



Empowering Senior Talents over 40 and 50

The Client Company is a well-known German multinational, leader in the sector of transport and logistics. Known for efficient and competitive service, it has a few thousand employees in Italy and a widespread presence throughout the country. The Company is facing a time of Change Management and needs to empower its Senior Talents over 40 and 50, both Managers and other Professionals, in order to maintain market leadership.

Targets

The ever-changing and highly competitive market situation requires companies, especially multinationals, to show rapid adjustment to the standard. It is essential for them to empower not only their junior managers and digital natives, but also figures in the over-40 and 50 age ranges, in their role as Talents or Key People, thus creating a valuable Generation Mix. For this reason, and also in light of the technological changes brought about by Social Organisations, it is becoming even more important for Managers to pursue Self-Development actions, including through digital/IT tools integrated with internal management systems.

Because of these demonstrated needs, and based on the experience gained in empowering Talents or Key People and in the area of Self-Development, PRAXI has been chosen as partner in **Development Centre activities and empowering Seniors over 40 and 50**.

Project

In this changing scenario, including that of the overall Competence Model used by the company, the Top Management has decided to implement a true self-development programme for Senior Talents over 40 and 50. The goal is to then integrate the resulting Development Plan – including Project Work / Training on the job supported by tools and potential training – with the internal HR management system. PRAXI will also help the HR team with internal mentoring for the managers involved.

PRAXI has been assigned with translating the corporate competence model into a self-development programme for around 20 employees, including Managers and Senior Talents over 40 and 50.

The project includes three key aspects:

- translating key corporate competences into behavioural competences that can be observed, diagnosed, and developed
- integrating the assessment of actual competences with training/development for those to be improved
- overseeing internal optimisation of the project (internal marketing).

The project can be broken down into the following phases:

- analysing organisational situation (as is) and expected targets for HR and Top



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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Management (to be)

- designing Development Centre project, delivery and involvement of the HR Team
- determining tools to be used and development plan: training videos that recognise key competences, role play, tools for assessment of self and others, observation of key competences, recording/mapping of results; in-depth questionnaires on behaviour (DISC model), assessment of emotional intelligence, motivational surveys, etc.
- close attention to feedback sessions, in addition to feedback from Assessors/ Trainers and co-workers themselves (180 feedback)
- drafting and certification of an individual self-development plan
- report and presentation of results to project Management Team.

Specifically, the feedback given to people, in a dedicated private session, has made it possible to share and draft a Development Plan or Self-Development Programme specific to the role and distinctive qualities of each person, for the purpose of implementing internal development. The Plan was integrated into the internal management system and has become a tool for monitoring the growth of people involved in the Development Centre.

Targets Reached

The following are some **key results** obtained for the client:

- optimisation of Senior Talents over 40 and 50 / engagement
- participation in change
- environment for learning and self-development.

Approximately one year after the end of the project, the results can in fact be summed up as follows:

- development of Senior Talents over 40 and 50, Managers, and Professionals involved, awareness of their own strengths and weaknesses, activation of Self-Development Programme and resulting Project Work/Training on the job
- making sense of an environment that

favours learning

- participating in process of organisational change
- integrating results with the company's systems for managing Self Development programmes for oneself and others.

Overall, the project allowed PRAXI to assist the internal HR Team in further empowering valuable resources – Senior Talents over 40 and 50 with important experience and seniority – as well as making them more autonomous in the process of internal change.

Expected developments

The company has embarked on a journey of Self-Development for its Senior Talents over 40 and 50. The goal is to empower them in specific internal scenarios and help them develop distinctive competences over the short and long term.

Given the success of the Development Plan and Self-Development already introduced, the company is now evaluating the option of using the same programme to empower other Talents/ Key People with less seniority.

An interesting route to take in the future could be that of enhancing Self-Development for figures over 40 and 50 (and others) with tools or game platforms that would allow digital and social interaction among participants. This would improve the simple exchange of information, but also provide for behavioural feedback, thus adding to the development achieved through traditional means.

