



# POWERED by People and Passion

Although a supplier of electricity, gas, and additional services, grid company Endinet is fuelled by its staff and their vital involvement in growing the business.

Images courtesy of Endinet

**W**ith a strong background in logistics and management, Paulus Beurskens was appointed CEO of Endinet in 2010. The company had a strong history in the Netherlands but lost focus prior to its acquisition. “What we found was a company where there was no common goal, really low morale and no trust. Co-workers weren’t in a position or environment to claim responsibility and ownership. I told them that things were going to change and together we would turn Endinet into a great company again.

“I wanted to focus on the core of the business, put people in a position where they could do their

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jobs and take responsibility. They experienced a period where that just wasn’t the case. I promised them I would be transparent and consistent in word and action. That was the first step to create a great company again and to improve morale. As a CEO or manager, co-workers need to trust and believe you. Being transparent in what you’re doing tremendously helps this process.”

Paulus led a major transformation within the business that required the input of every staff member. “The basis of the success of Endinet lies in the fact that from day one we aligned the business goals with our leadership goals. We connected change with running the business. Development of the organisation

and employees has not been seen as separate from running the business. Putting it in one line, I would say, ‘changing the business is running the business’. To successfully change as an organisation, the formal and informal leaders of the company should lead by example. This is the main reason we invested big in developing leadership skills within Endinet.

“In 2010, we went on a journey as a company, where the main goal was to be the best you can be, as a company and as a co-worker, where people have the opportunity to develop and work with their assets and qualities. We always encouraged co-workers to take responsibility and ownership. This starts with the leaders of the >



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company. Within a set direction and broad boundaries, trust your people to do what is best for the company. Once people experience trust they will start to take responsibility and ownership for daily business and improvements. By doing so, the speed of change increases tremendously. By using the wisdom of the crowd you will get the best solutions.”

Throughout Endinet’s transition, the company maintained a focus on operational and financial results while getting the best out of the staff. “Co-workers love to work for Endinet and are proud of the company, which leads to significantly improved results in all fields. Human capital is the biggest asset to reach your goals. Therefore, the transition that was implemented within Endinet can be copied to any kind of business.

“Our main goals have been to keep the link between change/ leadership and the business to create focus and empowerment.



Give room to employees to work, grow, take responsibility and ownership. Get the best solutions for the company by combining a top-down and bottom-up approach. By linking change/ transition and achieving business goals we embedded the power of change in the DNA of the company. This allows Endinet to cope with whatever challenge the future may hold.

“It is really important to keep focus in your company, especially when in transition. People must understand why you do things; the management must be very transparent in decision-making and direction. It’s crucial to involve co-workers in developing the company’s mission, vision, and strategy and to really value their input in the process.”

Keeping co-workers informed throughout the transformation process ensures alignment within the business and shows staff that they’re valued. “When your co-workers don’t do what they do best with passion, drive and ownership, you will never get the best results for your company. You can have all the assets and grids you want, but if you don’t have the people to operate, develop and maintain it, you won’t be as successful as you can be. To me, employees, or human capital, are the biggest asset of any company, particularly my company.”

Part of Endinet’s transition meant eliminating excessive hierarchy and utilising every branch of the organisation. “I chose to create a structure where all disciplines in the organisation are represented in the management team: staff and operations. The company has a really flat organisational structure. As a management team, together we focus on the best for the whole company. Decision-making is fast and carried by the whole team. Nevertheless, the solution in the end is never only in the structure. I carefully put my management team together where diversity and different strengths of people create the strongest team possible for the task ahead.”

A key element of Endinet’s success is being in control while striving for continual improvement. “Our philosophy is based on an iterative process where co-workers give their input on the strategic plan (10–30 years), business plan (five years) and operational plan/budget (one year)—all within the set

direction, mission, and financial goals. What we implemented is a monthly business review to monitor the company dashboard.

“The company dashboard is cascaded down to the different departments, teams, and individual co-workers. This allows all employees to directly link their own achievements to the company goals. The company is monitored on a monthly basis, and the teams and individuals on a weekly basis. This allows us to anticipate quickly when targets are not met and implement improvement at the source when needed.

“Recognising involvement and personal contribution to company goals leads to increased employee satisfaction, reduced illness rates, and improved results. In the process, never forget to treasure what is good and only change what needs to be improved.

“In the end, you, as leader or organisation, can only be as

successful as your team. This is why it is so important as a leader to get the best people on board. Those are usually the people who need space to be excellent. Don’t hold them back. Give them responsibility—it will not be abused. Be clear and act upon it. When things don’t work out, you as a leader are responsible; when there is success, we did it together.”

Paulus has high hopes for Endinet’s future, particularly as the strength of the business is driven by its people and their commitment to the organisation. “Without putting down the other jobs I’ve had or companies I’ve worked for, this is such an awesome company where highly skilled people with tremendous passion are on top of the game. Any company that invests in its people and looks beyond the borders to notice changes inside and out will have a bright future. We’re ready for any future. No matter where it goes, I know we’ll play a beautiful role in it.”

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