



# Creating a Talent Pool and designing training programmes dedicated to the 4 established Potential Levels

The Company is one of the main insurance and management groups operating worldwide. It is present in 57 countries with a turnover of € 90 billion and 216,000 professionals. In Italy it operates through a network of around 750 agencies and 1,300 professionals.

In order to maintain leadership in response to the evolving market – which requires product innovation in terms of customisation and distribution methods, and displays a growing need for a customer-orientated approach – today the company is embarking on a phase of cultural and organisational change. One fundamental task is to redefine leadership competences. It has, therefore, become necessary to identify a talent pool to draw from in order to develop the company in line with this new scenario.

## Targets

- To identify the key competences for Managers with regard to the leadership model adopted by the company
- To identify the potential for development and adaptation to organisational changes, by defining strengths and areas for improvement
- To establish a specific development plan, aligning every participant's needs with the company's strategic vision
- To define variables and processes that will measure the effectiveness of actions for development, both with regard to participants in the assessment project and their internal clients.

## PRAXI's Contribution

- Management of the Communication Plan
- Analysis and Definition of the Leadership Model
- Leadership Assessment/Talent Management Process
- Classification of talents into 4 groups of future leaders
- Design of customised training programmes and/or coaching based on assessment results.

## Working Process

- Analysis and Definition of competences and indicators of potential evaluated during assessments/development
- Implementation of Communication Plan aiming at "legitimising the process" through the involvement/consent of people in question (Management Team, Union Organisations, ACDC participants)



*improving performance*

### PRAXI SpA

PRAXI is a leading Italian company in the sector of management consulting.

Established in 1966, it is structured as follows: 250 Employees (40 Managers), 10 Locations, € 6 million in Share Capital. The company's main activities are divided among four Divisions: Management Consulting, Information Technology, Valuations and Appraisals, Human Resources.

PRAXI's ability to offer integrated services is a key factor that makes the company stand out as a multi-disciplinary liaison in corporate consulting. Its cross-cutting approach combines perfectly with its innate ability to foster partnerships, seen as an opportunity to take on the clients' goals and build long-lasting professional alliances.

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- Administration of ACDC (2 days, 8 participants); the participants work on individual tasks (cognitive, relational, managerial) in reference to a fictitious company, in a specific market context, following the BUSINESS GAME logic
- Drafting of individual reports
- Giving feedback after 3 weeks and subsequent preparation of an Individual Development Plan in cooperation with one's superior
- Use of output to drive Training Management; creation of specific training labs focusing on competences in the following areas: Business Mind, Economics, Personal Impact, People Management
- Use of output to lay the groundwork for the process of Talent Management.

## Methodology

- The Assessment/Development Centres focus on analysing and assessing competences to ensure constant improvement in covering their role.
- This methodology of inquiry, designed ad hoc and based on the corporate competence model, is able to connect the analysis of competences to the strategic needs of the company.
- Duration: 6 months.

