



Calling all talented tax lawyers

The tax lawyers at KPMG Meijburg & Co believe that leadership is all about combining the organization's interests with those of the employees. Meaning that professionals are given more opportunities to enhance their skills and to utilize their talents.

Jaap Rog, the Chairman of KPMG Meijburg & Co's Management Board, knows that talented tax lawyers are few and far between. "There are many talented people, but only a few have the right background. For a company to attract the right talent, it needs to have a clear profile, explain where it stands, and what it has to offer. The younger generation is becoming more and more assertive. The situation twenty-five years ago was very different, new employees were just required to work hard and not to ask too many questions, whereas today there is more of a dialogue. A partner nowadays needs to be more aware of his or

her own character."

Jannie Alting Siberg-Kuipers, responsible for human resources management, recognizes this shift. "The new generation is more assertive and more direct and expects managers to explain their decisions instead of presenting them as a fait accompli . Young talents today have traveled more than their older colleagues did at the start of their careers and are more demanding toward their employers. Working should be fun. It is important to find the right balance between the goals of the company and personal goals in order to achieve a collective ambition."

Innovation

Rog believes that it is essential for KPMG Meijburg & Co to attract young talent. "Globalization requires innovation in our service and young, dynamic people are especially capable of developing new opportunities and products." This plea for young talent does not alter the fact that tax lawyers need experience. In other words, experience is an essential element of top quality tax advice. Talent needs to be able to gain that experience, which is why recruiting and retaining talented employees is given such a high priority at KPMG Meijburg & Co. This is the only way for the

organization to guarantee its long term continuity. Alting Siberg: "We want to be a preferred employer AND be generation proof." It requires leadership to meet the demands of talented employees, without losing sight of the company's goals. First, to attract talent and then, to retain talent. Alting Siberg adds: "The first five years are crucial, employees who are attracted to the organization and the profession tend to stay longer. It is therefore important to make clear what the company stands for within that period of time. Leadership is crucial in providing talent with the opportunity to blossom and grow."

Made-to-measure

KPMG Meijburg & Co offers talented people the opportunity to develop their skills by giving them responsibility. The organization is also very interested in the skills employees already possess. "We look beyond job descriptions", says Alting Siberg. "Each individual is unique and it is good to use each other's talents, it makes us stronger as a whole." In addition, Rog believes in supporting initiatives which go beyond the usual business operations. "Employees can request subsidy for projects they believe in. The projects vary from digging a well in South Africa to a sports day for children in Amstelveen." Alting Siberg says that particularly younger employees seize this opportunity. "Even during the job interview, young job applicants may enquire whether the organization has such initiatives and have an opinion on the subject. They are very conscious of current social issues." Alting Siberg feels that managers should take a better look at the work-life balance. "Employees want more

flexible hours, which means an employer needs to facilitate this." The use of a smartphone and the possibility to work from home by logging into the company network are already commonplace. But Jaap Rog knows there are new developments on the way. He elaborates on the issue of digitalization of know-how, something KPMG Meijburg & Co invests heavily in. "The complete tax library will be accessible on the iPad, whereas in the past you needed to search in fifteen books to find the answer you were looking for."

Clients First

Digitalization of technical information not only results in a more flexible method of working, but it also fits in perfectly with the client's wish to receive their advice more quickly. The tax lawyers at KPMG Meijburg & Co are increasingly better able to find the balance between speed and quality, due to information being more readily available. Rog believes this is the crux of the matter. "Tax knowledge is our business, but these days tax lawyers must offer more in order to reach the top. Our service must be excellent, and speed is an aspect of that. We like to compare our service to that of five star hotels, we too must offer a five-star service to our clients. That is what we call 'Clients First'. It is a promise fulfilled by the organization as a whole and definitely not a gimmick introduced by the management. Each colleague at KPMG Meijburg & Co, at every level, contributes to Clients First. By combining know-how with the service of five star hotels, we have created the ultimate tax consultancy. For now and, with our new talent, for the future."