



FILING CARD GOOD PRACTICE EXAMPLE

European Network 'Career & AGE'

Identification of the 'Practice'

Country/Region: **Italy**

Title: **Competencies and experiences: a company asset to be valued**

Leading partner: **A back office service of a bank**

Period: **May 2012- ongoing**

Budget: **38,000 EUR**

Language(s): **Italian**

Final beneficiary: **80 employees aged 55 and over and 13 members of the middle management**

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What was the problem: **a lack of motivation of employees aged 55 and over and the need to improve their capability to get involved in new professional plans committing themselves to the continuous improvement of company projects; poor age sensibility and age management skills of middle management**

Focus: **employees aged 55 and over and their middle management's, commitment to new proposals/ innovation projects**

The practice was designed and built **both for employees aged 55 and over and for their middle managers**

Objective(s):

Main objectives:

- **to promote the development of skills of over 55 middle managers ??? and employees – useful to be recognised and valued as generations' diversities ???**
- **to research and activate new motivation to achieve the best positioning in personal and professional work in relation to the stage of life ???**

- to create the committed through identifying specific ways of involvement with the constant changes requested by the company and society ????
- the synergistic interaction, concrete and operational, between generations as added values for themselves and for the organisation

Specific objectives for employees aged 55 and over

- to develop new capabilities for self-awareness and a deeper understanding of the source of personal/professional power (experience, competences, behaviour...)
- to create the personal vision of one's professional value and develop the ability to negotiate that with the organisation's view on employees
- to keep in touch with one's inner voice and develop a strategy to recognise it as a guideline for one's life and work projects.
- to design proposals for an organisation's performance improvement through innovating the organisational processes, the service, promoting intergenerational learning, a new personal career path within the organisation
- to consolidate one's proposals within a robust action plan
- to develop the capability of negotiating one's proposals/action plan

Specific objectives for employees' chiefs (middle managers)

- to develop an understanding of age diversity
- to sustain creative and innovative teams that are able to integrate age diversity and to develop intergenerational learning
- to reveal a company's links between valuing age diversity and organisational performance
- to develop the management skills necessary to conduct the action plan discussion with the middlemanagers

Main results

So far, the most significant results for employees have been

- The employees aged 55 and over that have attended the courses (100%)have developed a better view on themselves and on their role with respect to the prospect of remaining employed for a longer period than previously expected
- 75% of the participants came up with a proposal for change (e.g.innovation of products, services, allocations) , thereby being personally committed to accomplishing the result envisaged

- 60% of the participants did an interview with their middle manager or with a member of the executive staff
- some employees (10%) were able to change activities and work procedures as requested

Up to now, the most significant results for middle managers have been:

- To overcome narrow-minded beliefs and stereotypes regarding employees aged 55 and over
- to establish their personal responsibility in maintaining and motivating this important section of the company's workforce
- to direct attention to the target group of employees aged 55 and over using new management tools and methods
- From the point of view of learning and responsibility to put on the agenda and to implement individual interviews, the result has been achieved for 85% of over 55 chiefs ????
- From the point of view of the ability to effectively conduct the interviews the result has been achieved for 40%, 50% of middle managers ????

All employees aged 55 and over , which represents more than 40% of total workforce) and their middle managers have been or will be interested and involved in the training actions???? . Selection criteria have not been used, i.e. the project was not on a free basis but mandatory .

The project is still going on since a number of employees of the target group, have not yet participated in the training courses.

The main results both for employees and for middle managers have been achieved in that department where

- The target group of employees aged 55 and over account for at least half of the total number of employees
- During the training the target group was divided in two groups
- The manager is a female manageress (the only woman who coordinates over 55 employees?????) who has been supported with a coaching path (????)

What did you do

The Activities, which were set up over a period of 12 months, consisted of training, advising and coaching.

For employees the training activities lasted two days plus 1 day of follow-up

For middle managers

The content areas and the main topics covered are

- Competences and experiences valuation
- Cognitive expertise
- Facilitate the replacement for generations?????
- Improvement of employees' well-being and commitment

1. For the employees (divided into groups of 15)

1.1. Two days training course plus one day of follow-up on the following contents

- Stereotypes and prejudice construction and deconstruction: the mechanism involved in the perception of generational differences
- Flexibility of mind and cognitive processes in the different age groups: the importance of keeping an open mind to change
- Stages of life, subjectivity, generational differences: the vision for active positioning in the job and role
- Self-motivation process: how to build one's own vision
- How to prepare for the interview with one's middle manager for the presentation of one's own proposal about personal development
- The element to be put under observation for follow up

-2 For the employees' chiefs (middle managers)

2.1. two days training course and one additional day for follow up

on the following contents

- How do stereotypes operate and which personal and organisational path can deconstruct them
- The role of middle managers and the company vision, the stage of life management, the generational differences, the importance of a good role positioning of employees
- Mental flexibility and cognitive processes in the different age groups according to the behavioral profile
- Team building and creation of inter-generational added value
- Empathic and transformational leadership: self-awareness and advisory support

- How to conduct the interview with one's employees
- The item to put under observation for follow up

Results:

The majority of proposals/action plans for professional development have been discussed by the employees with their middle managers. Motivation and involvement within team activities have been improved for all participants.

What were the critical points to get the process running?

- Executive board commitment
- Middle management's commitment
- The availability of new job positions within the company for employees aged 55 and over

Impact/Completion: the company is considering the possibility to diffuse the results of the project to the bank as a whole.

Transferability: Which conditions are needed to optimise the transferability of the project? the project is transferable to other middle-sized companies with the same workforce structure (majority of older employees) and with the same aim to transfer personal expert knowledge and skills in the company and to motivate older employees to behave in a proactive way when dealing with organisational change.

Link with the focus of the network (Tick more than one box if necessary):

SYSTEM level

ORGANISATIONAL level

INDIVIDUAL level X

Life phase

Career phase X

Generation X

Other information

Any other useful information on the Good Practice: