Developing managerial competences to sustain change

The Foundation was established in 1992 and is present in multiple regions in central Italy. Today it has € 3 billion in assets, around € 60 million in grants managed, and 60 employees.

In light of recent changes to the organisation model, policies, and HR management processes, the Foundation feels the need to guarantee constant expansion of internal know-how, in terms of technical and behavioural competences. They want to set up a training and development plan for all employees in order to make them active participants in the change.

Targets

- to guarantee an adequate level of competence and know-how over time and in keeping with the new vision through

- role-based training programmes for managers and development actions for key figures so that they can support the change

- permanent training projects for all employees, repeated over time on a stable basis, for a minimum of five days of training per capita per year

- integration of the various training projects in an overall training strategy planned on a three-year basis.

PRAXI's Contribution

- Collecting and analysing relevant elements with high-impact on the process of change, in order to identify core competences in the new vision to be developed for employees across the board

- Helping develop the managerial role based on the new leadership model adopted by the Foundation

- Proposing and implementing a bottom-up approach to training, increasing pro-activity in the change.

Working Process

- Analysis of organisational roles and related responsibilities

- Defining a dictionary of technical and behavioural competences with samples representing the employees

- Identifying **key competences** expressing the vision

- Assessment of potential and competence mapping for all employees and definition of individual development plans

- Design and implementation of a three-year training plan broken down into the following sections:

  - **Role-based training**: as an introduction to the behavioural or technical training courses

  - Training on **key competences** in the vision (change management, conflict management, teamwork, work planning and time management, problem solving and decision making)

  - **Behavioural training**: training projects meant to help participants acquire

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improving performance

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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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or develop behavioural competences (relational, managerial, emotional, and innovative)

- **Technical training**: training projects meant to help participants develop their technical-specialist competences for a specific position or field of activity

• Support in the training process through the implementation of Praxi4People management system to organise programmes in connection with the development plan.

Targets Reached

• Creation of a front line of valuable professionals with high-level managerial competences

• All employees supported the process of change, as seen in the increase in their sense of belonging and complete fulfilment of goals (MBO always 100% consistent).

Methodology

The Training Plan uses an innovative system and entails a number of learning methods:

• classroom training (learning in a situation created for didactic purposes: in-house courses, multi-client courses, conferences, testimonials, etc.)

• on-the-job training (learning through normal work activities: mentoring from managers, shadowing, job rotation, external internships, study visits, project-work)

• self-training (studying or reading, e-learning, reports on specific topics, etc.)

• individual and group coaching (improvement groups).