



Knab
&
New Generations
Servant Leadership
Implications
&
Dilemmas

Who am I?



“A customer is the most important visitor on our premises.
He is not dependent on us,
we are dependent on him.
He is not an interruption in our work,
he is the purpose of it.
He is not an outsider in our business,
he is part of it.
We are not doing him a favor by serving him,
he is doing us a favor by giving us an opportunity to do so.”

- Gandhi

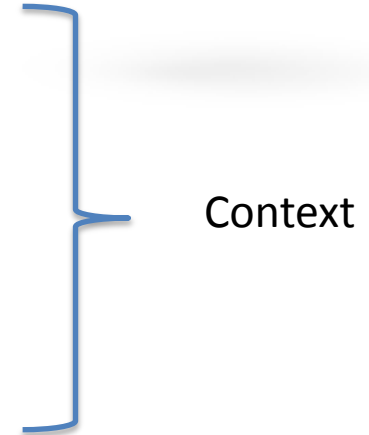
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Content



1. Introduction to Knab
2. New generations & their preferences
3. Servant Leadership
4. Implications & dilemmas



Context



Situations
&
Application

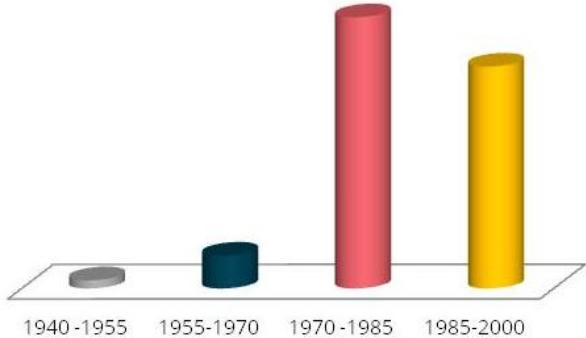




Introduction

Knab

Knab highlights



Babyboom Generatie X Generatie Y Screenagers



Characteristics of the organization



- A start-up company.....
.....so a (healthy) level of insecurity and adventure
- Growth.....
.....and searching for structure
- From project phase.....
.....to Go Live!
- A small organization.....
.....and thereby great visibility and impact
- A green field.....
.....and part of a multinational



FUN!





**New generations
and
their
preferences**

What kind of organizational culture demand the new generations?

- ✓ Frameworks & Output
- ✓ Space & Flexibility
- ✓ No hierarchy and short communication lines
- ✓ Learning & working – coaching and learning by doing
- ✓ Diverse and challenging
- ✓ Cool technology
- ✓ Hygiene conditions in place
- ✓ No clauses but a psychological contract
- ✓ Sexy Image & REAL!
- ✓ Communities



.....Works becomes part of a meaningful life!!

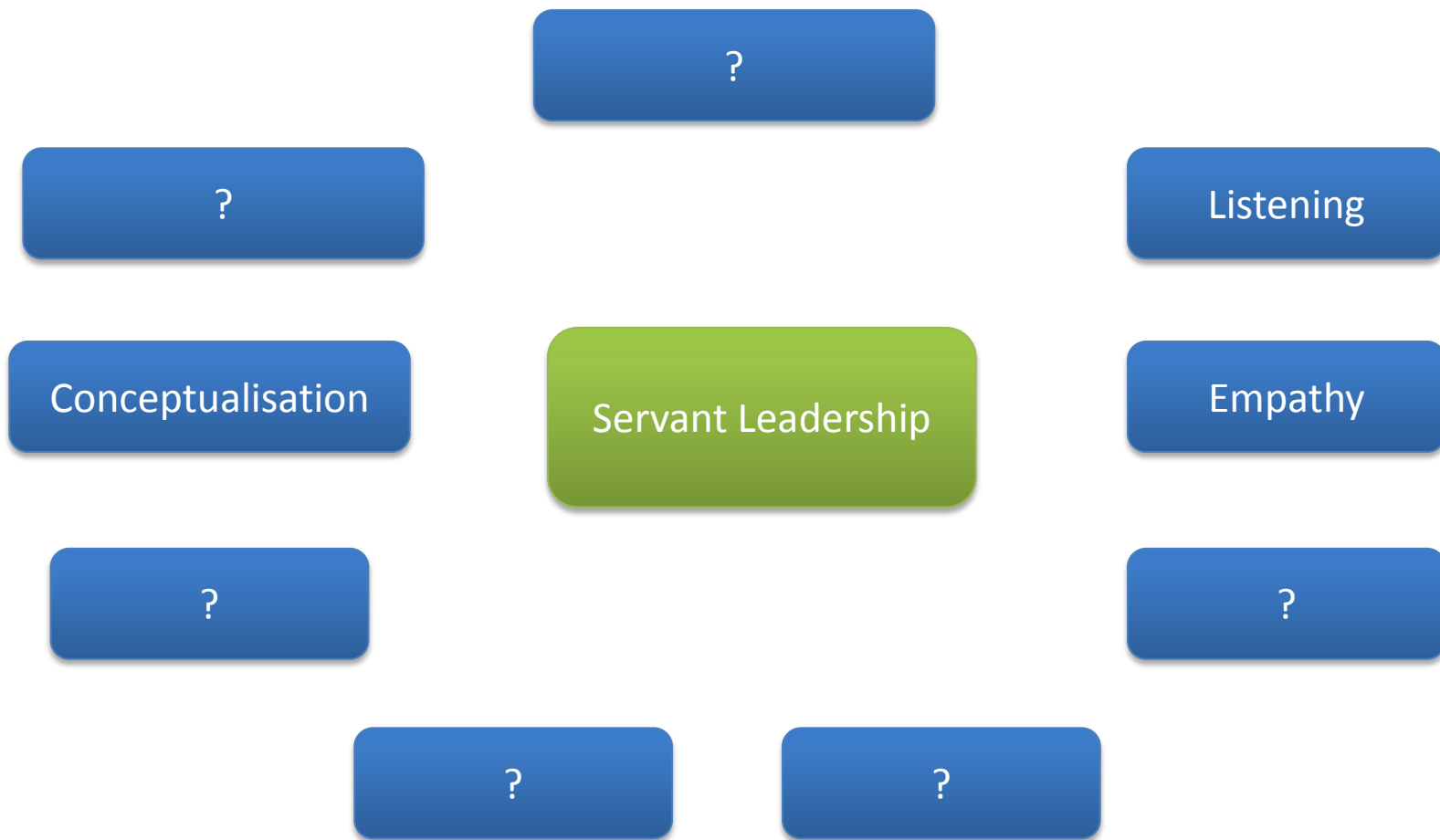




**Servant
Leadership
characteristics**



Servant Leadership Characteristics





**Implications
and
Dilemmas**



Dilemmas

Working relationships

Personal growth/goals vs. organisational growth/goals : What happens when personal goals are not in line (anymore) with organisational goals?

On one hand

We want people to grow and achieve personal goals within our organisation and make sure they have a meaningful time while they are with us

Whilst on the other hand

We need to make sure that organisational goals are met and defined which may require different skill sets over time



Emphasizing whilst being honest

“Ensure mutual growth”

- ✓ HR cyclus as a control mechanism, but conversation between leaders and followers should be continuously and two-way
- ✓ Leaders should have a natural interest in people, and always look for what thrives them
- ✓ Self-reflection and the ability to apply this regularly is key!

This empowers employees and gives insight whether there is (still) a two-way match



Dilemmas

Decision-making process

Structure vs. Creativity: Which mechanism is used to stimulate the decision making process & results?

On one hand

We want structure, tasks, responsibilities and authority; the framework the new generation asks for

Whilst on the other hand

We want high quality interaction, stimulate initiative, cooperation, entrepreneurship and dialogue



High level of freedom

“Responsibility & Pragmatism”

- ✓ Great responsibility and impact
- ✓ Personal growth: space & flexibility
- ✓ No static framework with roles and responsibilities
- ✓ Freedom to act and be proactive

This empowers employees and enables a result-driven organisation



Reconciling the dilemma

- ✓ Form small groups with your neighbours (ca. 3 persons)
- ✓ Collect positive elements of both sides of the dilemma (5 min)
- ✓ Plenary: Exchange ideas
- ✓ Go back to the workgroup
- ✓ Find ways to reconcile both positive sides of the dilemma (10 min)
- ✓ Plenary: Exchange ideas & Wrap-up



Thank you!

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