









Redefining Leadership Culture To Develop The Next Generation Of Leaders

HR Directors Summit Europe 2018

 @AnittaKrishan

Agenda

-  Leading Millennials
-  Challenges With Traditional Leadership Models
-  New Leadership Development Framework
-  Value-Based 360 Assessment for Leaders
-  Scaling Leadership Culture
-  Q&A

Leading Millennials

What Millennials need in an ideal workplace...

- ✓ Have greater impact and strong sense of purpose
- ✓ Driven by value creation
- ✓ Personal and professional development
- ✓ Fast growth opportunities
- ✓ Drive organizational change and transformation
- ✓ High degree of trust and autonomy
- ✓ Feel valued and recognized for their value contribution
- ✓ Flexible working hours to pursue side hustles/passion projects
- ✓ Work in a fast-paced tech environment with entrepreneurial minded peers

Challenges with Traditional Leadership Models

Challenges with traditional leadership models ...

... offers only ONE way to progress in career

- Does not reflect how different leaders can be
- Puts leaders under pressure to take over roles that they don't feel comfortable in
- Creates a hierarchy in which the scope of responsibility is the only measurement

Challenges with traditional leadership models ...

... has only ONE leader as the final decision maker

- Creates a high dependency for the individual
- Creates a strong bias when recruiting, developing and evaluating team members
- Might potentially harm diversity of the team

Challenges with traditional leadership models ...

... does NOT reflect the value created by experts

- An organization that highlights “focus” and “learning” should value its experts
- Specialists are under-represented in company leadership
- Experts might take over teams although they are not suitable

Challenges with traditional leadership models ...

... is **HEAVILY** challenged by lateral changes

- If people constantly change responsibilities they also change their leaders
- It gets nearly impossible to develop someone over a longer time period
- Disruption is perceived as negative as it also disrupts trust basis

Leadership Development Framework

Empowering Millennials to transform your organization

People are different

Think (Cerebral Mode)



By Carl Jung

Insight personality model

Feel (Limbic Mode)

...so are leaders...



Differences in personalities need different role archetypes



Responsibility Lead

Responsible for the development of an area at trivago. Responsibilities include:

- Vision
- Talent & Resource Acquisition
- Strategic Coordination
- Analysing & Challenging



Talent Lead

Responsible for team members' professional and personal development at trivago. Responsibilities include:

- Motivating & Guiding
- Welcoming
- Developing
- Coaching
- Rewarding



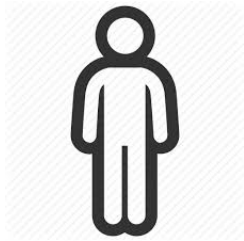
Knowledge Lead

Highly skilled experts who contribute to trivago by sharing and transferring knowledge. Responsibilities include:

- Learning
- Documenting
- Promote learning in field of expertise
- Training
- Consulting



Leadership at trivago



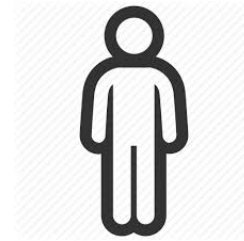
Responsibility Lead

Accountable for the
business strategy



Talent Lead

Accountable for individual
development



Knowledge Lead

Accountable for expertise
& knowledge

Value-Based 360 Assessment for Leaders

trivago Core Values



Trust



Authenticity



Entrepreneurial
Passion



Power of Proof



Unwavering
Focus



Fanatic
Learning

360° TRIVAGO SKILLS



TRUST

YOU CREATE AN ATMOSPHERE OF TRUST.



AUTHENTICITY

YOU ARE YOUR TRUE SELF AT TRIVAGO.



ENTREPRENEURIAL PASSION

YOU HAVE A MINDSET OF A BUSINESS OWNER.



POWER OF PROOF

YOUR ACTIONS AND DECISIONS HAVE A SOLID FOUNDATION.



UNWAVERING FOCUS

YOU ARE FOCUSED ON WHAT ADDS VALUE.



FANATIC LEARNING

YOU SEEK TO GAIN AND SHARE KNOWLEDGE.

360° UNIVERSAL SKILLS



COMMUNICATION SKILLS

YOU CONVEY INFORMATION EFFECTIVELY AND EFFICIENTLY.



LEADERSHIP QUALITIES

YOU INSPIRE, MOTIVATE AND GUIDE OTHERS.



CAPABILITY

YOU HAVE DEVELOPED THE NEEDED REQUIREMENTS FOR YOUR ROLE.



EFFORT

YOU ALWAYS DO YOUR VERY BEST.



VALUE CONTRIBUTION

YOU CREATE VALUE.

Scaling Leadership Culture

Key to scaling your leadership culture

1. Core Values
2. Leadership Principles
3. Strong sense of purpose
4. No status and ego
5. Engage Leaders
6. Strategic Alignment
7. Embrace Change
8. Autonomous Teams



Thank you

Questions?

