

Executive Individual Audit for multinationals

The "Elevator Technology" Business Unit (BU) of a global multinational oversees the production, marketing, and maintenance of elevators, escalators, goods lifts, jet bridges for airports, and accessibility solutions that guarantee safe and convenient transport for people and goods in public and private areas. Its market position is backed by prestigious references and it is recognised at a national and international level, thanks to innovative technological offerings making it possible to implement high-profile solutions.

The market changes characteristic of this sector have required rapid adaptation over the last few years in order to keep up with challenging and competitive international standards. In addition to providing valid technological solutions, the focus is also meant to place more value on organisational and economic efficiency in comparison to the past.

Therefore, the Managerial Model for key human resources (CEO, CFO, CTO) holding top positions in the various BUs requires more cross-competence and the ability to manage human resources, as well as technical and economic resources. These key players must also be extremely familiar with a market known for its expertise and strategic vision.

Targets

Thanks to its multidisciplinary background and proven experience in assessing Human Resources through innovative and diversified methods, PRAXI was chosen as partner for the Executive Individual Audit in Italy.

Project

The project entails the design, delivery, and supervision of an Executive Individual Audit for some of the managers identified as "high performers," in that they already bear a certain level of responsibility within the company structure. Although the managers targeted in this project have careers which previously required them to work at European locations or subsidiaries, their current executive roles include responsibility within Italy.

The Executive Individual Audit has the goal of assessing these resources in reference to an international competence management system and through a combination of methods common to all of

the European countries. The preliminary activities, delivery, and reporting must, therefore, refer to a single standard and must always be in English.

The assessment of the Managers has immediate value based on whether the result is positive or not, in addition to prospective value, given that there is a development plan for the short, medium, and long term supporting the overall assessment. There are also hypothetical "trajectories" that the resource will want to, or be able to, pursue in the future within the company.

A positive assessment leads to entry in international talent pools allowing candidates to apply for, or be called for, internal job postings, in addition to accessing development and retention projects that the company offers its high-potential professionals.



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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The project provides for a system of Global Assessment Centres (GACs) and Management Audits (MAs). The GACs and MAs are carried out by PRAXI Senior Assessors (in individual sessions), in partnership with company headquarters and through solid coordination with other local partners in the various countries..

The Assessment Systems present diversified tasks within a single Business Scenario, created ad hoc, for example: Business Case, Business Presentation, Staff Meeting, Head Collaborator, and Meeting Simulation. There are also some interviews conducted using the Behavioural Event Interview (BEI) method, as well as peer-to-peer feedback to better define and share the development plan.

Targets Reached

The project allowed the client to obtain the most objective possible assessment (yet still based on its own specific context/typical culture) for some of its current managers. In addition, the assessment is completely comparable to those performed in other countries and this has introduced new and interesting scenarios for evaluating similarities and differences, with regard to both the strengths and gaps.

Moreover, the project was able to disprove many of the same stereotypes or misconceptions which often characterise general relations between the various countries/cultures and, more specifically, which impact the processes of inter-exchanging professional figures among different countries, even within the specific company.

Explaining the participants' areas for improvement and combining them with their own perceptions, expectations, and professional motivations has made it

possible to create concrete programmes to support their professional development. Thanks to a high degree of customisation, the choice of development activities resulted in a net increase in accountability for both the candidates and the company.

As a consequence, the customer satisfaction (shown by General Management and the HR Department) reached maximum levels and a new "edition" of the project is currently being planned. Mention must also be made of the satisfaction shown by participants, both in the "success stories" and in cases where the assessment results were not in line with expectations for an international career. The assessment and developmental feedback given to the participant nevertheless proved to offer undeniable and much appreciated value added.

Expected Developments

The assessment project will be repeated with new managers. The tasks will be gradually adapted while maintaining the same structure, given that it has proven to be functional and adequately balanced in terms of needs for thoroughness/depth and operational ease.

Furthermore, the company has undertaken a phase of analysis to adapt the project so that it may also be applied to lower-ranking professionals (still having significant experience and a positive record within the company structure) to be assessed in a preliminary phase, possibly leading up to the Executive Individual Audit.

