

Review and stages of AF KL link

All statements are false, but food for thought

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Four perspectives

- History
- Culture
- Management
- Behaviour

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History

The merge was a defensive one for KLM
AZ - BA - back to Blue
Merge was the privatization of Air France

KLM had a significant dept
Results Air France were slowing down

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One group
Two airlines
Three businesses

Design against the odds

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Till now three phases (1/2)

2004-2007

Strategic management committee:

- 4 AF
- 4 KLM
- casting vote chairmen

2007-2012

Group Executive committee:

- 17 members
- double hats

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Till now three phases (2/2)

1 July 2013

Group Executive Committee:

- 15 members
- Single hats
- Activities in the Group
- Functional and hierarchical steering
- No employees in the Group

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Dutch view

Impossible to work with a French company

Fiction for independency

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French view

Fear for reverse take over
Financial State of KLM
Air France is Group
(hive down)

- Language versus expression
- Conceptual thinking versus pragmatism
- Legal approach versus tolerance
- Individualism versus collectivism
- Opinion versus consensus

- Hierarchical versus participation
- Seniority versus equality
- Implicitly versus explicitly
- Taylor versus Fayol
- Stage versus content
- Consultation versus agreement

AFKL required behaviour synthesis

DO

- Develop your team
- Inspire others
- Lead by giving sense
- Demonstrate team spirit
- Listen and respond
- Lead the way
- Show ownership
- Have courage to address issues
- Think global interest
- Walk the talk
- Accept “noble” risks
- Focus on Group’s objectives
- Promote collaborative approaches
- Demonstrate intellectual curiosity
- Promotes positive mind set
- Develop good and friendly relationships
- Promote failure as learning experience

BE

- Open mind
- Exemplarity driven
- Open and clear
- A partner
- Responsible
- External and internal service oriented
- Passionate
- Ambitious for results while humble
- Flexible
- Strong in building bridges
- True, authentic and servant leader

DON'T

- Keep the information for yourself
- Develop blame culture
- Lead through negative stress
- Forget how to engage people
- Stay in an ivory tower
- Distrust people

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Issues

- Results
- What is important
- How to become international

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But...

- Professionals
- Same industry
- Lot of cross-fertilization/synergies/improvements
- There is no way back

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So we can do
better, quicker and smarter