



FICHE GOOD PRACTICE EXAMPLE
European Network 'Career & AGE'

Identification of the 'Practice'

TITLE of the good practice: Learning labs: Knowledge transfer between generations

Country/Region: Italy

Nature: Programme – Measure – Project – Other: Company project

Period*: October 2013-February 2014

Budget*:35,000 euro

In which language(s) available: Italian

Final beneficiary: 30 contract managers of Siram <http://www.siram.it/>

Leading partner: MIP Politecnico di Milano

Contact details: l.erlicher@mip.polimi.it

Website: www.mip.polimi.it

*: If known/if available

Description of the 'Good Practice'

What was the problem?

Lack of collaboration among contract managers (CM) and lack of knowledge and best practices transfer among CM with different professionalism, experience and age.
In particular, CM from different territorial business units (North-West – North- East, Centre , South) were divided in two groups.

- The group of the senior Contract managers (with extensive and deep professional competences and expertise acquired in the field , not willing to share their knowledge)
- The group of the young Contract managers (with high technical and managerial skills, low expertise acquired in the field and strongly willing to learn from their colleagues)

What were the objective(s)?:

Fostering socialisation between the two groups

Promoting exchange of knowledge and experience

Focusing on some management, technical and organisational problems to be solved by the Contract manager

Practising exchange of knowledge through collaboration to work out solutions to critical and major problems.

Creating a community among the different generations of Contract managers, based on mutual trust and collaboration

What did you do?:

Training pathway based on problem solving methodologies and creativity development addressed (?) to small groups.


Learning Labs – Structure

Phase 1 (on the job)

Each Contract manager received a document in which he is asked to describe a critical situation/problem (related to process management, or people management, or to the relations with other company's departments)which he would propose to discuss during the labs

Phase 2 (in classroom: 1,5 days)

Discussion and selection of the prior problems. Partition of the Contract managers in task forces that mix young and senior participants. Each group deals with one problem selected and works to the problem solution along the following scheme:

1. Problem description applying the critical incident technique
 2. Problem framing through the following techniques: context analysis, object analysis
 3. Problem diagnosis through the following techniques: cause and effect diagram, if then logic ...)
- 

Phase 3 (in classroom: 1,5 days)

- The same groups working on
4. The Problem solution through recombination of the practices acted(??? used) by the contract managers
 5. The Problem solutions sharing between the team
 4. The Problem solution formalisation for communication to the other company's departments

Phase 4 (Company meeting 0,5 day)

Meeting between the contract managers and other company's department managers for the problem solution/best practice sharing and discussion
Shared decision on the action plan needed to implement the solution and to disseminate the best practice within the company

Was there a specific focus on gender, diversity:

No

What did you achieve?:

We succeeded in training 30 contract managers

What were changes or effects of the good practice?:

Improvement of technical and management competences of individual Contract managers

Identification of best performer to which address ??? specific problems relating to experience and knowledge transfer

Creation of a professional and cohesive community

Creation of a reliable and supportive connection with the specific field of business (ICT, Finance, Accounting) from which the CM asks data and proposes modifications to improve process and procedures

What were the critical points to get the project running?

Overcoming barriers relating to stereotypes of the two groups of CM, due to both a lack of trust between people and professional consideration

Fostering the continuation of improvement projects promoted during the learning labs and maintaining the good work on exchange of knowledge, experience and best practices in the professional community of CM

Transferability:

The whole approach could easily be transferred to public or private companies

Which part of your approach could be used in another context?

Under which circumstances would the transfer be optimum?

Collaboration between the HR department and company business functions

Connection with the key aspects of the network:

SYSTEM level

ORGANISATIONAL level X

INDIVIDUAL level

Life phase

Career phase

Generation X

Other information

Any other useful information on the Good Practice: