

GETTING READY FOR THE FUTURE

MAYS | International

FOR COMPETITION WITHOUT BORDERS



What we offer

An agile organization and digital processes

Innovation and knowledge management

Organization and research and engineering

Cultural change

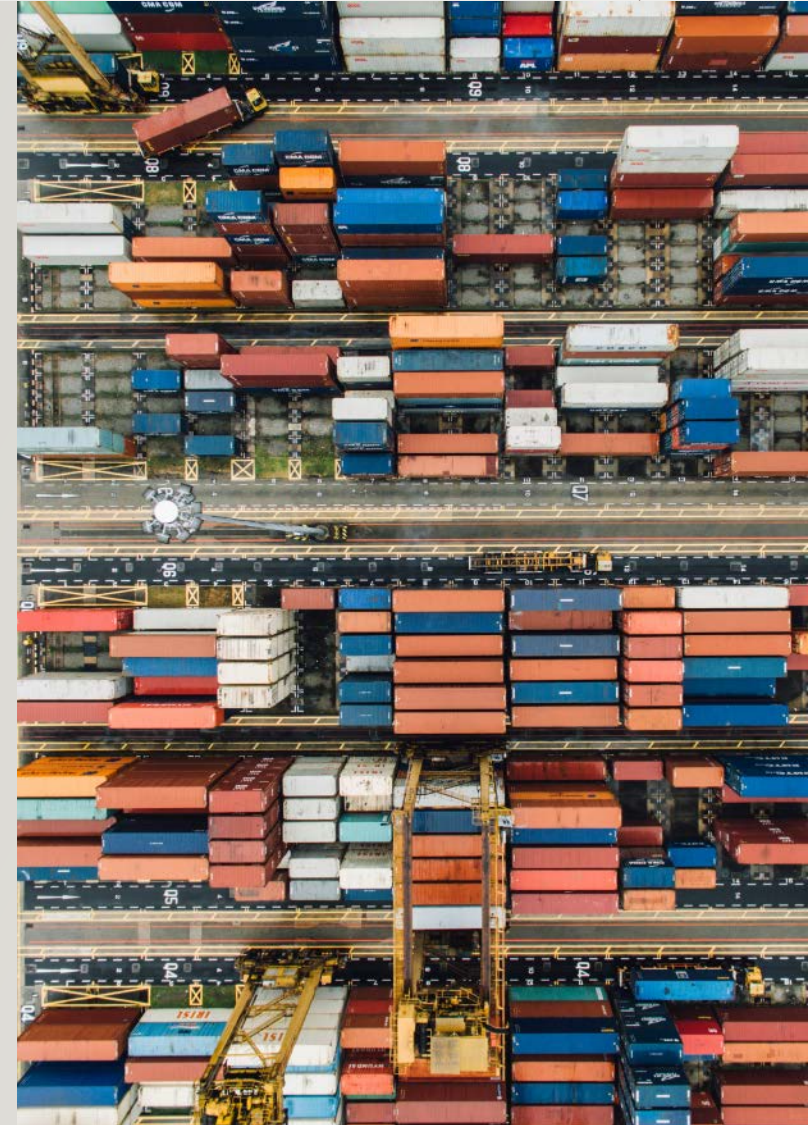
Team

Managing Complexity Lab

An agile organization and digital processes

To survive in today's markets with current competitiveness and digital transformation, we need to look beyond the past's hierarchic structures, immobility and its dividing of an organization into silos. An agile organization is a network of teams that acts according to a culture that focuses on people and operates with rapid learning cycles and fast decision-making processes. An operative model that allows one to reconfigure strategies, processes, structures, competences and technologies quickly and effectively, to create value in complex, uncertain and continuously evolving conditions.

- **How can we gradually transform our company and business units into clusters of teams with precise objectives and responsibilities but in such a way that they can reconfigure, when priorities require it?**
- **How can we guarantee control and coordination?**
- **How can we intervene on the processes to make them more efficient and innovate?**



An agile organization and digital processes



- A participated redesigning of the organization following agile and teal principles;
- Designing of a multidirectional system of communication and collaboration (system of interaction among teams, interfunctional collaboration platform, with clients and suppliers;
- Support in redesigning processes according to evolved lean and World Class Manufacturing (WCM) standards to get ready for digitalization;
- Support in analysing overall performance of processes and the definition of KPI.

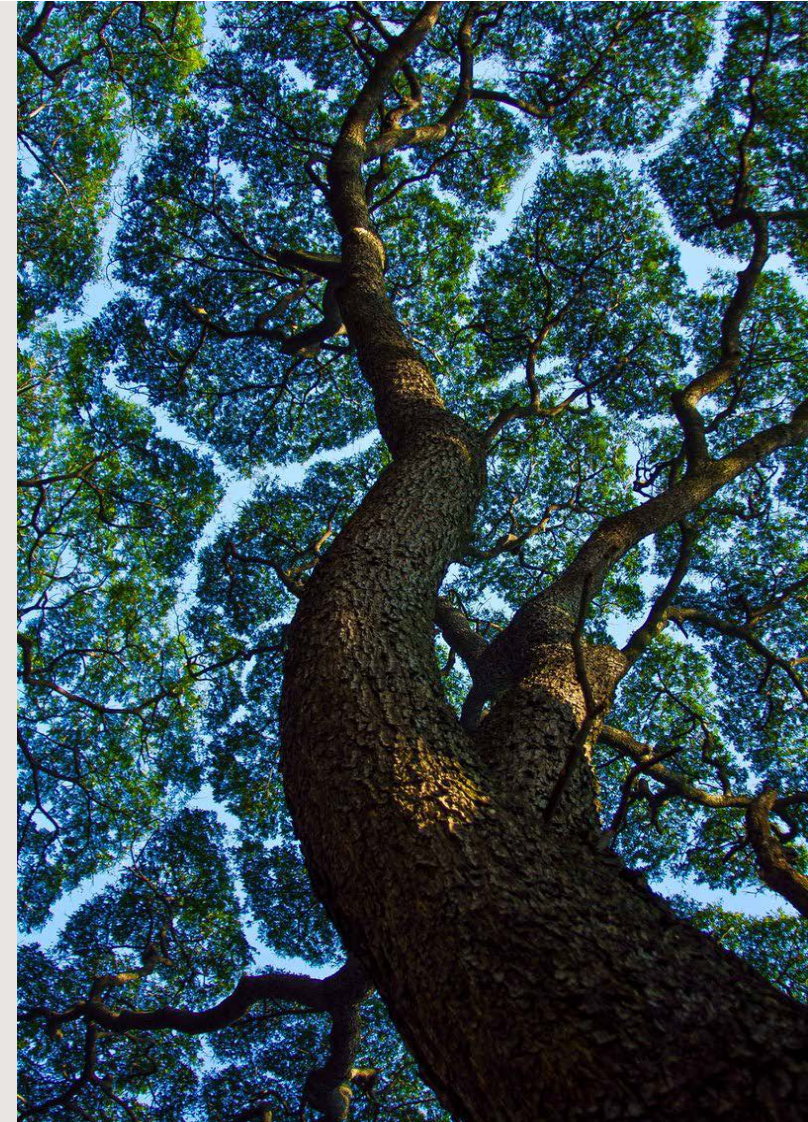


- Laboratory to instruct executives and middle managers in agile organization reprogramming;
- Training course for the process owner and on-the-job coaching using the BPM Institute method and a proprietary system;
- Reprogramming laboratory for the digitalization of the processes.

Innovation and knowledge management

A company's ability to produce and manage knowledge constitutes its main competitive asset. Creating networks of operative figures and technicians, connected to clients, suppliers, Innovation Digital Hubs and other research centers is a necessary precondition to innovating one's business model, portfolio of products and services, processes and collaboration effectively. The technological revolution requires that a new role be created with specialized and transversal competences whose job it is to select and integrate 4.0 technologies and then render them friendly. To all of this one must add the need to acquire a capacity to manage data. This is only possible if the data is available, correct, continuously updated and residing in integrated IT systems.

- **How can we renovate our company's distinctive heritage of competences for the future?**
- **How can we modify this heritage into the competences of widened and more flexible roles and thus contribute to developing the cognitive potential of the company as a whole?**
- **How can we collect and make available the information and knowledge necessary for digital processes and 4.0 solutions?**





CONSULTANCY

- Design thinking for product, service and organizational innovation;
- Designing of flexible roles and jobs;
- Competence model and competence assessment, role mobility and career management also based on AI/machine learning;
- Digital Corporate Academy.



TRAINING AND COACHING

- Developing models and systems of thinking based on neuroscientific paradigms;
- Training in creativity and mental plasticity;
- Design thinking lab;
- Group coaching to communities of knowledge and practices.

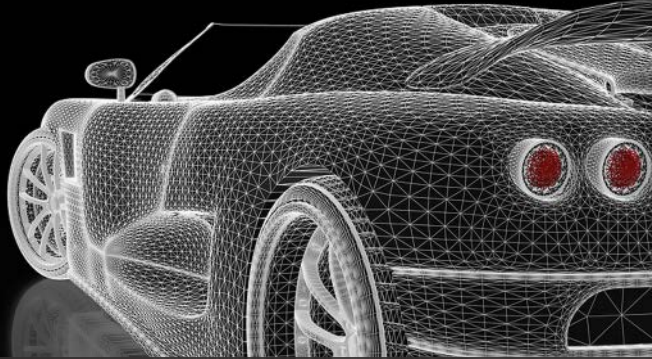
Organization of research and engineering

The technical departments of companies that have complex products are difficult to manage. One often has the strong impression that technological research activity costs more than it is worth.

Our experience allows us to fully integrate specialized technical knowledge into the company's processes and operative mechanisms and to distribute the research activity optimally, sustainably and transparently among external units, central units and all the other functions.

- **How can we minimize the costs and multiply the effectiveness of our R&D?**
- **How do we integrate our technical culture into our company's wider culture and maximize its use as a technical lever, so important for many companies and a strategic factor for success?**





CONSULTANCY

- Interfunctional planning and formulation of the new products and services;
- Integrated development process of new products and services;
- Program management of innovation projects;
- Systemic and specialized development of the competences both technical and managerial;
- R&D operative processes and their integration into the company's mechanisms;
- Strategic positioning, distribution and organization of the research, adopting an extended enterprise approach.



Cultural change

The ongoing transformation in businesses and in organizations requires a profound renewal of the workplace community culture, its values, mental models and the behaviour of individuals and teams. This means acquiring: mental plasticity, the capacity to coexist with uncertainty, a desire to learn more and know more deeply and finally the know how to orient change according to shared values instead of just submitting to it.

- **How do we identify the mechanisms that keep our people, teams and the entire organization from unravelling the knots of habit and the known, to get them to accept the challenge and bring into play positive energy and new insights?**
- **How can we give new sense to our work, so that every person is stimulated to contribute with all their energy?**





CONSULTANCY

- Cultural audit, analyses of the obstacles and dysfunctionalities of the current culture;
- Cultural shift, identification of what to keep and what culture, vision and values to change in the company's founding nuclei;
- The development of artefacts to support change (creation of events, symbolic artefacts, storytelling and learning history).



TRAINING AND COACHING

- Change Labs;
- Development paths for shared and service leadership;
- Coaching and mindfulness paths for personal awareness;
- Paths to develop empathy and emotive intelligence.



TOOLS

- Future Search Methodology to define a common plan on which to base the new culture;
- Sense Making Model to establish the vision and values and to define the leadership model for the change.

Teams are the basic units of tomorrow's organizations. Digital technologies have transformed the way work is carried out: smart working, collaboration between technicians and operative elements in developing products, cost reduction and process innovation, creation of ecosystems with clients and suppliers to promote coordination and horizontal integration and collaboration among autonomous teams.

- **How do we design and manage teams that will take decisions and take on risks and responsibilities based on relations of trust and help?**





CONSULTANCY

- Support in designing teams as relative to their objectives, composition of these teams, definition of objectives, behaviour rules and KPI;
- Variables and ways of auditing the teams and instructing them in self-auditing.



COACHING

- Guiding in team shadowing and team coaching to develop connections, shared leadership and for excellence in performance.



TOOLS

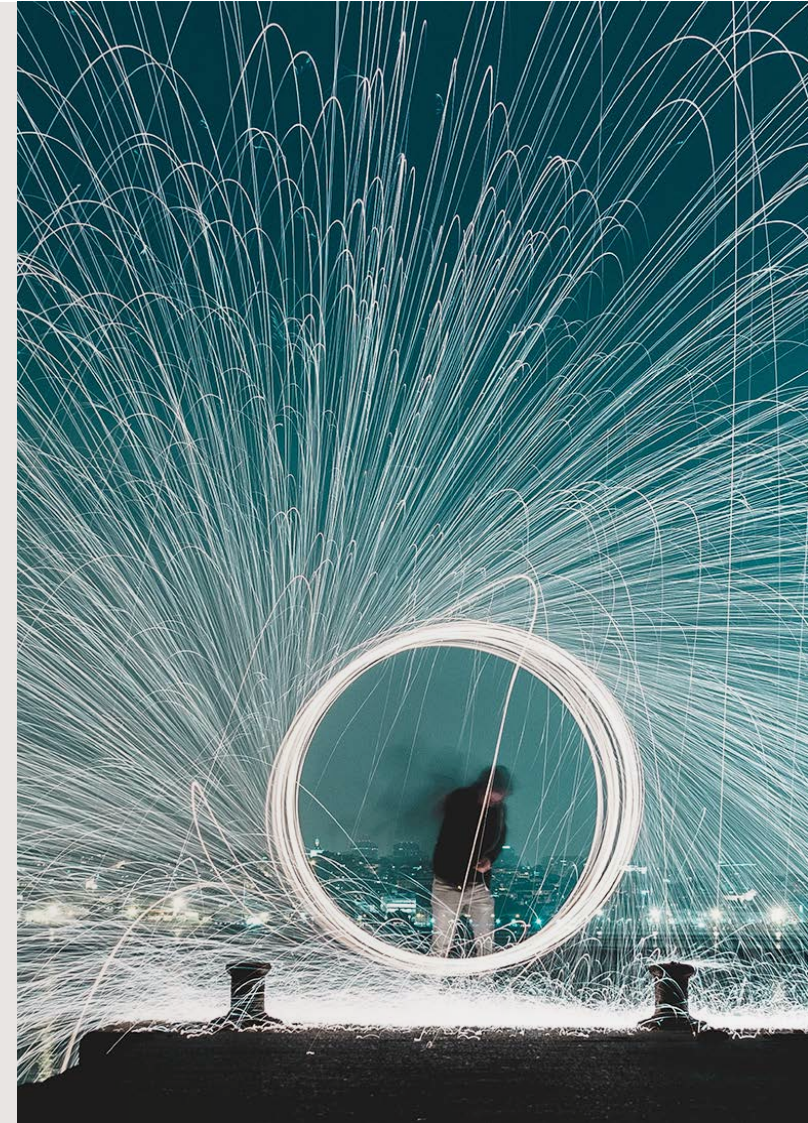
- Modelling dysfunctionality in the team and experience workshops to resolve the gaps;
- Diagnostic TKI on managing conflicts within teams and negotiation laboratories;
- Searle Model on linguistic acts for effective communication within the team to promote change in the mental models of the group.

The scientific evolution of the last decades and the newborn science of complexity are bringing out new organizational paradigms, such as the “coexistence of opposites” or “recursion”.

The experiences and studies made so far, allow us to envisage strong advantages, both in terms of productivity and motivation of people, compared to the traditional more advanced solutions.

We are moving on a very innovative, and not yet consolidated, direction of intervention, in which an experimental approach and a process of continuous in-depth analysis are necessary to make possible the interiorization of the new way of thinking and working, dictated by the new paradigms, which are out of the consolidated logics of traditional methods.

- **How to reach a good confidence on the new opportunities and the sustainability of the strong advantages obtainable adopting the new paradigms?**





INTRODUCTION TO COMPLEXITY

- Introductory courses on new paradigms to small groups;
- Simulation of the change paths of the main organizational variables.



EXPERIMENTAL EXERCISES

- Practical exercises, in properly selected limited areas, on the main organizational changes.

Strategy&Organization Unit



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We are a group of university professors and consultants with long experience in guiding large groups, small and medium companies and public administration structures as they design and manage projects to focus their strategies; innovate their business model, products/services and/or organization. Our distinctive characteristic is knowing how to integrate hard competences with soft skills to obtain significant and sustainable results, bringing together business objectives with a valorization of people.

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