Understand and improve 1-1 communication
-  **Secure Base Leadership**
Insight in the emotional formatting of participants and they
-  **Dialogue Skills - Advocacy & Inquiry**
High quality dialogue skills

KINGFISHERS

CONNECT

REFLECT

DEVELOP

DELIVER

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