

L'IMPORTANZA DELLE PERSONE NEI PROCESSI DI AGGREGAZIONE

Michele Micheletti
STRATES srl

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Studio di consulenza professionale





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GRAZIE

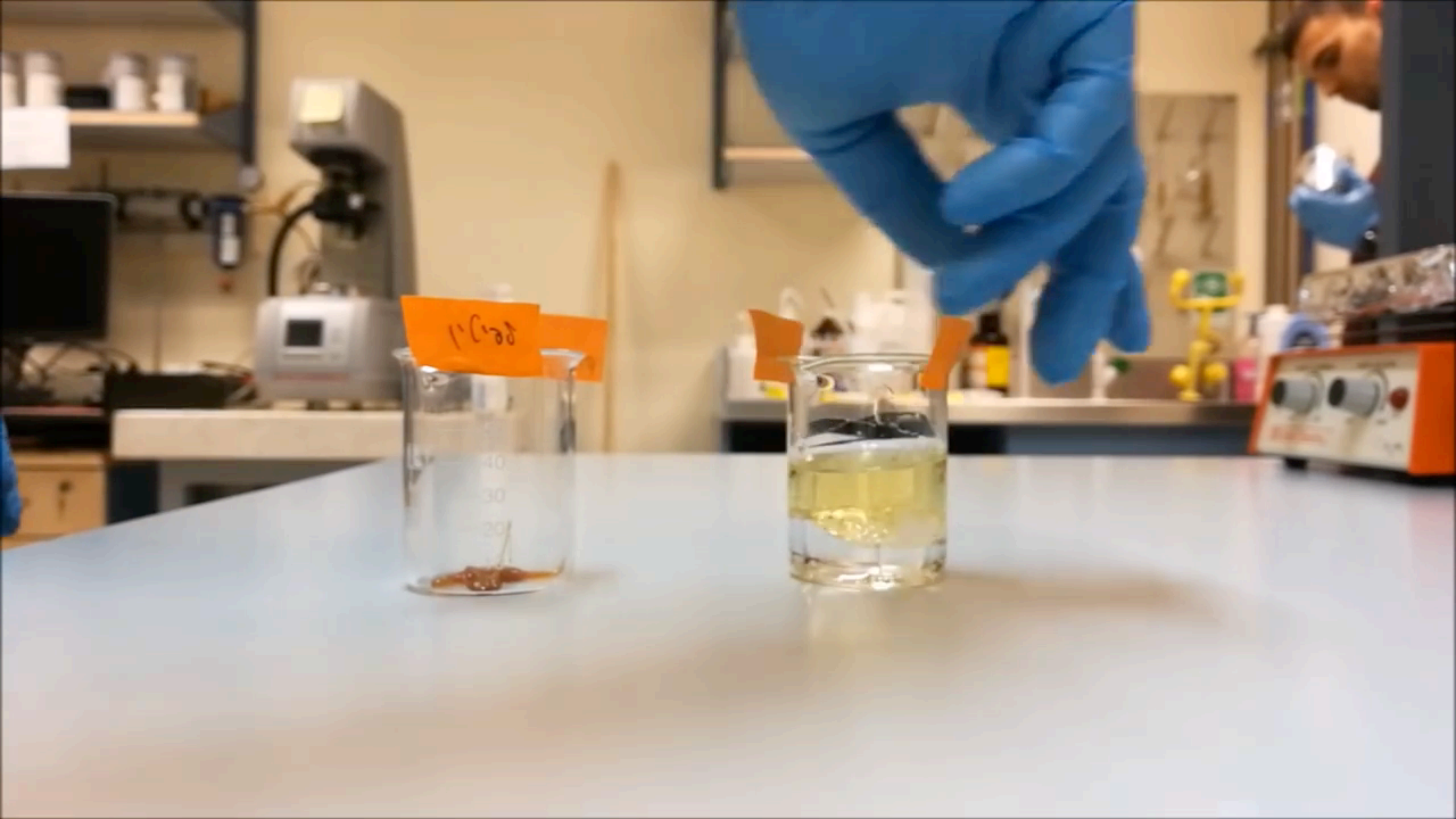
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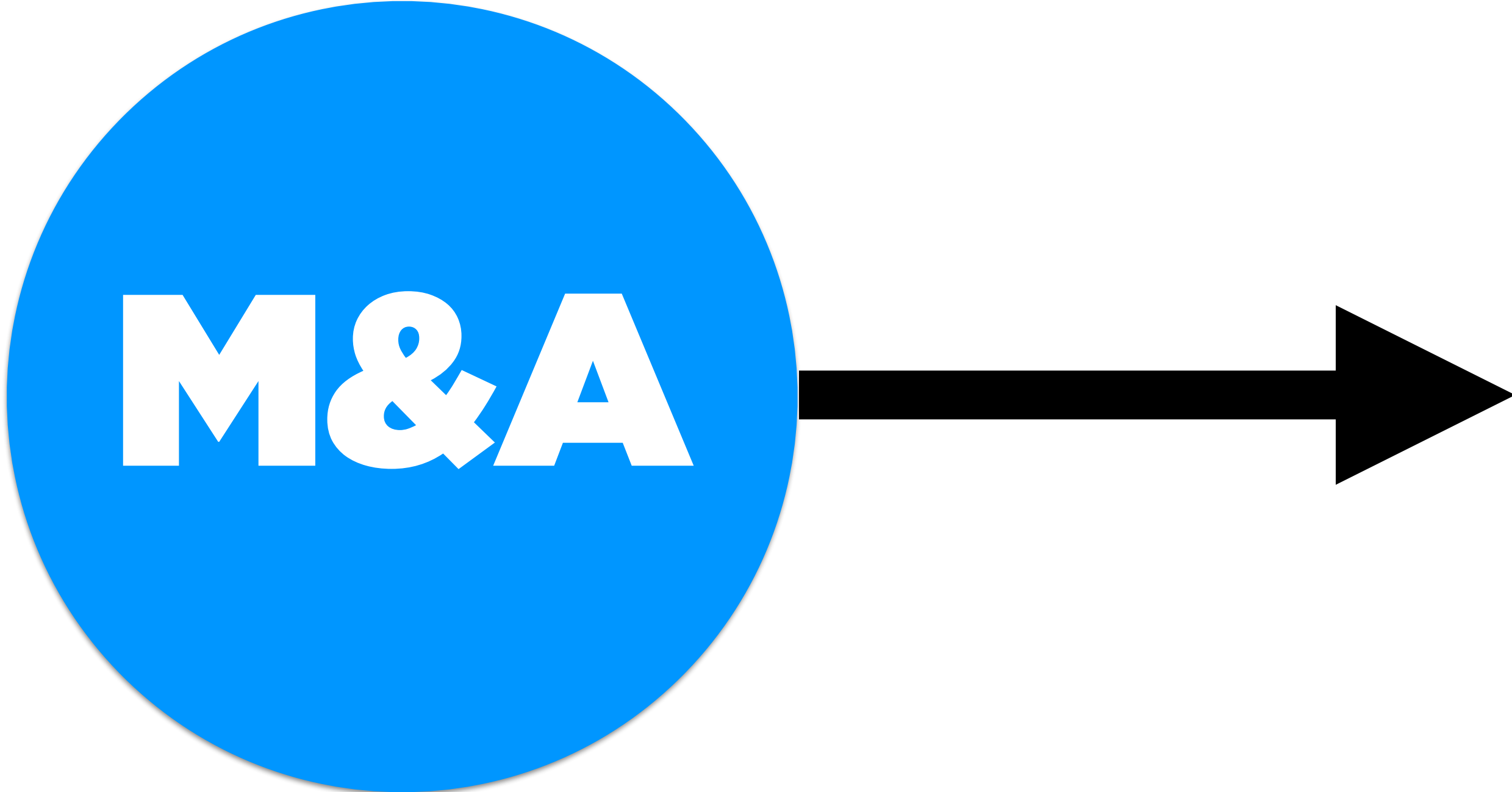




**Le fusioni e le
acquisizioni
rappresentano circa
il 41% del totale delle
operazioni di finanza
straordinaria concluse
da imprese italiane**

Beneficio Sinergico

Queste operazioni rappresentano un'opportunità di crescita dimensionale e qualitativa, conducono all'implementazione del know how aziendale, all'espansione nel mercato e alla crescita economica.



M&A

Beneficio Sinergico

$$V_{M\&A} > V1 + V2$$



Beneficio Sinergico

Si ha successo quando il valore della società risultante dal processo di M&A è **superiore alla somma dei valori delle singole imprese**

1

Evidenze emotive: criticità e attenzioni

L'IMPORTANZA DELLE PERSONE NEI PROCESSI
DI AGGREGAZIONE, COMPETENZE,
MOTIVAZIONI E ORIENTAMENTO DEI RISULTATI

Michele Micheletti -STRATES-



2

**GRANDI
VERITÀ**

1



**“Quando nelle grandi operazioni
M&A si ricerca la redditività di
breve o medio termine **aumenta la
possibilità di sottovalutare il
fattore umano**”**

*Fabio Carniol, Managing Director per l'Italia di
Towers Watson*

2



“Quando si trascurano le risorse umane, aumenta fortemente il rischio di danni successivi: in primis il depauperamento delle competenze e l’incapacità di gestire in modo ottimale la fase di integrazione”

Fabio Carniol, Managing Director per l’Italia di Towers Watson



**Che cosa sono
le EMOZIONI?
Che effetto
hanno su di noi?**



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The circumplex model of affect: An integrative approach to affective neuroscience, cognitive development, and psychopathology

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^aColumbia College of Physicians & Surgeons

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Abstract

The circumplex model of affect proposes that all affective states arise from cognitive interpretations of core neural sensations that are the product of two independent neurophysiological systems. This model stands in contrast to theories of basic emotions, which posit that a discrete and independent neural system subserves every emotion. We propose that basic emotion theories no longer explain adequately the vast number of empirical observations from studies in affective neuroscience, and we suggest that a conceptual shift is needed in the empirical approaches taken to the study of emotion and affective psychopathologies. The circumplex model of affect is more consistent with many recent findings from behavioral, cognitive neuroscience, neuroimaging, and developmental studies of affect. Moreover, the model offers new theoretical and empirical approaches to studying the development of affective disorders as well as the genetic and cognitive underpinnings of affective processing within the central nervous system.

The reigning experimental paradigm in affective neuroscience can be divided into discrete and independent pathways subserving each of these emotions. This model yielded significant advances in the understanding of affective psychology and psychiatry, but it has left unexplained many emotions, for example, has not explained affective disorders, nor has it resolved confusion about the nature of affective disorders. Moreover, basic emotion theories have not explained behavioral genetics and temperament research. In contrast to the theory of basic emotions, we propose an integrative approach to the study of emotion. We propose a circumplex model of affective states, based on two independent neural systems, to more fully understand how affective states are understood to arise from cognitive interpretations of core neural sensations.

Although poorly represented in psychiatric research, affective neuroscience (Larsen & Diener, 1992; Russell & Tellegen, 1999). One particular dimension of affective neuroscience, the circumplex model of affect, proposes that all affective states arise from two fundamental neurophysiological systems, one related to valence (a pleasure–displeasure continuum) and the other to arousal, which are the product of two independent neurophysiological systems.

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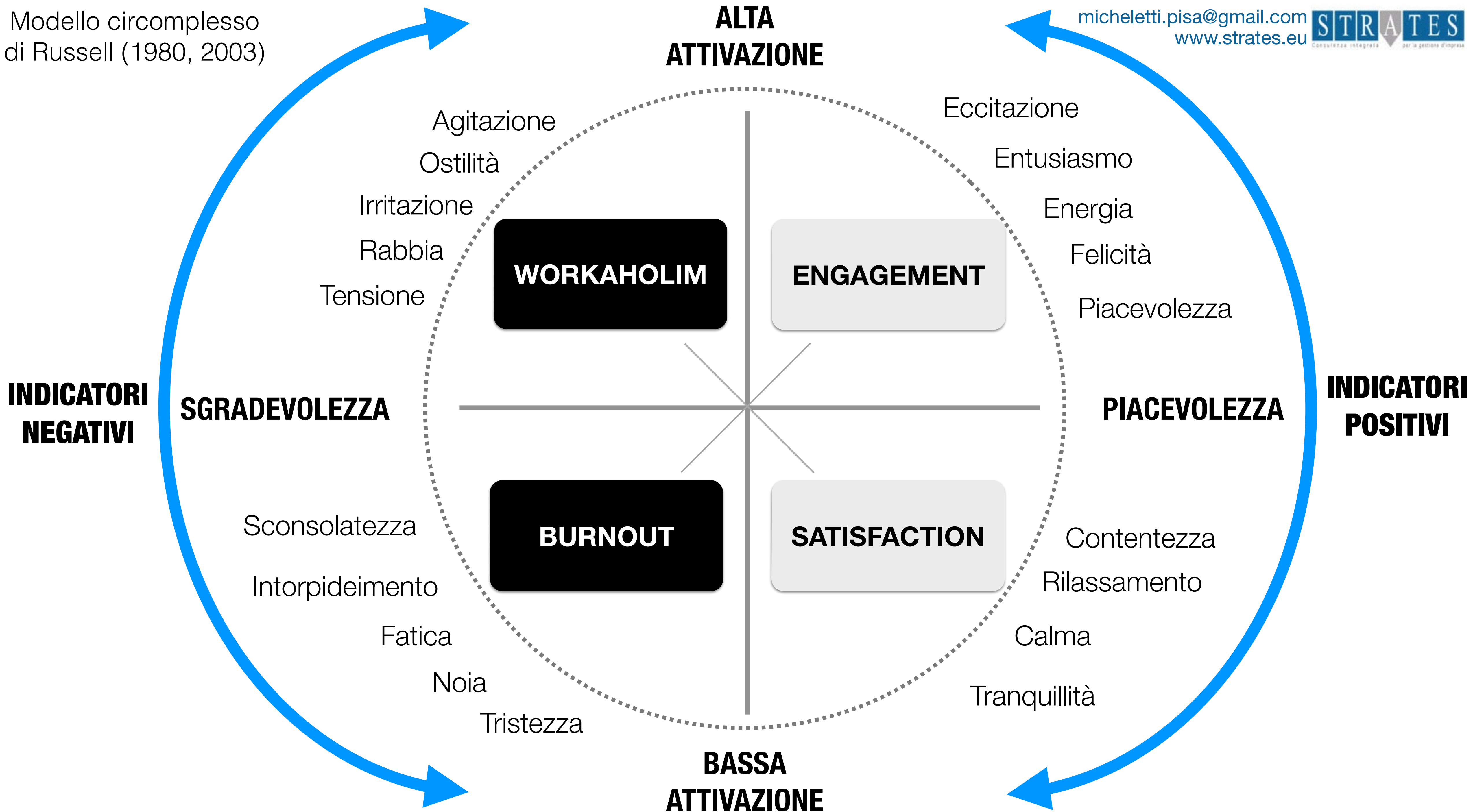
The circumplex model of affect: An integrative approach to affective neuroscience, cognitive development, and psychopathology



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ORIGINAL ARTICLE

Business mergers and acquisitions and the risk of mental disorders: a population-based study

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ABSTRACT

Objectives Mergers and acquisitions (M&A) activities are increasing and may negatively affect workers mental health. However, the impact of M&A on the risk of developing a mental disorder, rather than psychiatric symptoms, has not been investigated. The objectives of this study were to estimate and compare the 12-month incidence of depressive and anxiety disorders in workers who had and who had not experienced M&A in the last year.

Methods Employees aged 25 and 64 years old were randomly selected from the community and were followed for 1 year (n=3280). Questions about their experience in M&A in the past 12 months were asked. WHO's Composite International Diagnostic Interview—Auto 2.1 was used to assess depressive and anxiety disorders. The 12-month prevalence and 1-year incidence of mental disorders were estimated and compared in relation to M&A.

Results Participants who were exposed to M&A had a significant higher 1-year incidence of generalised anxiety disorder (GAD) (6.7%) than the unexposed (2.4%). They were not different in the incidence of major depressive disorder. The exposed participants were 2.8 times more likely to have had a GAD than others and were about 2.4 times more likely to have developed any anxiety disorders over 1 year.

Conclusions M&A may lead to increased risk of GAD, which may, in return, evolve into major depression. Governments, employers and health professionals should be aware of this and work out plans to reduce the negative health outcomes of M&A.

INTRODUCTION

Mergers and acquisitions (M&A) are common in the business community, which involve the buying, selling and combining of different companies. Despite the global economic recession, the M&A deal volume jumped 33% to \$265.9 billion worldwide in January 2011 from a year earlier, while US activity nearly tripled, rising 177% to \$117.5 billion, according to a Wall Street Journal report based on Dealogic data.¹ Although M&A may be vital to the corporate competitiveness, ordinary employees of the companies involved have a little control over the process.² This may create worries and frustrations in employees, which may have negative impacts on their mental health in short and long terms. European studies have reported that organisational downsizing and privatisation can lead to an increase of sickness absence^{3–5} and cardiovas-

What this paper adds

- ▶ Mergers and acquisitions (M&A) are common in business community. Despite the global economic recession, M&A activities increased dramatically in 2011.
- ▶ Research has found that fear, anger, depressive and anxious symptoms among employees are related to M&A in affected companies. However, depressive and anxious symptoms are not clinical diagnoses and are different from mental disorders.
- ▶ There have been few studies investigating whether M&A is associated with increased risk of mental disorders.
- ▶ Our population-based longitudinal data showed that employees who were exposed to M&A had a significant higher 1-year incidence of generalised anxiety disorder than the unexposed.
- ▶ M&A may lead to increased risk of generalised anxiety disorder, which may evolve into major depression. Governments, employers and health professionals should be aware of this and work out plans to reduce the negative health

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prevalence of disability claims (\$15–\$33 billion) are attributed to mental illnesses.¹⁹ Workers with mental disorders reported more work loss, and work cutback^{20–25} had a higher incidence of unemployment and significantly more job turnover²⁵ and had longer duration of disability than those with physical illness.²⁶ Unemployment will lead to poverty and

ORIGINAL ARTICLE

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EVIDENZA SIGNIFICATIVA

AUMENTO DEGLI STATI D'ANSIA

I partecipanti coinvolti a fusioni e acquisizioni hanno avuto un'incidenza a **1 anno** significativamente più elevata di disturbo d'ansia generalizzato (GAD) **(6,7%)** rispetto ai non esposti (2,4%)

I partecipanti esposti avevano 2,8 volte più probabilità di aver avuto un GAD rispetto agli altri e circa 2,4 volte più probabilità di sviluppare disturbi d'ansia nell'arco di 1 anno.

ORIGINAL ARTICLE



The role of emotions during mergers and acquisitions: A review of the past and a glimpse into the future

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Abstract

Research on emotions during different phases of the merger and acquisition (M&A) process (i.e., pre-M&A, during M&A and post-M&A) has increased exponentially over the past three decades. However, few attempts have been made to integrate the findings. By systematically reviewing research on emotions during M&As published over the past 30 years, this paper aims to contribute to filling this gap. We organized our findings using a process framework, addressing emotional triggers, the nature of emotions and their dynamics, effects and management. Our review reveals several oversights in research on emotions during M&As, such as the emotional dynamics between the different M&A phases and the role of positive emotions. To address these oversights, future research is encouraged to (a) study emotions following a process-oriented perspective on M&As and include the (interrelationships between) different M&A phases, (b) address the emergence of emotional heterogeneity and homogeneity among organizational members during these phases, (c) investigate the widespread effects of positive emotions and take into account various levels of emotion and (d) explore how emotions can be successfully managed with a discussion of how these research findings can be used to improve emotions during the M&A process.

INTRODUCTION

Mergers and acquisitions (M&As), widely used as vehicles to realize synergies and corporate growth (Feldman & Hernandez, 2022), have experienced an unprecedented increase over the last decades. The number of M&As worldwide has increased from 2676 in 1985 to 44 926 in 2020. Similarly, the total value of global M&A transactions has increased from US\$347 billion in 1985 to US\$2.8 trillion

in 2020.¹ At the same time, the number of failed M&As has increased or display ailing performance (Dyer et al., 2004). Managers and effort to understand these phenomena better, which raises significant challenges for policymakers and managers. A growing body of research provides explanations for these phenomena. Social and strategic perspective are unequivocal and remain

A free video abstract to accompany this article can be found online at: <https://youtu.be/4QL56q8WBNE>

¹<https://imaa-institute.org/mergers-and-acquisitions-statistics/>

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The role of emotions during mergers and acquisitions: A review of the past and a glimpse into the future

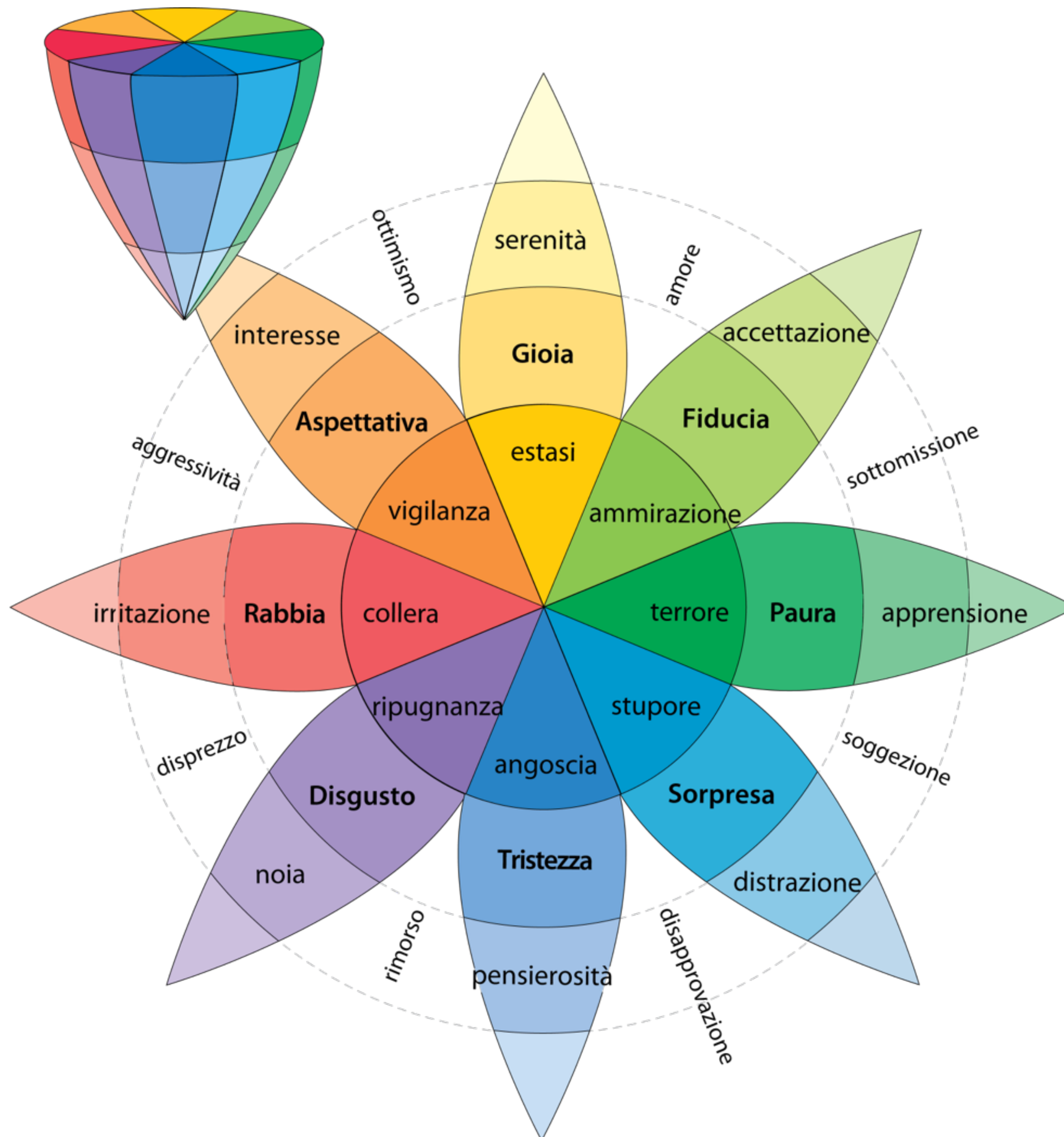
Yoeri Klok | David P. Kroon | Svetlana N. Khapova



L'emozione è
un'agitazione,
uno scuotimento
INTERIORE

Ruota delle Emozioni di Plutchik

8 emozioni primarie
8 emozioni secondarie
gradiente di intensità



1

Epigenetic Genes and Emotional Reactivity to Daily Life Events: A Multi-Step Gene-Environment Interaction Study

Ehsan Pishva¹, Marjan Drukker¹, Wolfgang Viechtbauer¹, Jeroen Decoster¹, Dina Collip¹, Ruud van Winkel¹, Marieke Wichers¹, Nele Jacobs^{1,2}, Evert Thiery³, Catherine Derom⁴, Nicole Geschwind⁵, Daniel van den Hove^{1,6}, Tineke Lataster¹, Inez Myin-Germeys¹, Jim van Os^{1,7}, Bart P. F. Rutten^{1,8}, Gunter Kenis^{1,8}

¹ School for Mental Health and Neuroscience, Department of Psychiatry and Neuropsychology, Maastricht University Medical Centre, Maastricht, The Netherlands, ² School of Psychology, Open University, Milton Keynes, United Kingdom, ³ Human Genetics, University Hospital Maastricht University, Maastricht, The Netherlands, ⁴ Maastricht University, Maastricht, The Netherlands, ⁵ Department of Psychiatry, University of California, Los Angeles, Los Angeles, California, United States of America, ⁶ Department of Psychiatry, University of Würzburg, Würzburg, Germany, ⁷ Department of Psychiatry, University of Groningen, Groningen, The Netherlands, ⁸ Department of Psychiatry, University of Cologne, Cologne, Germany

Abstract

Recent human and animal studies have shown that stress-induced emotional reactivity is associated with DNA methylation changes at several CpG sites. Whether these changes are causal or a consequence of the stress response remains unclear. We investigated whether 31 single nucleotide polymorphisms (SNPs) in DNMT1, DNMT3A, DNMT3B, and DNMT3C and pleasant stimuli in a population-based study of 10,000 individuals. We then investigated in a population-based study of 10,000 individuals the discovery and replication of SNPs in patients with psychosis, mood disorder, and anxiety disorder. Multilevel linear models showed that SNPs rs1465764, rs1465825, and rs11683424 of DNMT3A showed evidence that emotional reactivity is influenced by epigenetic machinery.

Citation: Pishva E, Drukker M, Viechtbauer W, Decoster J, Collip D, Winkel R, Wichers M, Jacobs N, Thiery E, Derom C, Geschwind N, Hove D, Lataster T, Myin-Germeys I, van Os J, Rutten B, Kenis G (2014) Epigenetic Genes and Emotional Reactivity to Daily Life Events: A Multi-Step Gene-Environment Interaction Study. *PLOS ONE* 9(12): e112111. doi:10.1371/journal.pone.0112111

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Competing Interests: Prof. Dr. B. P. F. Rutten is the author's adherence to all the PLOS ONE policies on sharing data and materials.

* These authors contributed equally and significantly to the work on this manuscript.

Introduction

Levels of emotional reactivity to daily life events reflect an individual's ability to cope with environmental stressors. Emotional reactivity to daily life events is a core symptomatology in mood and anxiety disorders, major depressive disorder, and bipolar disorder [1,2]. Human and animal studies suggest that emotional reactivity is influenced by genetic and environmental factors.

The Epigenetic Roots of Emotional Intelligence

Milena Georgieva, George Miloshev

ABSTRACT

Emotional intelligence was defined as the ability to use social knowledge and skills to understand and manage emotions. It is used in popular science. Few other studies have investigated emotional intelligence in relation to cognitive ability, education, medicine, and relationships. The interpretation of definitions and models for research on emotional intelligence is a complex task. As emotions are a complex phenomenon, it is clear that a precise understanding of the mechanisms of its manifestation is needed.

Keywords: emotional intelligence, gene-environment interaction, epigenetics

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“
Intelligence is the ability to adapt to change.”
Stephen Hawking

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Genetic and Epigenetic Consequence of Early-Life Social Stress on Depression: Role of Serotonin-Associated Genes

Tomoko Soga¹, Chui Hau Teo¹ and Ishwar Parhar¹

¹ Brain Research Institute, Jeffrey Cheah School of Medicine and Health Sciences, Monash University Malaysia, Bandar Sunway, Malaysia

Early-life adversity caused by poor social bonding and deprived maternal care is known to affect mental wellbeing and physical health. It is a form of chronic social stress that persists because of a negative environment, and the consequences are long-lasting on mental health. The presence of social stress during early life can have an epigenetic effect on the body, possibly resulting in many complex mental disorders, including depression in later life. Here, we review the evidence for early-life social stress-induced epigenetic changes that modulate juvenile and adult social behavior (depression and anxiety). This review has a particular emphasis on the interaction between early-life social stress and genetic variation of serotonin-associated genes including the serotonin transporter gene (5-HTT; also known as SLC6A4), which are key molecules involved in depression.

Keywords: serotonin, depression, social stress, epigenetic modification, 5-HT receptor

INTRODUCTION

History of early-life social stress indicates adverse effects on functions of the hypothalamic-pituitary-adrenal axis and stress response in later life (Denhardt, 2018; Lapp et al., 2019) linked to the development of the major depressive disorder in adolescents and adults (Hettema et al., 2006; Pace et al., 2006; Rao et al., 2008; Heim and Binder, 2012; Bunea et al., 2017). These clinical findings are backed by animal studies demonstrating that poor social bonding and reduced maternal care can subsequently cause altered behavior and heightened anxiety, as well as negative consequences on the brain development of offspring (Eiland and McEwen, 2012; Carini and Nephew, 2013; Murgatroyd et al., 2015).

The effect of early-life social stress on the genetics of depression can be described as the influence of the environment on the genes of the brain – in other words, epigenetics. Epigenetics involves modifications to gene expression that may be inherited by the offspring, without any changes in the DNA sequences that encodes for those genes (Hochberg et al., 2011). Epigenetic modifications involve three processes, DNA methylation, histone modification, and various RNA-mediated processes. In DNA methylation, a methyl group is transferred to C-5 of a cytosine residue in DNA – this interferes with the ability of transcription factors to bind to DNA, and as such, high methylation levels are associated with repression of gene expression (Crabtree, 2020). Histone modification, on the other hand, involves either methylation, acetylation, or phosphorylation of amino acids in the

La variazione genetica in uno dei principali enzimi regolatori della metilazione del DNA (DNMT3A) modera le risposte emotive ai fattori di stress della vita quotidiana

2

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Ehsan Pishva¹, Marjan Drukker¹, Wolfgang Viechtbauer¹, Jeroen Decoster¹, Dina Collip¹, Ruud van Winkel¹, Marieke Wichers¹, Nele Jacobs^{1,2}, Evert Thiery³, Catherine Derom⁴, Nicole Geschwind⁵, Daniel van den Hove^{1,6}, Tineke Lataster¹, Inez Myin-Germeys¹, Jim van Os^{1,7}, Bart P. F. Rutten^{1,8}, Gunter Kenis^{1,8}

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Abstract

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The Epigenetic Roots of Emotional Intelligence

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ABSTRACT

Emotional intelligence was defined as the ability to use social information to guide thinking and behavior. It is used in popular science. Few other definitions have been used – as a cognitive ability, a personality trait, or a social skill. Emotional intelligence continues to be used in psychology, education, medicine, organizational behavior, and relationships. The interpretation of definitions and models for research and regulation. As emotions are a complex phenomenon, it is clear that toward a precise understanding of the mechanisms of its manifestation in the population.

Keywords: emotional intelligence, gene-environment interaction, social information processing

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L'attività geneticamente alterata dei processi di metilazione può modellare le risposte emotive ai fattori di stress della vita quotidiana in età adulta



PRIMA EVIDENZA

Durante tutto il processo di fusione e acquisizione, i membri dell'organizzazione registrano e **sperimentano varie emozioni**, che vanno dalla rabbia alla felicità.



SECONDA EVIDENZA

Queste emozioni potrebbero diventare dipendenti dal percorso, dando luogo a risposte da parte dei dipendenti **che portano a obiettivi sinergici non ottimali** o addirittura al fallimento di fusioni e acquisizioni.

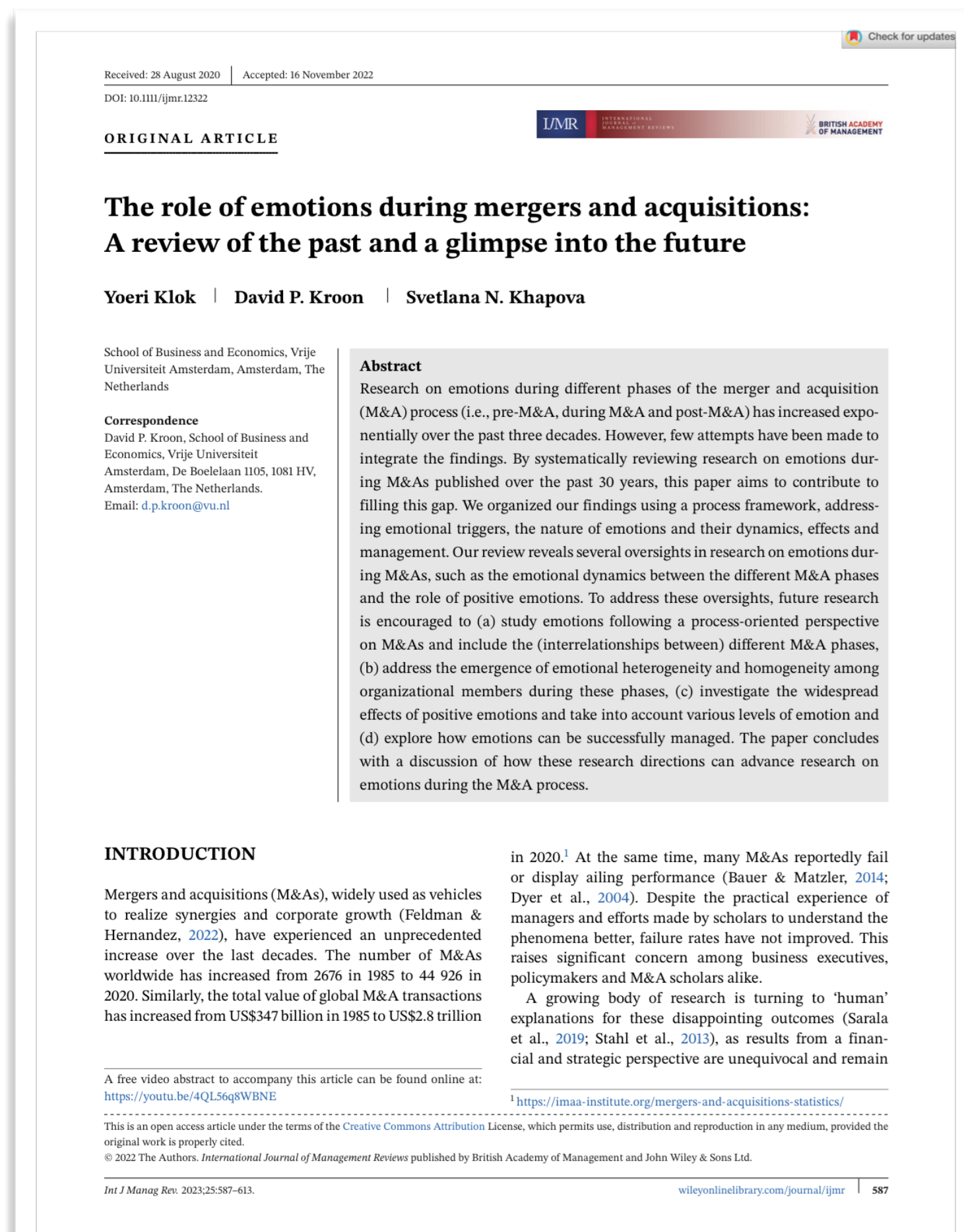
VALORE EMOTIVO

Ha importanza che gli operatori percepiscano le **fusioni e acquisizioni come un processo emotivo** che può portare alla creazione di **valore emotivo**, aumentando il successo delle fusioni e acquisizioni, invece di concentrarsi esclusivamente sulla creazione di valore di mercato, sinergico o finanziario

(Elfenbein, 2007; Feldman & Hernandez, 2022; Khan et al ., 2020)

**Quali sono
i suggerimenti
da recepire?**





STRATEGIE SUGGERITE

Interdipendenza

Nella fase post-M&A la strategia di integrazione dovrebbe basarsi sulla necessità di interdipendenza strategica tra l'impresa acquirente e quella acquisita rispetto alla necessità di mantenere autonoma l'impresa acquisita

Haspeslagh e Jemison (1991)

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Check for updates

ORIGINAL ARTICLE

The role of emotions during mergers and acquisitions: A review of the past and a glimpse into the future

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Abstract
Research on emotions during different phases of the merger and acquisition (M&A) process (i.e., pre-M&A, during M&A and post-M&A) has increased exponentially over the past three decades. However, few attempts have been made to integrate the findings. By systematically reviewing research on emotions during M&As published over the past 30 years, this paper aims to contribute to filling this gap. We organized our findings using a process framework, addressing emotional triggers, the nature of emotions and their dynamics, effects and management. Our review reveals several oversights in research on emotions during M&As, such as the emotional dynamics between the different M&A phases and the role of positive emotions. To address these oversights, future research is encouraged to (a) study emotions following a process-oriented perspective on M&As and include the (interrelationships between) different M&A phases, (b) address the emergence of emotional heterogeneity and homogeneity among organizational members during these phases, (c) investigate the widespread effects of positive emotions and take into account various levels of emotion and (d) explore how emotions can be successfully managed. The paper concludes with a discussion of how these research directions can advance research on emotions during the M&A process.

INTRODUCTION

Mergers and acquisitions (M&As), widely used as vehicles to realize synergies and corporate growth (Feldman & Hernandez, 2022), have experienced an unprecedented increase over the last decades. The number of M&As worldwide has increased from 2676 in 1985 to 44 926 in 2020. Similarly, the total value of global M&A transactions has increased from US\$347 billion in 1985 to US\$2.8 trillion in 2020.¹ At the same time, many M&As reportedly fail or display ailing performance (Bauer & Matzler, 2014; Dyer et al., 2004). Despite the practical experience of managers and efforts made by scholars to understand the phenomena better, failure rates have not improved. This raises significant concern among business executives, policymakers and M&A scholars alike.

A growing body of research is turning to 'human' explanations for these disappointing outcomes (Sarala et al., 2019; Stahl et al., 2013), as results from a financial and strategic perspective are unequivocal and remain

¹<https://imaa-institute.org/mergers-and-acquisitions-statistics/>

A free video abstract to accompany this article can be found online at: <https://youtu.be/4QL56q8WBNE>

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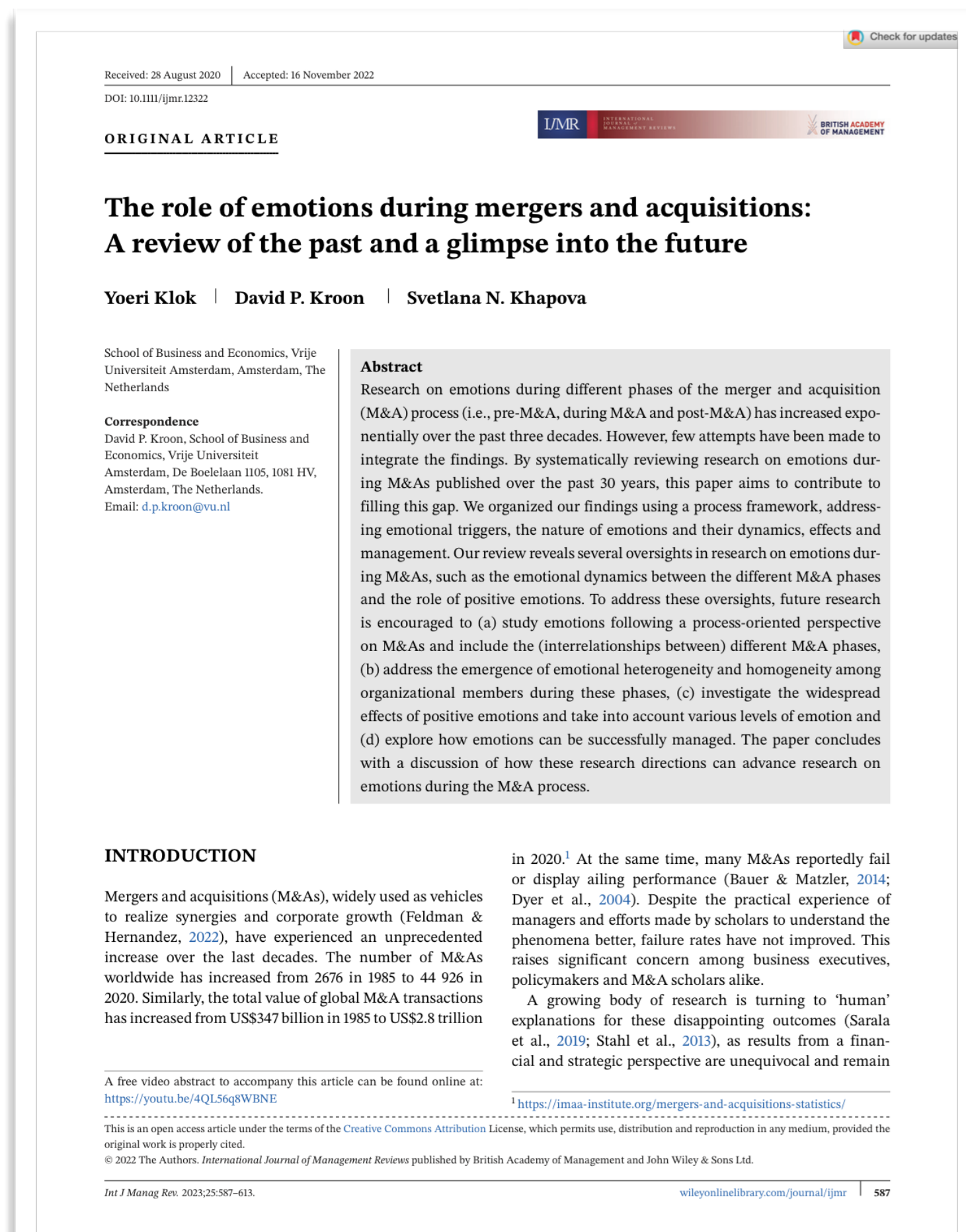
STRATEGIE SUGGERITE

Assorbimento

2

Se il bisogno di interdipendenza è forte e l'autonomia è debole, il miglior approccio di integrazione è l'assorbimento

Haspeslagh & Jemison, 1991



STRATEGIE SUGGERITE

Simbiosi

3

Quando c'è un forte bisogno sia di integrazione che di autonomia, l'approccio raccomandato è la “simbiosi”, dove “le due organizzazioni prima coesistono e poi diventano gradualmente sempre più interdipendenti”

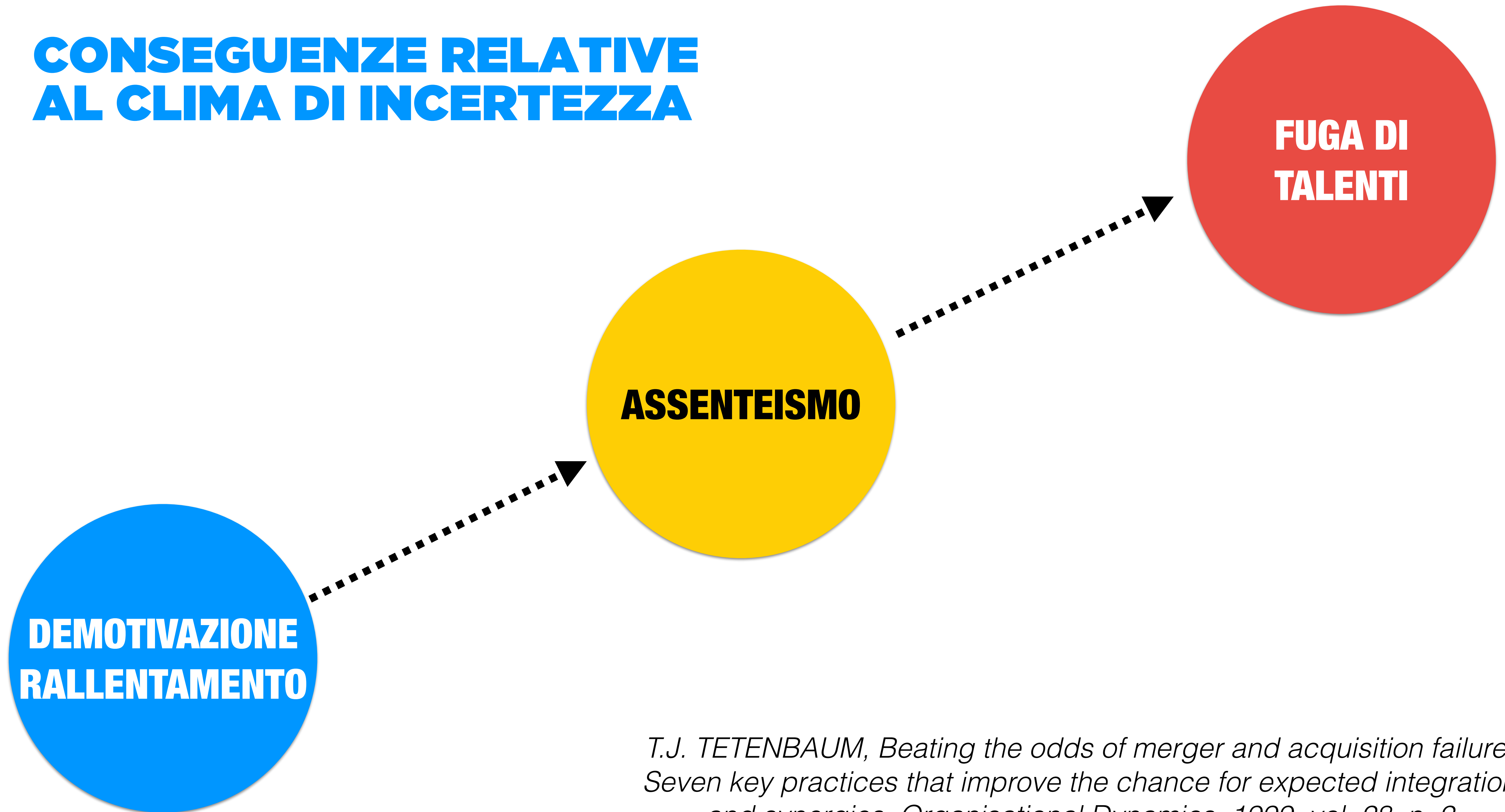
Haspeslagh & Jemison, 1991

Merger Syndrome

A. RIBERG, Mergers & Acquisitions: A Critical Reader, Routledge, 2006



CONSEGUENZE RELATIVE AL CLIMA DI INCERTEZZA



T.J. TETENBAUM, Beating the odds of merger and acquisition failure: Seven key practices that improve the chance for expected integration and synergies, Organisational Dynamics, 1999, vol. 28, n. 2

DRIVER D'INTERVENTO



A.F. BUONO, J.L. BOWDITCH, The Human Side of Mergers and Acquisitions, BeardBooks, Washington, 198

T.J. TETENBAUM, Beating the odds of merger and acquisition failure: Seven key practices that improve the chance for expected integration and synergies, Organisational Dynamics, 1999, vol. 28, n. 2

**Cosa andiamo
ad analizzare?**





La **CULTURA** **AZIENDALE**

CULTURA AZIENDALE

Risorse Umane

Modo in cui pensano, agiscono e reagiscono

Risorse Umane

Comprende le norme che orientano i comportamenti in azienda

Risorse Umane

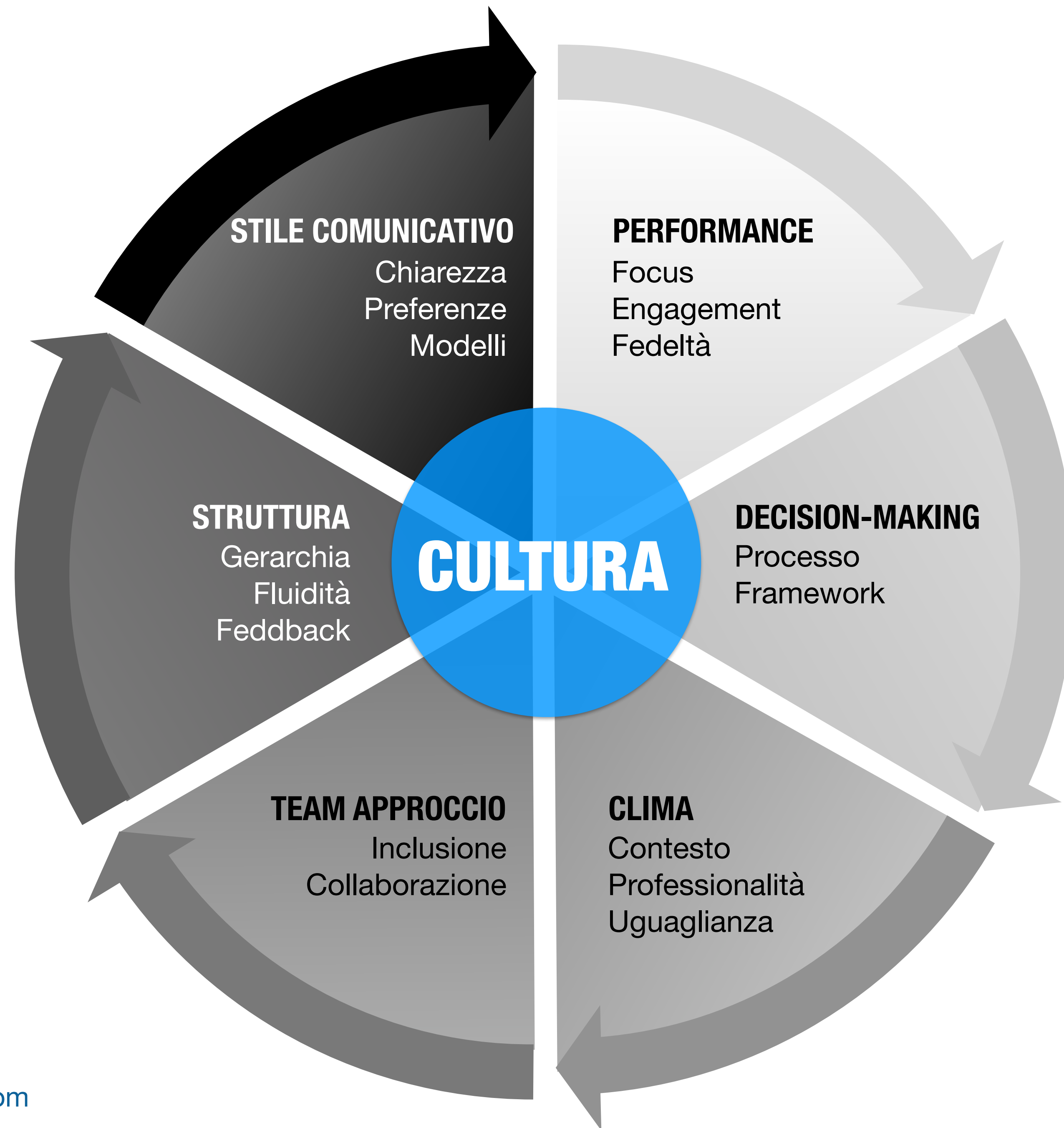
Preferenze, abitudini e caratteristiche collettive dei dipendenti



La cultura aziendale è l'insieme di valori, percezioni e ideali condivisi dai membri di un'organizzazione, non come uno strumento manageriale, bensì come un insieme di forze potenti, nascoste e inconsce, che influenzano il comportamento quotidiano individuale e collettivo. Essa comprende tutti gli aspetti della storia di un'organizzazione.



E.H. SCHEIN, Culture d'Impresa, Raffaello Cortina Editore, 2001



Relazioni aziendali e
percezione degli obiettivi
del processo in atto

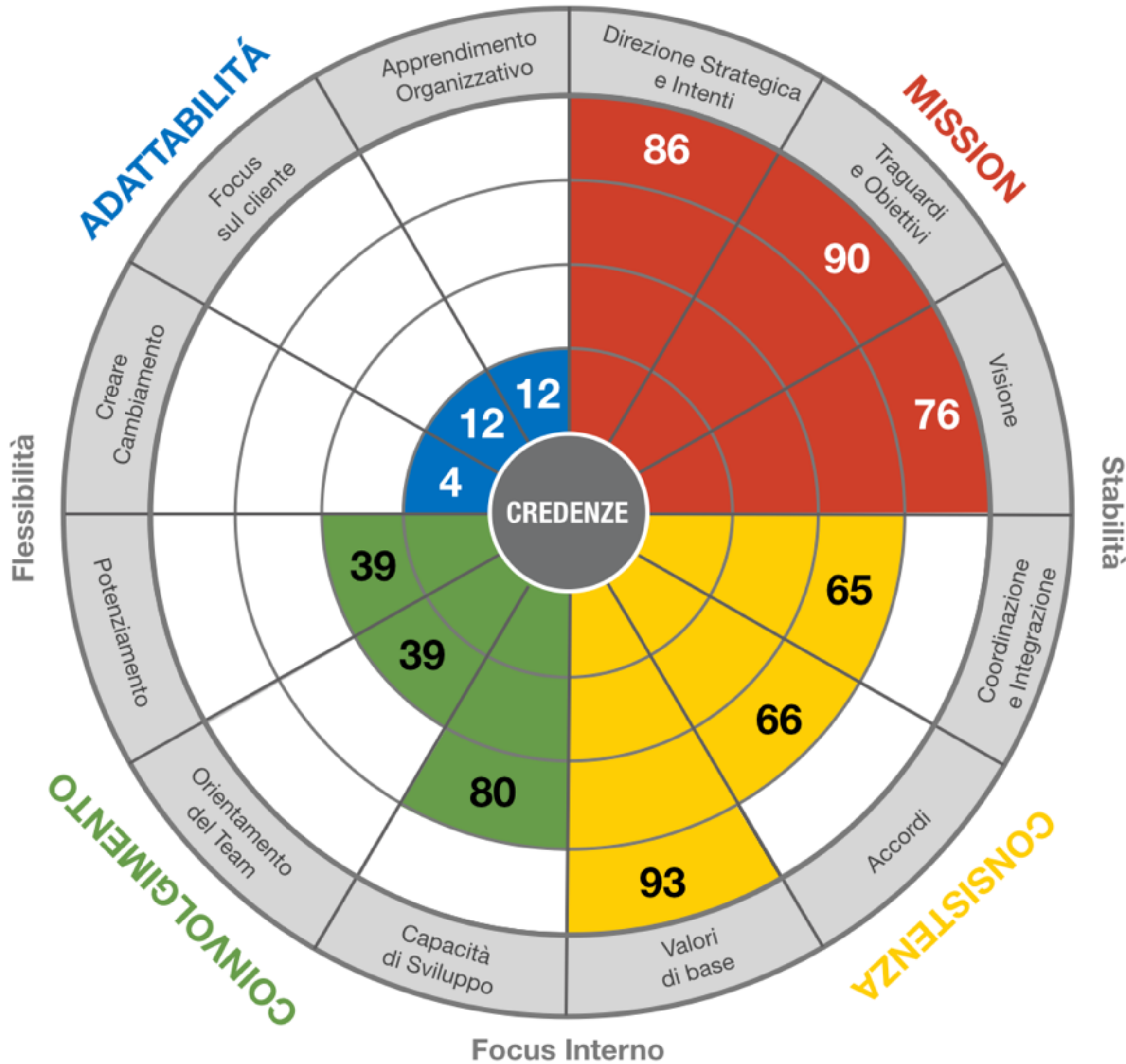
Fattori critici della
cultura organizzativa

Giudizi e stati d'animo
dei dipendenti

VALUTAZIONI

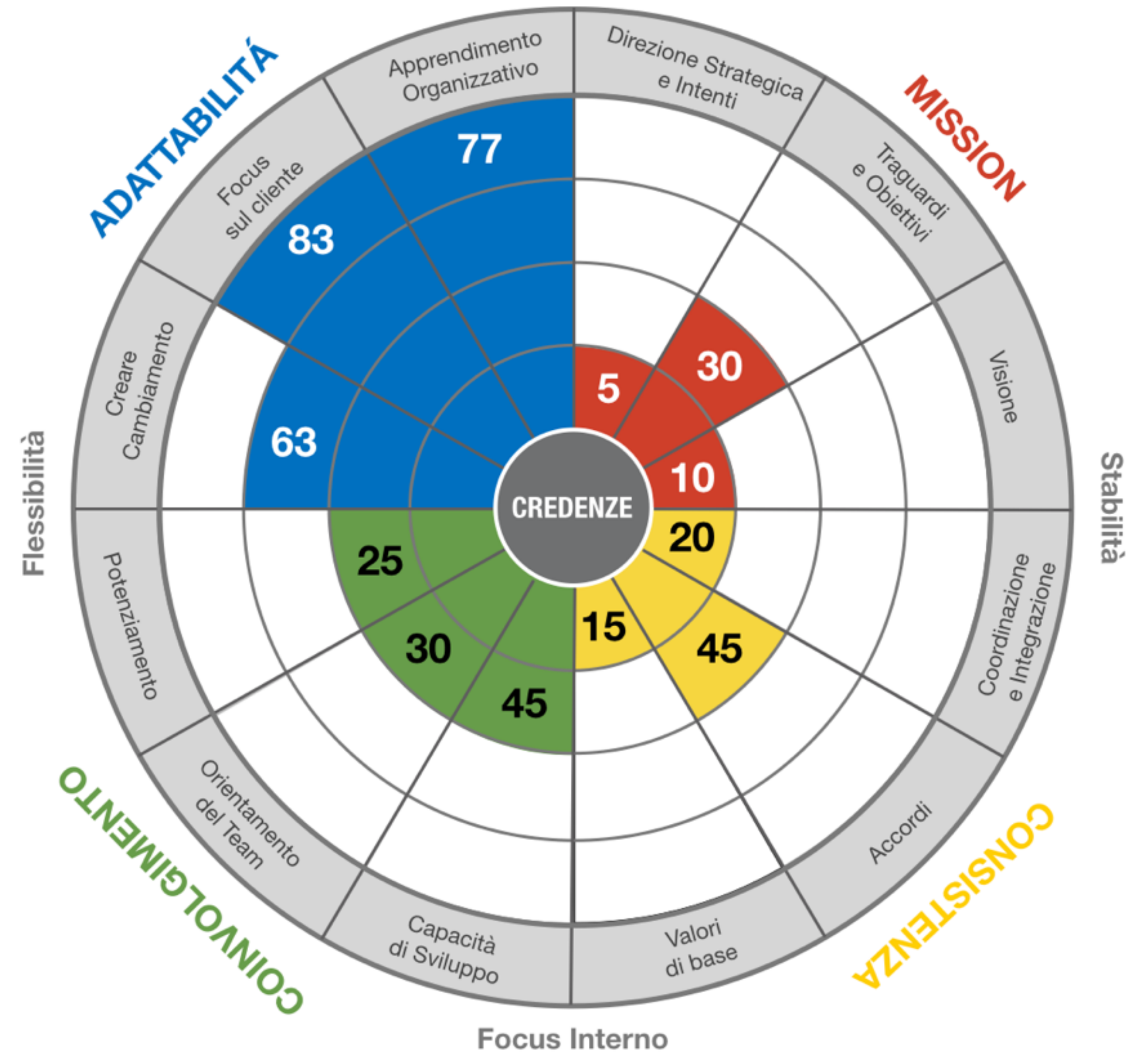
AZIENDA A

Focus Esterno



AZIENDA B

Focus Esterno



EMERGENETICS® | PROFILE

MICHELE MICHELETTI - FEBBRAIO 23, 2023

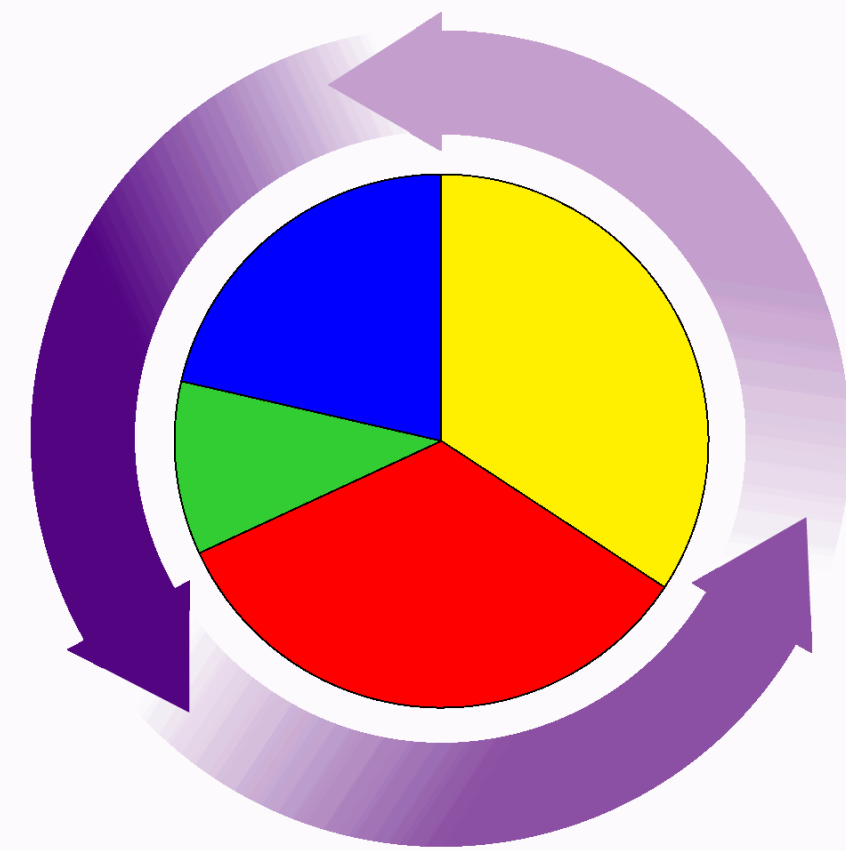
COME PENSI: PERCENTUALI

ANALITICO = 21%

- Ragiona con lucidità
- Risolve i problemi usando la logica
- Si affida ai dati e ai fatti
- Razionale
- Apprende attraverso l'analisi mentale

STRUTTURALE = 11%

- Dotato di senso pratico
- Ama seguire le direttive e le istruzioni
- Valuta con cautela le nuove idee
- Prevedibile
- Apprende attraverso l'esperienza concreta



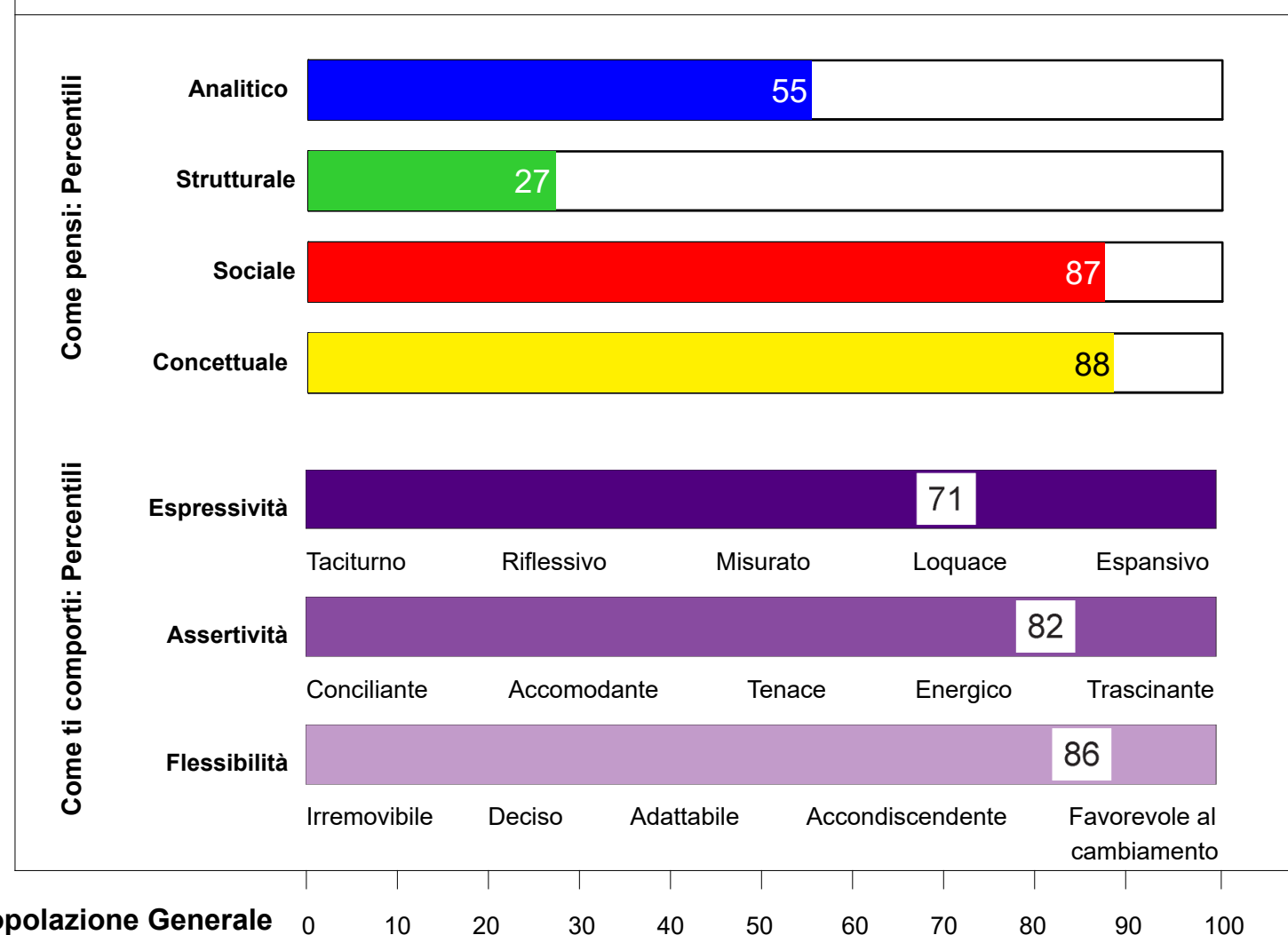
CONCETTUALE = 34%

- Dotato di immaginazione
- Intuitivo e perspicace
- Provvisto di senso della visione
- Attratto dalle novità e dall'inusuale
- Apprende sperimentando

SOCIALE = 34%

- Entra facilmente in sintonia con le persone
- Percepisce i segnali deboli
- Dotato di senso sociale
- Empatico
- Apprende dagli altri e stando con gli altri

COME SEI RISPETTO ALLA POPOLAZIONE GENERALE



Popolazione Generale 0 10 20 30 40 50 60 70 80 90 100



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Geil Browning, Ph.D. / Wendell Williams, Ph.D.

+393485518383



MICHELE MICHELETTI

Strategie d'interazione

In che modo preferisce pensare?

In modo immaginifico, rivolto alle persone, basato su intuizione e visione d'insieme

Come proporsi in modo efficace?

Attraverso storie e riassunti - Proponi attività non convenzionali che spezzino la routine

Come dare l'avvio a un'attività?

Fai entrare in gioco le emozioni mentre fate un brainstorming sulla visione d'insieme

In che modo prende decisioni?

Grazie all'istinto "di pancia", impulsivo (rosso) - Intuitivo, per quanto riguarda le idee (giallo)

Elabora i processi internamente o li esterna?

Li esterna - La comunicazione verbale conduce alla risposta giusta

C'è necessità di tempo per pensare?

Solitamente no

Accoglie il cambiamento?

Solitamente sì

Tende a fare molte cose contemporaneamente? E trascinate?

Sì

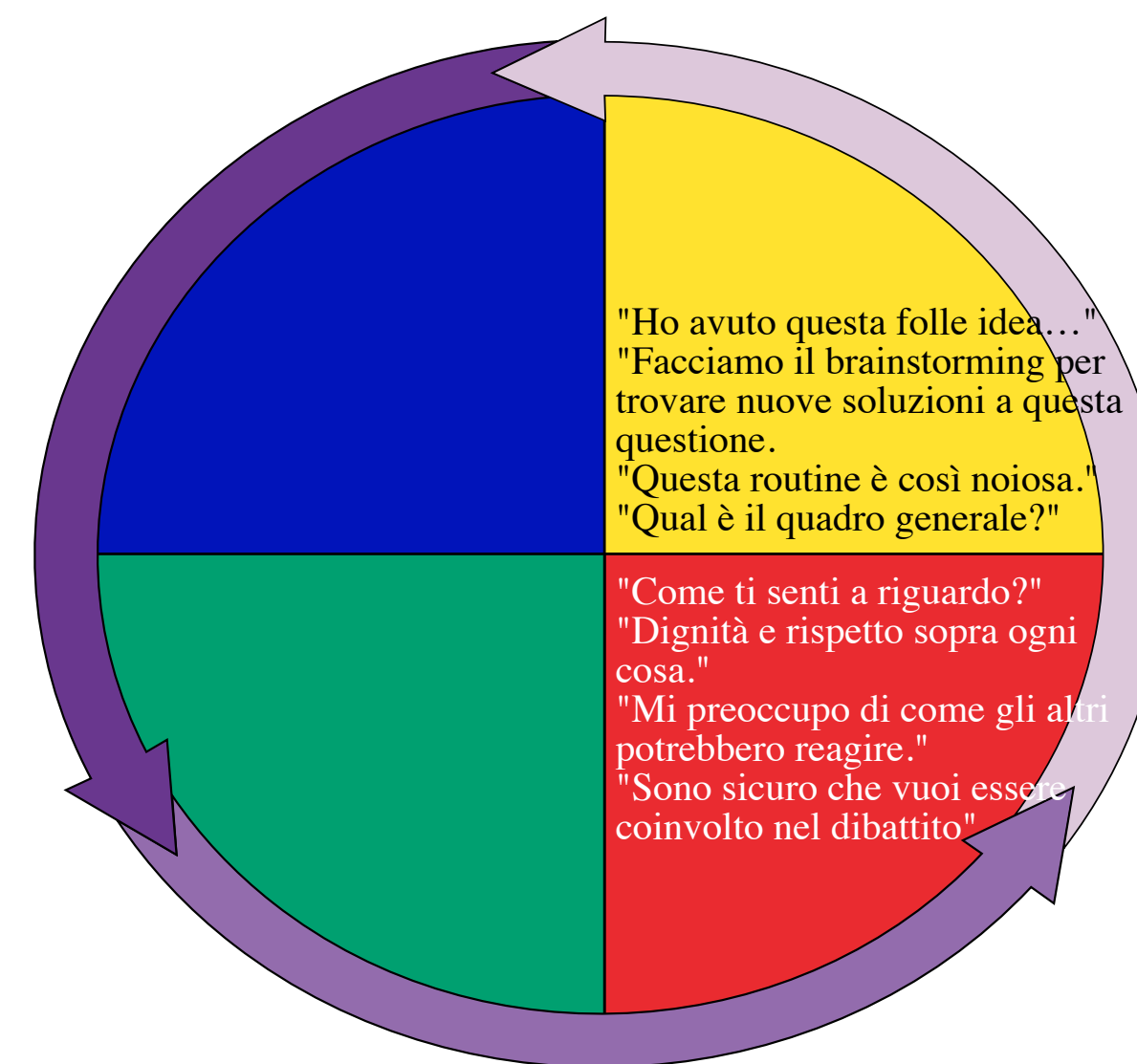
Sì

Quali difficoltà potrebbe incontrare al lavoro?

Potrebbe considerare i dettagli in modo selettivo

Strategie comunicative

Cosa dire e come dirlo



- Fai sentire la tua voce. Gesticola.
- Agisci in modo rapido e deciso. Il confronto e i dibattiti accesi sono ammessi.
- Fallo comunque. Dà loro molte alternative.

PROCESSI STRATEGICI

**ANALISI E
DEFINIZIONE DELLA
STRATEGIA HR**

**PIANIFICAZIONE
DELLA GESTIONE HR**

**MONITORAGGIO E
ADEGUAMENTO
STRATEGIA**

PROCESSI OPERATIVI

Recruiting e Selezione

Incentivi e Compensi

Assessment e skills

Formazione

Valutazione personale

Coaching e mentoring



**Quando le persone
investono finanziariamente,
vogliono un ritorno.**

**Quando le persone sono
investite emotivamente,
vogliono contribuire**

Simon Sinek



GRAZIE

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