



Two Hills Ltd trading as

# Teal Unicorn<sup>TM</sup>

Make work better

Advanced management consulting

*I like this one:  
clean and simple.  
Let's go with this*



## Teal Unicorn services

Shouldn't we have pricing on here?  
no it is too contextual, needs to be discussed

True. It's about value not cost.

IT management coaching	Remote (some onsite), per hour	Monthly invoice
Evangelising and introducing new ways of working and managing	Up to 2 hours	No charge (local only)
IT and enterprise management consulting	Onsite per week, day, or hour *	Monthly invoice
DevOps consulting		
ITSM consulting		
Training courses and simulations	Per student per day	Invoice on completion
Seminars and workshops	Per half day	Invoice on completion
Presentations	Per day	Invoice on completion
Content writing	Per 500 words	Invoice on acceptance

\* Our consulting engagements are typically 2-6 months duration, capped at 40 hours a month, and on a month's notice. We work iteratively and incrementally, so we are confident we will add value each month.



New ways of  
management  
to make work better

Consulting  
Training  
Coaching  
Presenting  
Writing

New Zealand  
Vietnam  
Asia/Pacific

Many organisations try to be agile, change culture, restructure teams, or "do" DevOps, but only a minority succeed. We help success happen.

We would very much like to meet you before it is a remedial situation, but it is a natural cycle for people to try, and struggle, and then seek help.

We work with management and the work systems, to unlock advancement and achieve early proof points, while setting you up to carry on.

We have great success if we have executive commitment, or we get a lot of good results with grassroots support.





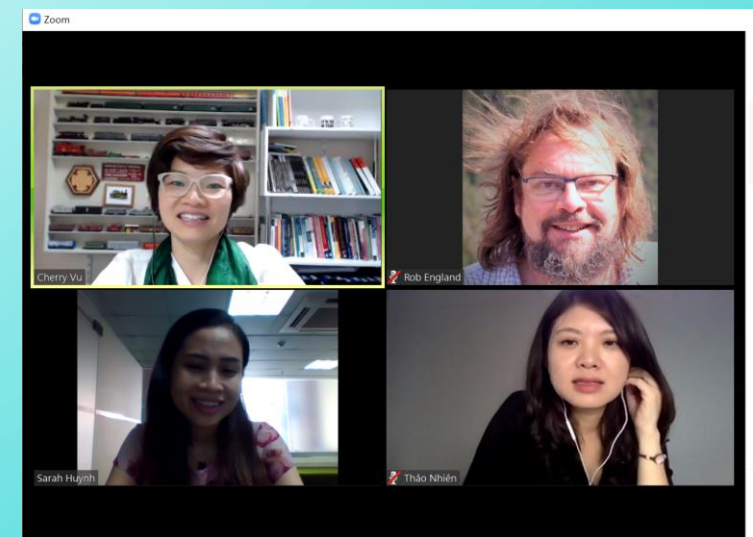
# Consulting

we don't often photograph ourselves consulting (or coaching) but boy do we have a lot of pics of whiteboards



# Coaching

Group, individual, online...







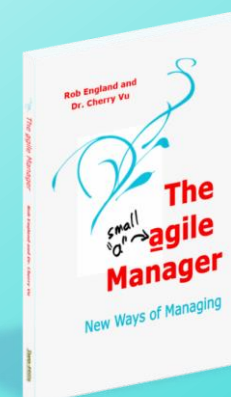
# Training



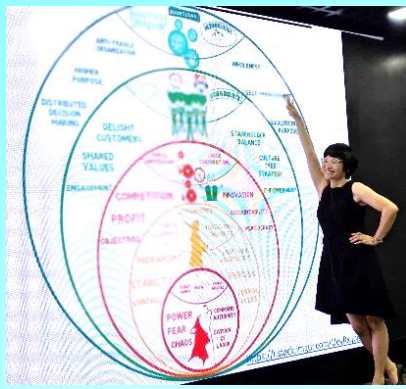
# Presenting



# Writing











# We work with you in new ways

Change is now constant.  
What got you here won't get you there.



We emphasise sense of place, with designated areas, physical icons, and visualisation of work.



Our clients become our tribe.

Authenticity.  
Humanity.  
Values.  
Emotion.  
Experience.



We get people moving, interacting, learning from space and action.



We design our own simulation workshops available only from Teal Unicorn, as well as providing them from other sources.

[twohills.co.nz/diggers](http://twohills.co.nz/diggers)



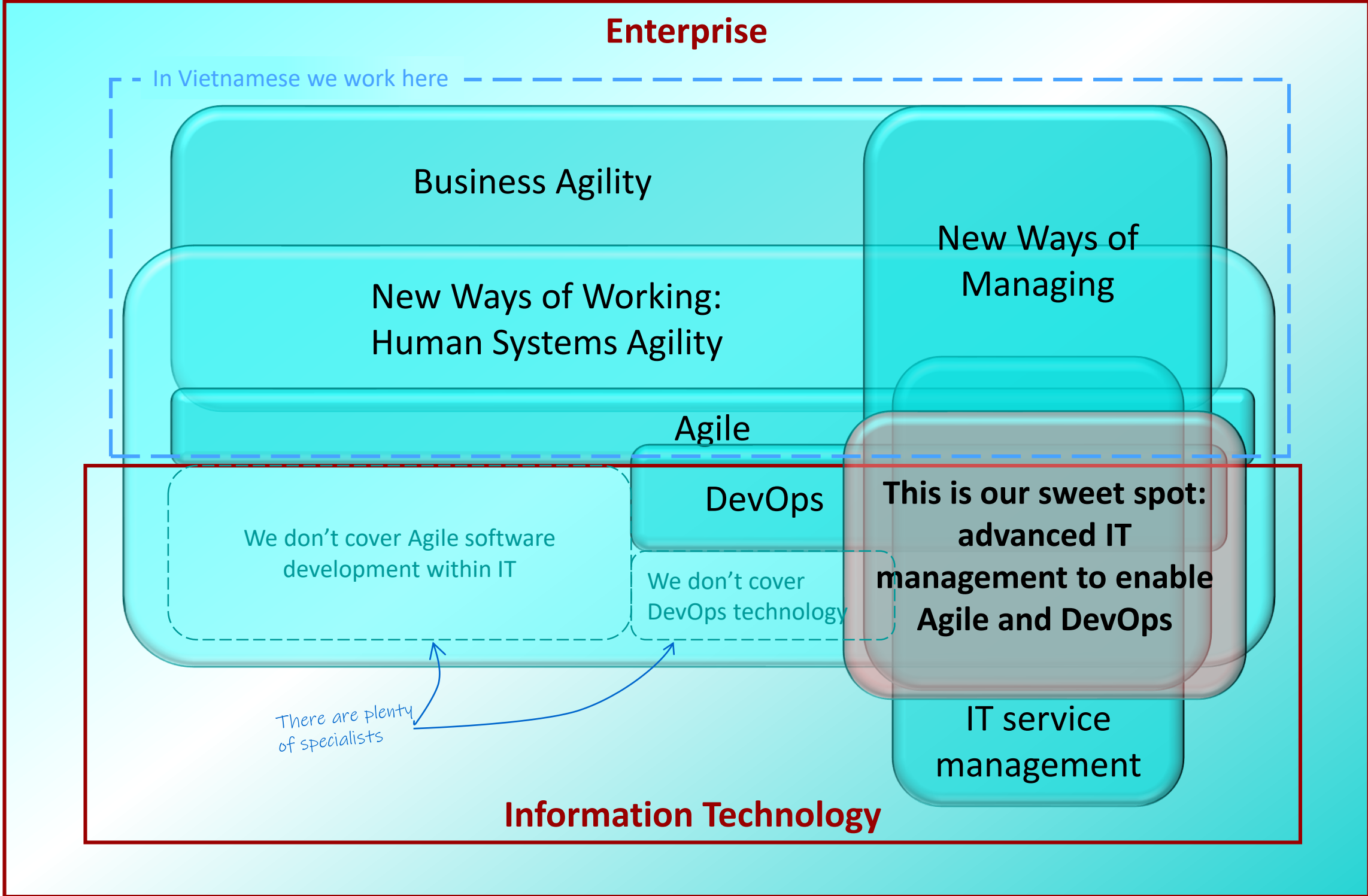
We seek out stimulating unusual learning environments, and provide good healthy food.

[twohills.co.nz/tam-training](http://twohills.co.nz/tam-training)





# Teal Unicorn: our domains of expertise







# Teal Unicorn: what we do

Looks good.  
Get it drawn up professionally

We input theoretical knowledge: Lean, Agile, DevOps, Business Agility, Open Leadership, kaizen, complexity theory, design thinking, systems thinking, Toyota Kata, kanban, Scrum, Theory of Constraints, thriveability, servant manager, Situational Leadership, sociocracy, Integral, Spiral Dynamics, ...

Teal Unicorn walk off into the sunset, after transferring knowledge and establishing improvement system. Job done. (we'll be back now and then to keep things on track and help adjust, or of course if things go awry)

We design and help you build a lightweight but robust Continual Improvement "machine" to advance management to "pave the way" for new ways of working

other parts of the org will follow once you create the proof points

We help build the safety barriers and guard rails

We train in fresh ways, with simulations, play, OpenSpace, back of the room teaching, ...and good food.

fail fast, fail early

We help you set up an Experiment Programme to explore the work space, find out what works, minimise risk and maximise success.

We show you how to create a road map and navigate by the aspirational stars

Beware those bringing magic solutions

Nobody knows until you try

... or flashy technology

... or proposing to build a huge motorway. Stop doing big-bang restructures, they destroy the environment.

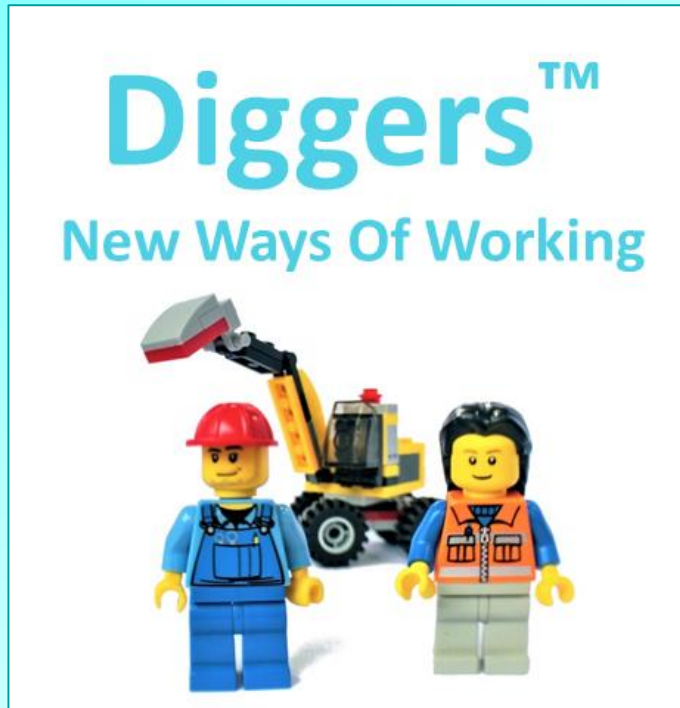
You went live with that sketch? Are you serious? Did you see the racecar? And a theodolite! Who uses a theodolite in 2020???





# @ Teal Unicorn, we love games and simulations

We design our own, not available anywhere else.  
We also provide the best of others.



A factory assembling toy diggers, learning how to improve the flow with each iteration.

[twohills.co.nz/diggers](http://twohills.co.nz/diggers)



Agile teams working at scale: six teams self-organising to write a message, using techniques of the Iroquois Confederacy.

[twohills.co.nz/message](http://twohills.co.nz/message)



OpenSpace, World Café, and Lean Coffee: our favourite collaboration rituals.

We work closely with these Dutch simulation makers.



Based on the famous IT book, a simulation of flow of IT work, improving with each round.



A simulation of the operations centre sending a satellite and rover to Mars.



Cards that stimulate us to reflect on our IT culture.



Tasty Cupcakes and Agile42 are rich sources of smaller games.



A card game to teach IT testing.



The famous simulation of Kanban by our friend Russell Healy.



Sizing poker

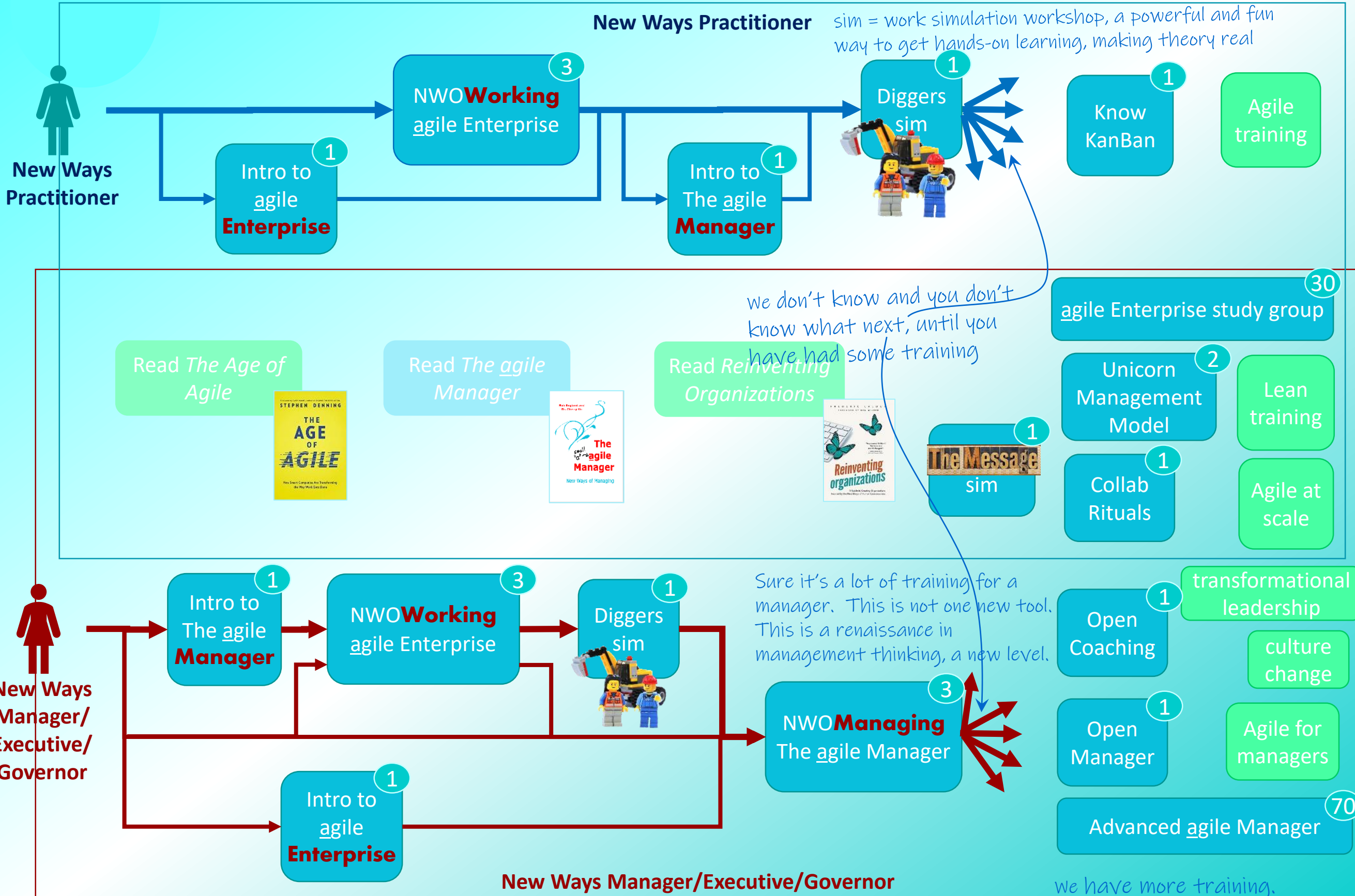


Liberating Structures to open creativity

Lateral thought exercises from the great Brian Eno.







New Ways Practitioner

1  
Intro to agile Enterprise

3  
NWOWorking agile Enterprise

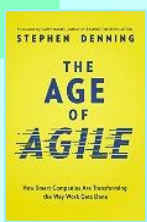
1  
Intro to The agile Manager

1  
Diggers sim

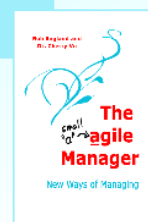
1  
Know KanBan

Agile training

Read *The Age of Agile*



Read *The agile Manager*



Read *Reinventing Organizations*



1  
The Message sim

30  
agile Enterprise study group

2  
Unicorn Management Model

Lean training

1  
Collab Rituals

Agile at scale

New Ways Manager/Executive/Governor

1  
Intro to The agile Manager

3  
NWOWorking agile Enterprise

1  
Diggers sim

Sure it's a lot of training for a manager. This is not one new tool. This is a renaissance in management thinking, a new level.

3  
NWOManaging The agile Manager

1  
Open Coaching

transformational leadership

culture change

1  
Open Manager

Agile for managers

70  
Advanced agile Manager

New Ways Manager/Executive/Governor

we have more training. Talk to us about your needs.





# Enterprise Agile Advancement in a Vietnamese clothing manufacturer



*we bring in  
specialists as needed.  
James knows Lean*



Working conditions

*please forget your  
stereotypes of  
"sweat shops".  
Look at the  
safety and  
ergonomic features*



Value stream mapping



*it's a big company!*

*We had strong  
executive support  
and an eager  
openminded  
leadership team*



Training

*... and really smart  
people to work  
with.*

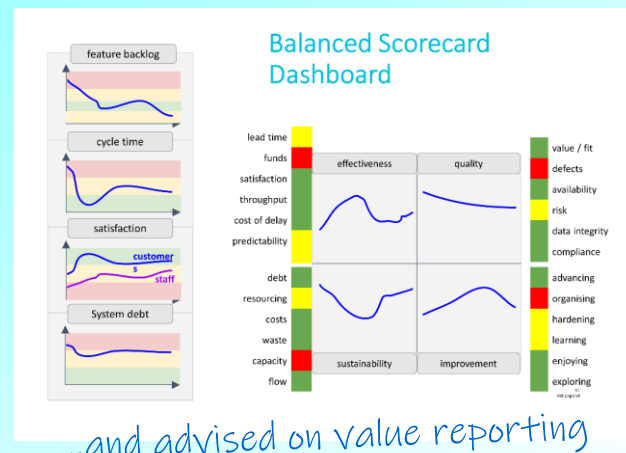
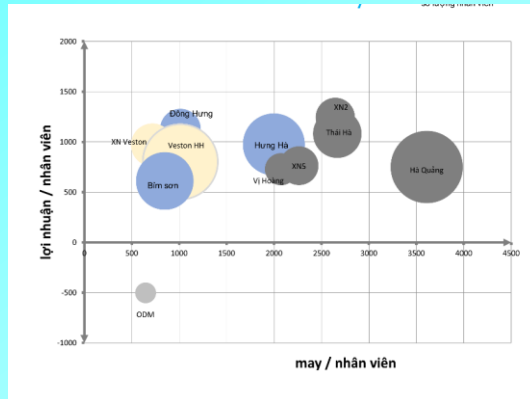
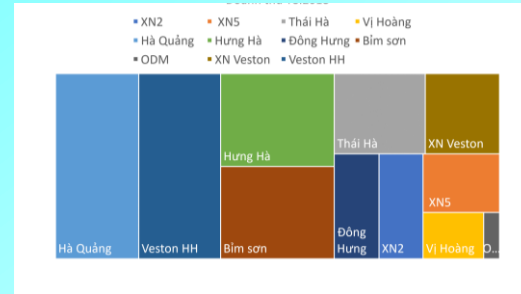
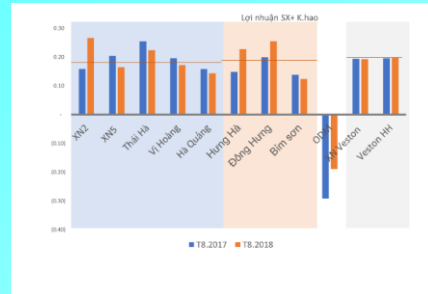


New flow model





We visualised their data in new ways that were helpful



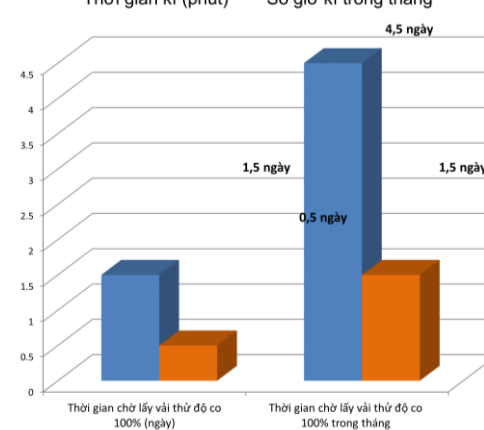
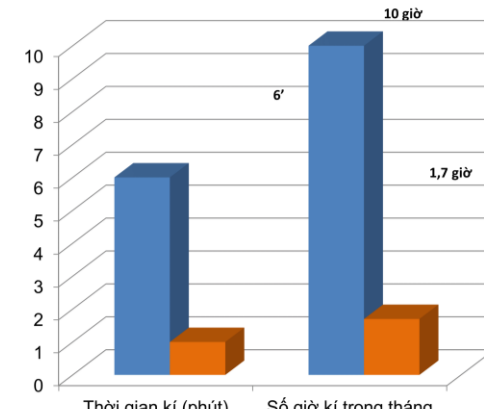
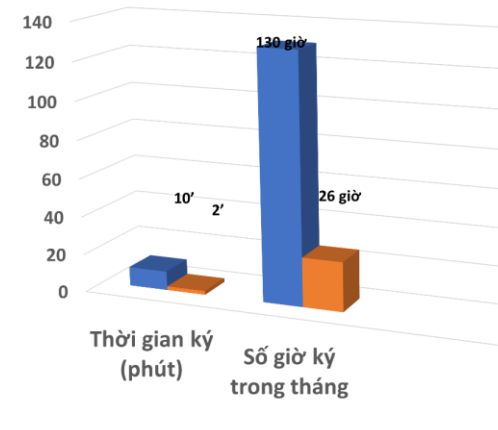
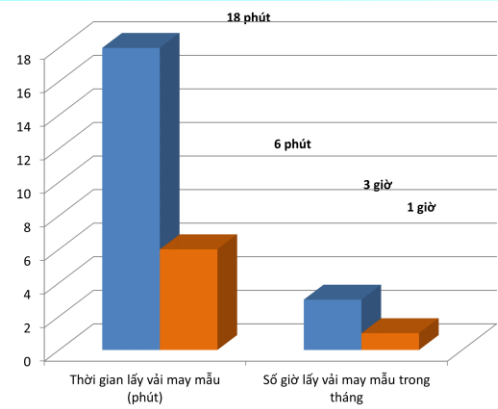
...and advised on value reporting

## Outputs of our work

- 1200 staff trained
- Created a “White Light”
- Balanced Scorecard
- Value Stream Map
- Moved the central warehouse to a factory
- Changed the way of funding for factories.
- Changed staff performance evaluation.
- Teaching Lean: identifying misunderstandings
- Teaching gemba
- Teaching culture change
- Teaching risk management

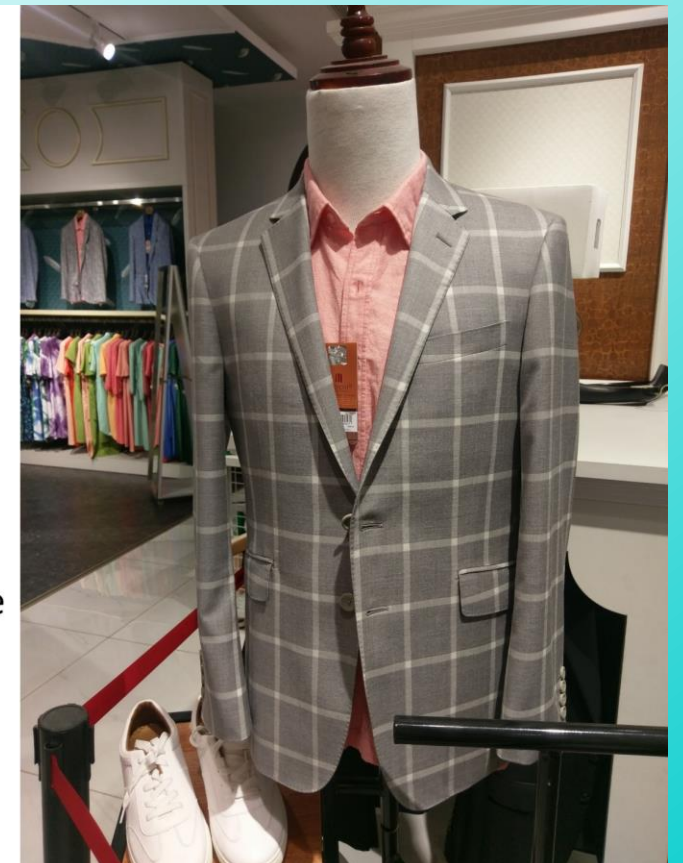
## Kết quả của chúng tôi

- Approvals removed
- Design process
- 81 points of waste
- 25 waste fixed
- IT review
- LBC strategy and planning, incentive policy
- Kaizen events
- Identify and help solve The Big Problem



## Benefits Lợi ích

- Better sales
- Smoother workflow
- Factory smoother production: faster, less waste, higher morale
- Better Lean
- Better reporting
- Risk assurance around White Light
- Another opinion of IT priorities



...and GOT RESULTS !!



## A Teal Unicorn client story : Study <-> Practice <-> Experience <-> Learn <-> Share



I am Lê Diệu Phương (“Dory”), an owner and manager at Vinh Phát.

I would like to share my experience in applying Agile Management in our company after attending Teal Unicorn training courses.

We supply spare parts, repair/process and support for footwear production, materials, electric equipment and tools for shoes manufacturing.

From June 2018 to June 2019 our company was in turmoil, in crisis and on the way to dissolve, despite having a strong position in the market and financially. After 5 years of existence and development, it was hard to let it go, but maintaining it was also too much for us.

There were some big issues:

- Late delivery, technical errors.
- Delivery staff and drivers were rude, aggressive with other suppliers when delivering goods. They physically attacked other suppliers when delivering goods at the customer’s warehouse.
- We faced the risk of the contracts with eight very big clients being cancelled.
- Customers had to wait for quotations for too long and when they received them, they had already found other suppliers.
- Losing stock, and not knowing the number of goods delivered or not delivered even though goods were taken out of the warehouse.
- Every 2 weeks there were about 2-3 employees leaving. Everyone including employees and managers were frustrated and wanted to quit their jobs. The boss persuaded them by raising their salary but they still threatened to leave after a few days. Recruitment costs increased continuously.
- Employees left without handing work over to someone else and caused significant losses.
- Bad communication, people didn’t understand each other.
- The board of directors did not see where to begin to deal with those problems. Everyone blamed each other instead of trying to find common goals.
- We faced pressure to complete orders on time, so we asked relatives to introduce new staff and we failed to detect false declarations of employees.
- We had employed one gangster who was the most wanted by the police. He tried to chase out all hard-working employees and brought his mates to set up a gang in the company.
- Employees fought each other when the boss was absent. The surveillance camera was broken continuously.
- People often had to work overtime, they finished working very late at 22-23:00 for all week. Employees were not allowed to have holidays or weekends which led to bad quality, slower progress, and increased errors.
- Losing money due to uncontrolled large quantities of goods delivered and mixing up between orders.
- The accountant could not manage customer debt and money to be paid to suppliers. She forgot to issue or failed to provide accurate invoices to clients. Customers didn’t remind her and they didn’t pay us.
- Shareholders, founders, and manager gradually did things for their own advantage, earned their own profits for themselves. They played unfairly with each other and planned to withdraw their shares.
- The outsourced accounting service that was in charge of tax reporting was late, therefore the tax authorities fined us many times. Also, they were always late on the requests of the board of directors and required additional fees to complete anything.

..... The atmosphere was about to suffocate.

In July 2019, I attended several training courses from Teal Unicorn and I have been applying the thinking ever since. Here are some improvements I have made:

- Employees use kanban boards to track deliveries and production
- We have backups system so when employees need to have a holiday or sick leave there are people to replace them. Stop running the people and system more than 100%.
- Employees who left us found out the company environment is better so they wanted to return to work.
- The gangster was invited to go quietly. [Cherry is a motivational coach ☺]
- Accountants and purchasing staff were trained. They are using technology to track information better.
- We trust and empower employees so they work more effectively.
- I gave the accountant a week to finish the tax report and they finished it in 2 days. They filed a 3-year document in 2 weeks.
- The company gradually and clearly understand accounting books and gets them in order. We aren’t in fear of penalties because of the errors in the accounting system by unscheduled audits anymore.
- The director, assistants, employees find it much easier to breathe and relieved of pressure. Employees are allowed to take time off when they want.
- I organized an outing trip for employees and their family to show appreciation to them and the employees who have contributed to the company. The employees are happy, and they all want to stay with us.
- Orders increased 3 times, customers were happy and they now order more new production.
- The director got out of the mess and has time to find new customers and wins more bids.
- Delivery team behave politely and professionally to customers.
- Staff feel proud to wear uniforms when delivering and interacting with customers.
- Employees are ready to take more work. They have a lot of ideas for improving their work.
- We are still improving and changing continuously.

I realise how lucky I am to have the opportunity to learn new ways of working and managing from Teal Unicorn. Since I worked out my way of applying them, my life and work have changed to be much better.

Today is more than a happy day for me when I realise how much things have changed and progressed at the speed of light, I calculated in units of months not years.

I am no longer tormented with the view that women have to put aside their jobs and careers so that they can wholeheartedly support their families and children. I don’t feel that I am a selfish woman anymore when going out to learn new knowledge and doing things I wanted to do. Now I understand that if a mother is not happy, she can’t make her husband and children happy.

I am no longer just dreaming about a better life, I start taking actions and change step by step from where I am.

Thank you, Cherry Vu, to wake me up to become me today. I love my life more and I have an encouragement to change, to be more steadfastness, to make progress and bring a lot of value to myself, my children, and my family.

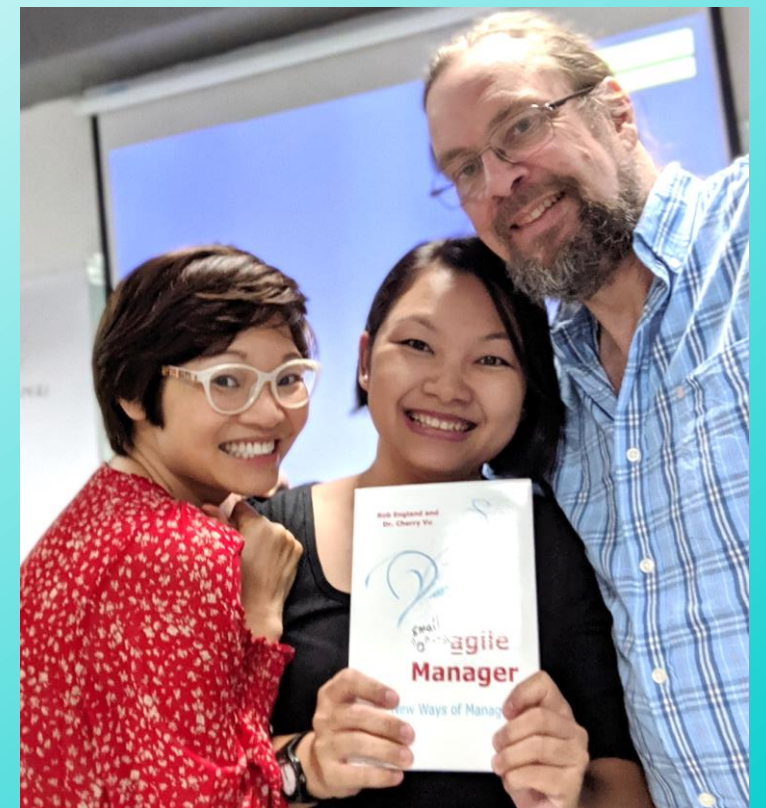
Live True - Live Beautiful - Live Well

I love my new lovely coaches Rob and Cherry.

My life will be changed better by doing better than yesterday.

Thanks all !!!

*We love you too, Dory. Dory is one of the bravest amongst our students, who has been through this tough time, and still maintains the sweetest smile. We are so happy to have helped.*







## A Teal Unicorn client story : self-organising through the J-curve to better performance

I'm Huỳnh Thúy Hằng, CEO of Vinh Đức Real Estate Agency. I founded this company four years ago.

We have 40 staff involved in arranging the sale of properties, as well as investing in land and houses, in Ho Chi Minh City, Vietnam.

Previously the sales teams were divided into teams: a fixed number of 5-8 people in a team with a team leader. When a team was organised that way, everyone functions and interacts within a small scope under the supervision and support of the team leader. We found that organising teams this way caused bad workflow that hindered the development of individuals. People had to spend a lot of time reporting. Also, to do a sale, a team leader needs to support their team members in every transaction as well as to pay attention to very small details such as punctuation, as well as the working attitude of everyone.

As well, experienced members who can independently sell had to still report and receive support from the team leader (for example, making contracts, etc.), that led to a lot of work for the leader, wasting the time and skills of every party involved, and left no time for improvement. When one member did not fit in the group, they were afraid to switch to another group although they thought it would be more suitable. The leader of the group was still active in sales themselves, which led to a conflict of interests among the members and the leader. Everyone was unhappy, tired. We rarely saw interaction, coordination, and information sharing with other team members. This lack led to ineffective results.

We decided to set the teams free. We took team leaders out so it is up to everyone to organise and manage themselves. People choose anyone that they can coordinate with to form a team naturally. It can be a group of 2 people, 3, 6-7 people, and also people who work independently but have a support team whenever they need it.

In the beginning, we still maintained the support of team leaders to support the members when needed. Later on, we formed an official support group, where everyone can come to them whenever they need. The support team does not specify exactly who they will support: any worker can share with one or all three members of the official support group, as long as they feel safe and can best support his or her problem.

The month after changing the way of working, the performance of the whole company dropped significantly because people were not familiar with the new way, the level of interaction decreased, the collegial spirit went down, people felt bewildered, and most of them wanted to go back to the old way, even though there was the agreement and consensus of 100% staff before. They had all agreed on the obstacles.

During that month, some people formed a group and worked well, some people had difficulty forming a team, most felt helpless and wanted to return to the old way and didn't accept change.

We then had a company meeting, under the guidance of Rob and Cherry from Teal Unicorn, to help :

- identify the values for the whole team to follow
- draw the value stream to find the reason why transactions fail, where are the bottlenecks, why performance drops
- decided some areas for improvements, an action plan for things that can change immediately and what needs to be done in the future
- decide what needs to be done to support and coach those people who are

- struggling with the new way
- establish trust between individuals.

We found the big problem was that people lacked trust to collaborate, share information, and help each other among staff. As well, people did not have adequate support from the company to timely guide and remove obstacles in the process of working, leading to the performance of the whole company and the morale of people going down.

After discovering the problems and finding solutions, we have had many successful transactions. Specifically, in the first 10 days of October, Vinh Duc has successfully sold 9 properties, in 20 days have sold more than the number of sales in September. All are the results of good collaboration between members. Even new staff who in 5 months haven't sold any property have been successful in selling houses.

An experienced manager shared:

One of the great things about the new way of working is that even though you're still in the support group and have the role of a leader, you no longer have to do micro-management so we have time to sell and still care about others.

Staff no longer have to spend time reporting, but spend most of their time selling, cross-interacting, and diversifying with many staff that they used to hardly talk with before.

When I talk to people about what they think, I notice the changes are huge. Some staff were very harsh at the beginning and did not support the new way of working but now they think differently and are more active. People in the company are more creative, always looking for ways to improve their work, to help each other, the more experienced ones help the newcomers, the better sales people cooperate with the less successful members. They often tell their friends about the company and how we operate, and everyone likes it.

When approaching the perspectives, ideas, and methods from Teal Unicorn, I know what is right and what is good and how to get there. If I had not learned things from Rob and Cherry, if I hadn't been greatly encouraged and accompanied by Cherry, it would have taken so long or I would never have stopped to improve. I would never have thought about ways to set people free and to be better together.

Thanks to her guidance and daily feedback to our work, we learned the stages of change and how to face it. I know and believe that I can do many things with the team to make them happy. I was fortunate to have the chance to attend Cherry's training courses to know about the right and beautiful things, so my mission is to help my people to be better, with sincere sharing about where we are going, why we are going that way. They will not be afraid to go along with me.

I realized that I was able to apply it partly because I brought all my managers and some key people to Cherry's training courses, so when I proposed an improvement, no leader left me. Initially, some group leaders were somewhat disappointed when their roles were removed, but thanks to the knowledge they obtained, they are aware of many things and still accompany me.

By now, the sales results of all team leaders are superior to the previous months, one of them got 5 successful transactions/month which was previously only seen in the sale teams, even though they are still in the support team. I am not alone, and happy to see that people are truly creating

more value, no one has to drag anyone, seeing my people grow up day by day, just like I plant seeds and they become big trees. Now it is time to fertilise to get more sweet fruits.

I am very grateful to Rob and Cherry, and truly blessed to meet them, those whom you truly care and have good hearts. You and Teal Unicorn indeed bring great things.

*Hằng has been with us from the beginning, has given us so much support, and is now a personal friend. We are so happy and relieved to see her company humming, as she is pregnant and we did not want to see her stressed. We hope she can step back with confidence and enjoy the new stage in her life.*











# Teal Unicorn™ on one page.

The best reference is a customer who re-engages. So far all of them have!

We don't have hammers looking for nails. We help clients find the solutions within themselves to make work a better place: growing humanity, optimising systems, and enabling agility.

## We consult and train on advanced management across Asia/Pacific.

We don't take risks with your business. We don't presume to know the answers: together we iterate, increment, experiment, and explore, to advance clients' organisations quickly, safely, and effectively.

### Dr Cherry Vu

Enterprise, public policy, leadership, training, ethics, org change

Lately culture, Lean, business agility, DevOps, ITSM

DrVu @drcherryvu



Partners in life and work 😊

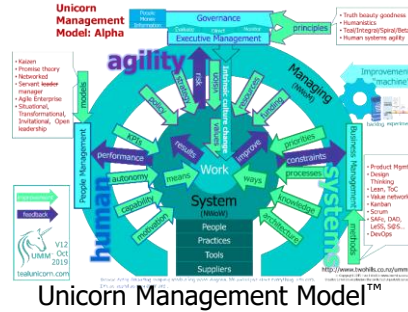
### Rob England

IT strategy, governance, management, practices

Lately Agile, culture, leadership, business agility

The IT Skeptic @theitskeptic

Rob has a popular blog



- manufacturers
- Retail
- Engineering
- Banks
- Telco
- Food
- Real estate
- Childcare
- Education
- importers

### Executives Managers Governors Practitioners Consultants

who

we love working in two cultures - gives perspective

New Zealand and Vietnam (and other parts of Asia-Pacific)



Who knew the two countries are such similar size and shape? Half a dozen countries, but mostly Wellington, Saigon, and Hanoi

Where

Thousands of students, hundreds of clients, dozens of organisations, lots of friends, and almost all happy customers.



legal entity Two Hills Ltd trading as

colour code for highest level of human culture (so far)

Large and small. from 40 to 12,000

Nickname for companies so cool their work seems like magic.

Government, commercial, not for profit.



sales results of all team leaders are superior to the previous months

Orders increased 3 times, customers were happy and now order more

I am no longer just dreaming about a better life, I start taking actions and change step by step from where I am.

an exceptional ability to extrapolate from the theoretical world, as well as draw from his own experiences to present pragmatic, practical and creative solutions to the problem at hand

from your training, I look at things clearer, more excited, more confident and that inspires others

Your method is easy to understand and I can apply it immediately. I got the outcomes immediately.

Find us: [www.tealunicorn.com](http://www.tealunicorn.com)

### Consulting. Coaching. Training. Workshops.

Onsite and remote.

Powerful and fun simulations!!



**Human:** people, humanity, wholeness, culture, sharing, empathy, diversity, inclusiveness, equality, trust, integrity, authenticity, open, transparency, learning, mastery, pride, empowerment, freedom, authorisation, servant manager, safety, wellbeing, health. [states]

**Systems:** customer, value, flow, feedback, quality, lean, streams, iteration, networks, complexity, chaos, antifragile, shift left, teams, organisation, collaboration, ritual, sharing, resilience, human error, holistic, data, science. [artefacts]

**Agility:** ambiguous, uncertain, iterate, increment, experiment, explore, observe, adjust, fluid, improve, curious, embrace failure, fail fast, small, granular, simplify, flexible, pragmatic. [actions/adjectives]

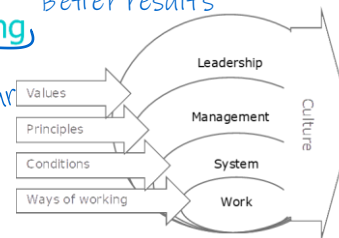
### Make work better

Advanced management consulting

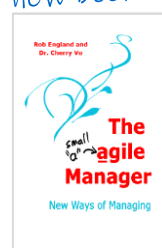
... is the key to advance

Better lives  
Better society  
Better results

on four levels



from our new book!



(we translate lots of stuff to Vietnamese)

which is also in Vietnamese!

and of course all our work in Vietnam is delivered in fluent Vietnamese by Cherry



Chartered IT Professional NEW ZEALAND



"The agile Managers Club"

Two Hills

V4, © Copyright Two Hills Ltd 2019 Sensible business practices

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## Partner organisations



### Rob England

Rob England is our Managing Director, and lead coach, trainer, and consultant.

Rob an independent management consultant, trainer, and commentator based in Wellington, New Zealand. He is an internationally-recognised thought leader in DevOps and IT Service Management (ITSM) and a published author of eight books and many articles. He is best known for his controversial blog and alter-ego, the IT Skeptic. He speaks regularly at international conferences. He is a founder of Business Agility Wellington (WellyBAM).

Rob is a contributor to *The DevOps Handbook*, and to ITIL (2011 *Service Strategy* book), and a lead author of *VeriSM*. Rob was awarded the inaugural New Zealand IT Service Management Champion award for 2010 by itSMFnz, and made a Life Member in 2017.

- Chartered IT Professional (CITP)
- ICAgile Certified Professional - Business Agility Foundations Certificate (2019)
- DevOps Foundation Certificate (instructor level)
- Certified Agile Service Manager (instructor level)
- Certified Agile Process Owner (instructor level)
- Certified DevOps Test Engineer (instructor level)
- PRINCE2 Practitioner Certificate (instructor level)
- ITIL V3 Foundation Certificate
- B.Sc. in Operations Research (1985)



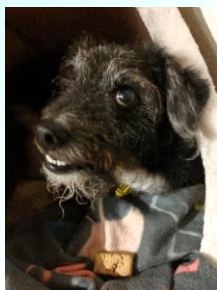
### Dr Cherry Vu

Vũ Anh Đào (Cherry Vu) is our Chief Executive Officer, and our lead coach, trainer, and consultant in Vietnam.

Dr. Cherry Vu is an expert on training leaders; and an experienced consultant to government and business on organisational change, change management, and culture change. She has worked and studied in New Zealand, Germany, and Vietnam. She is the founder of Business Agility Vietnam.

She has helped business and public sector organisations develop their change management capabilities. Cherry applies the most practical skills and instruments to optimise their change outcomes with a goal of arming leaders, practitioners, and change agents. Lately she has been immersing in the IT industry, bringing a different perspective to it to help Rob.

- DevOps Foundations Certificate (2017)
- Certified Agile Service Manager (2017)
- Doctor of Philosophy in Public Policy, Victoria University of Wellington (2017)
- Master of Public Management, University of Potsdam, Germany (2009)
- Bachelor of Law, University of Law, Hanoi, Vietnam (2000)
- Bachelor of English Language, University of Foreign Languages, Hanoi, Vietnam (1996)
- Bachelor of Culture, University of Culture, Hanoi, Vietnam (1996)



**Astro**  
DevOps Dog





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