

# Developing the Organisation and the Individual in support of Change Management

Our Client is a Foundation established in 1563. Today it has € 9 billion in assets, around € 190 million in grants managed, 150 employees, and is the primary shareholder in one of Europe's leading banking groups. The Foundation has stated that in order to fulfil its mission and guarantee that its resources are used with a high degree of impact on the local area, it needs to review its organisation model and verify people's ability to sustain the change.

## Targets

- Increase decision-making speed
- Reduce resources in the area of staff services
- Reduce operating costs by 20%
- Increase leadership and proactivity.

## PRAXI's Contribution

- Review the organisational structure
- Define operational and planning processes through action learning
- Develop the competence management system
- Assess the potential of 70 employees
- Define the organisation chart
- Design HR management processes and payment policies
- Develop and implement a training plan in line with the expected competences.

## Working Process

- "As Is" snapshot
- Analysis of processes with activity-resource matrix
- Streamlining organisational structure and re-dimensioning staff
- Review of operating processes
- Assessment of potential and competence mapping

- Organisation chart and department chart
- Definition of HR processes in competence model
- Budget and targets for MBO
- Three-year training plan in leadership model.

## Targets Reached

- Resources in staff services reduced by around 30%
- Operating costs reduced by 25% over budget 2011
- Personnel cost reduced by 10%
- IMotivation index: +10%.

## Methodology

- Methods of 5 S organisational analyses and interviews
- Process/resource matrices for process analyses and staff re-dimensioning
- Assessment of potential with Insight Leadership check, group dynamics, individual testing and interview
- Process review with action learning
- Training plan based on competences and methods alternative to classroom.



*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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