

# The Human Capital Opportunity: An Italian Perspective



Roger Abravanel  
Ciett World Employment Conference – 28 May 2015

1. A major transformation is occurring in the market place – as a consequence, talent and soft skills are becoming crucial
2. Italy is lagging in this process
3. However, enormous opportunities exist for the Italian companies to capitalize on unexpensive human capital
4. Private employment agencies can help in this process but need to transform themselves and their perception in the labour market

## The work place is changing and human capital becomes crucial

- Post industrial society is creating a profound transformation in the corporate landscape
- Real talent becomes crucial
- ... as well as soft skills

# Non aspettare la buona scuola. Sceglila.

Nove mosse per costruire il proprio futuro.

"Se la ricreazione è finita, la ri-creazione, in Italia, è appena iniziata.  
Basta sapere come fare. Magari, leggendo un libro come questo."

Beppe Severgnini

In tutte le librerie



Rizzoli

f / RizzoliLibri

@RizzoliLibri

www.rizzoli.eu

# From manufacturing to services



# Morte del « vecchio commesso viaggiatore »

*Il venditore del secolo scorso*



- *Push il prodotto*
- *«A fra che te serve»*
- *Volume*

*Venditore Oakley*

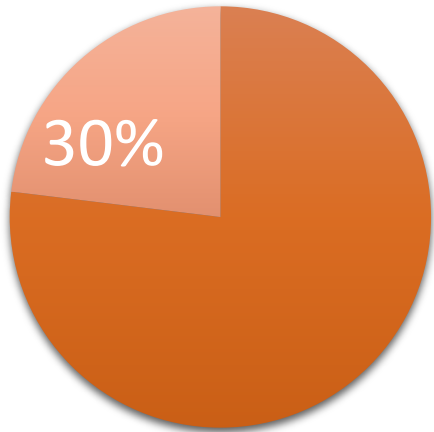


- *Aiutano il negozio a vendere*
- *Conoscono a fondo il prodotto*
- *Hard skills (marketing, prodotto) e soft skills (sapere ascoltare, risolvere problemi in autonomia)*

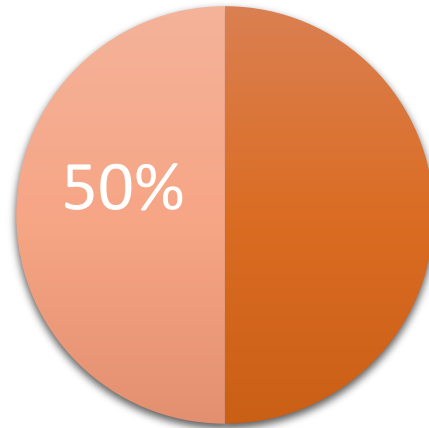
*Venditrice Chanel*



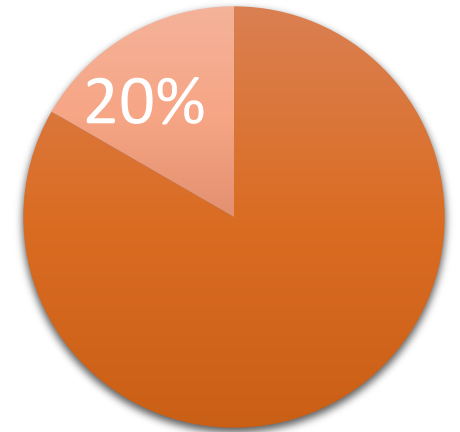
## Employees who....



Give constantly the best of themselves



Limit to what it is just needed



Regularly practice:

- Absenteeism
- Negative influence on colleagues
- Unprofessional with client

## I testimonial della ricerca...



*CEO of leading Italian private  
employment agency*



*CEO of leading Italian private  
employment agency*



*Nicola Pelà*

**LUXOTTICA**  
GROUP



*Claudio Colombi*

**coesia**

## ... ci dicono cosa vogliono i datori di lavoro

1. *Etica del lavoro*

2. *Problem solving*

3. *Capacità di comunicare*

4. *Team work*

.

.

.

.

7. *Competenze professionale*

8. *IT/digitale*

*60 - 70% del peso  
nella selezione!*





To the brainy, the spoils

## La nuova leadership per il nuovo lavoro, non solo nella Silicon Valley



*Kirk Phelps  
Apple*



*Milena  
Mondini  
Admiral*



*Luca  
Lisandrone  
Luxottica*



*Benedetta  
Arese  
UBER*



*Marco  
Massarotto  
Hagakure*

## Richiede caratteristiche nuove

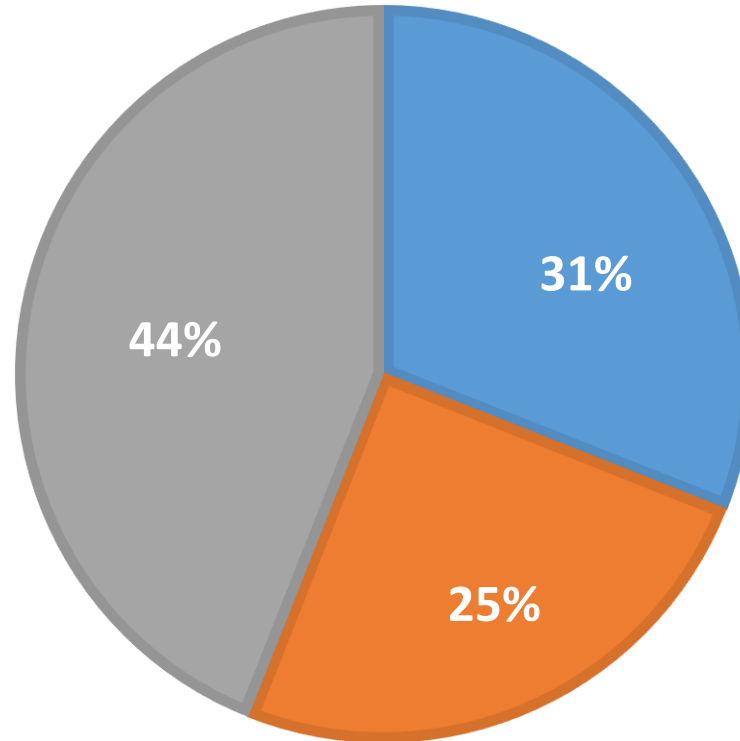
- *Passione*
- *Immaginazione*
- *Flessibilità*
- *Leadership di persone*
- *Oltre la carriera*

... and companies around the world are building their next generation labour, by enlarging their talent pool and accessing labour market with the right skills

- Rebalance hard and soft skills
- Getting more involved with education systems

Not all are succeeding but many initiatives are underway all around the world...

## % OF EMPLOYEES



### STALLED

Disengaged and uncommitted

- Short term
- Soft skills means “do not disturb too much”
- Education is another world

### RACING

Heavily involved in attracting/retaining talents and building soft skills:

- 80% mention soft skills as crucial in the medium term
- 70% engaged in schools/education
- 60% offer training in hard and soft skills
- Majority invests in recruiting techniques for soft skills

Engaged but not moving the bar

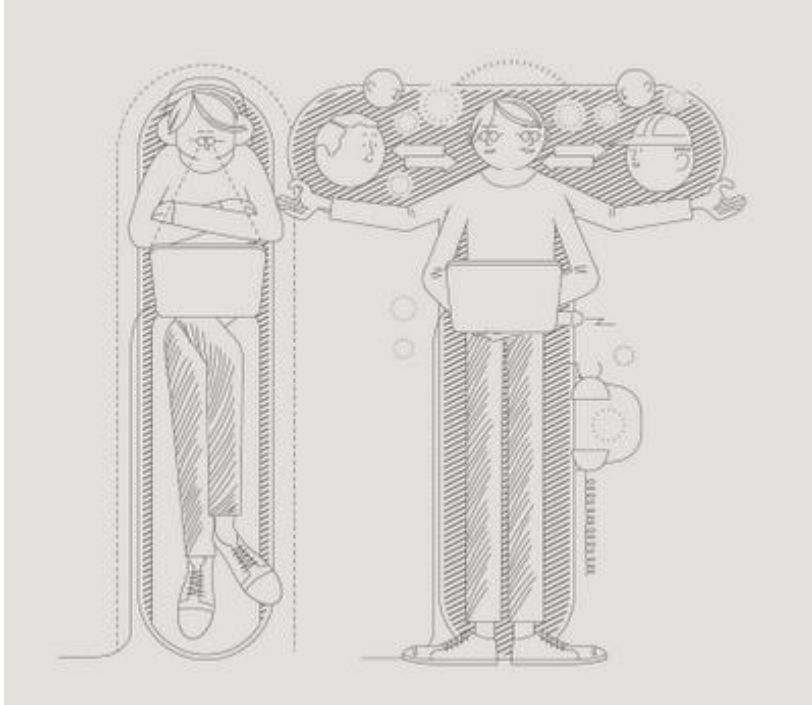
- Doing the right things but not with the necessary commitment
- Confused definition of soft skills
- Spottily involved with education



- Bring the classroom to the workplace (eg. various types of apprenticeships)
- Companies help structure curriculum
- Bring the workplace to the classroom
- Credible assessments and certifications

## La T di Oivallus...

... per lavorare come in un'orchestra jazz





1. A major transformation is occurring in the market place – as a consequence, talent and soft skills are becoming crucial
2. Italy is lagging in this process
3. However, enormous opportunities exist for the Italian companies to capitalize on unexpensive human capital
4. Private employment agencies can help in this process but need to transform themselves and their perception in the labour market

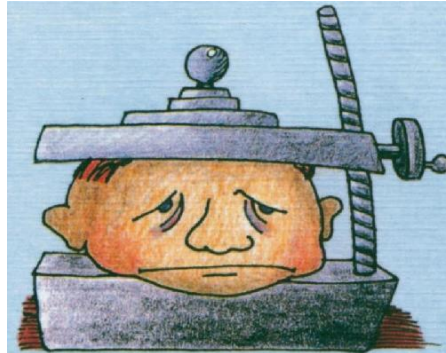


# La rivoluzione del paese

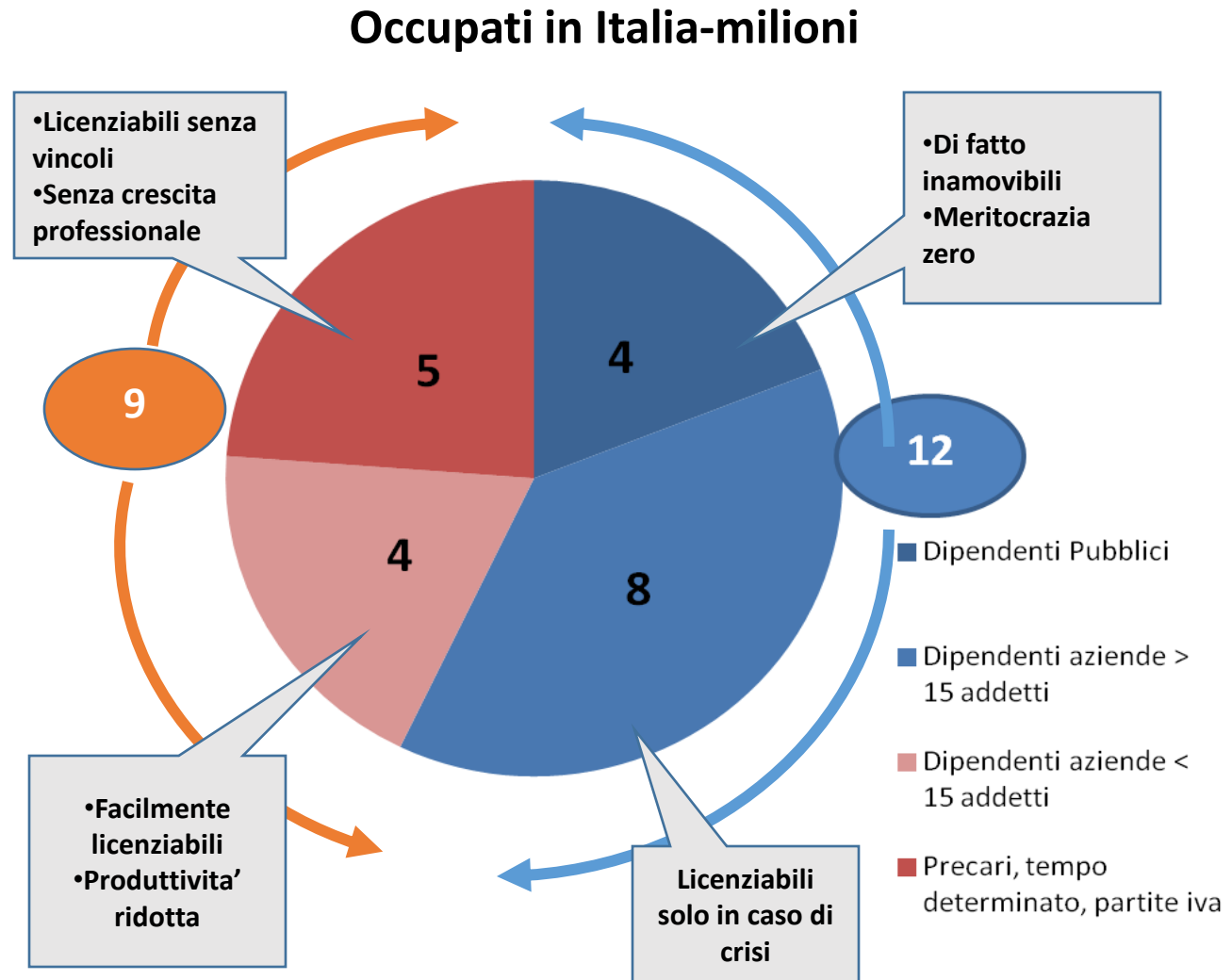




CONFINDUSTRIA

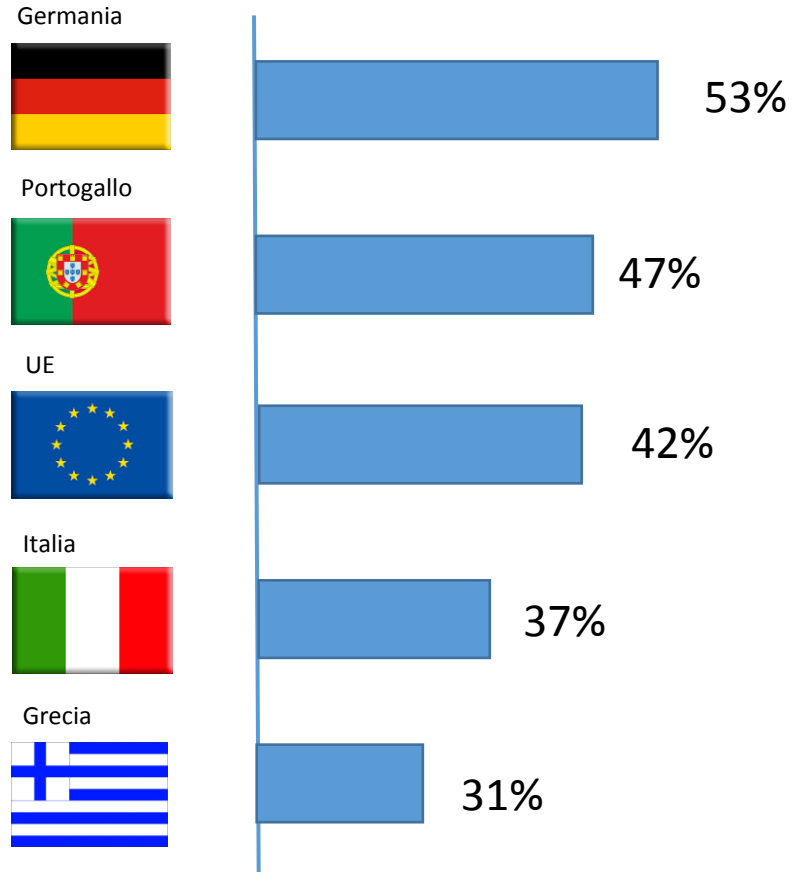


# La vittima più nota – l'equità e la produttività del mondo del lavoro

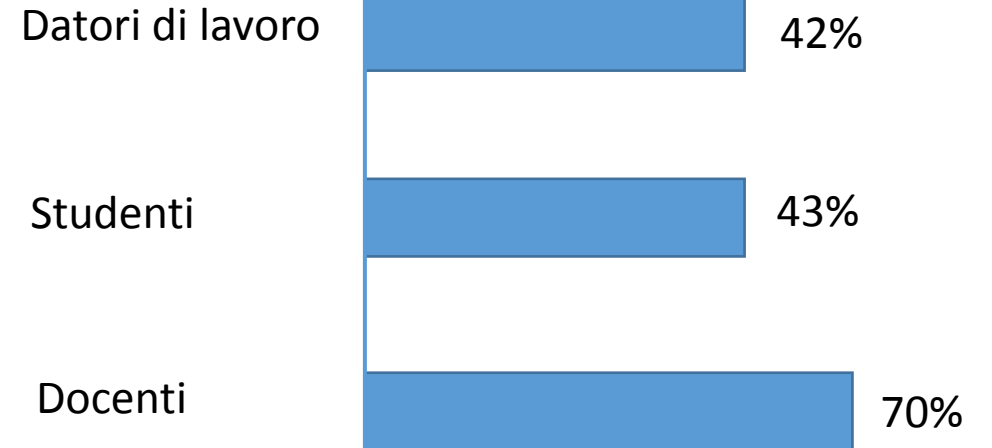


# I giovani italiani sono impreparati per il lavoro...

*Ritenete che il diploma di scuola superiore abbia aumentato la vostra possibilità di trovare lavoro?*



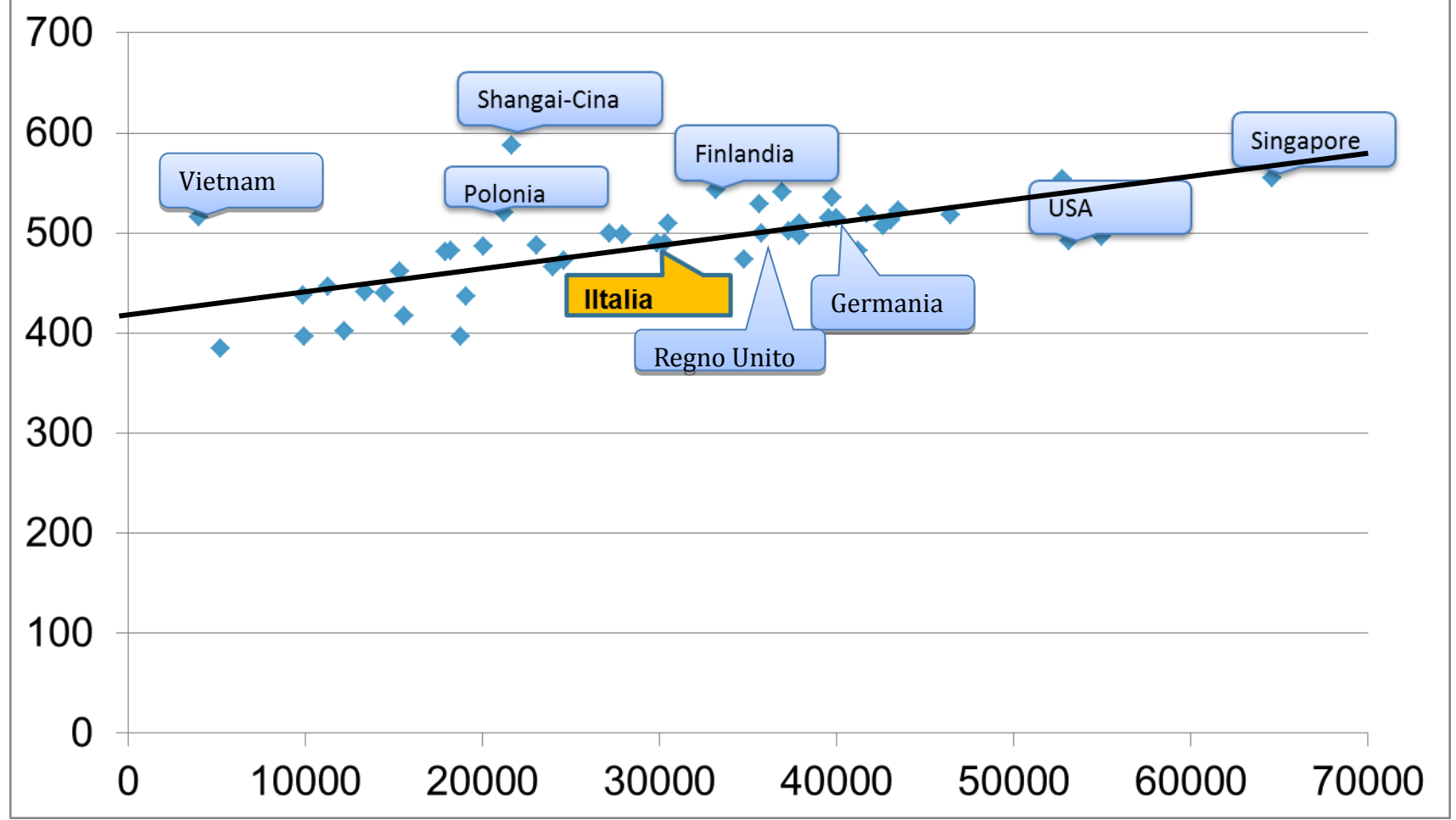
*Competenze adeguate per il lavoro?*



# The Italian Education System

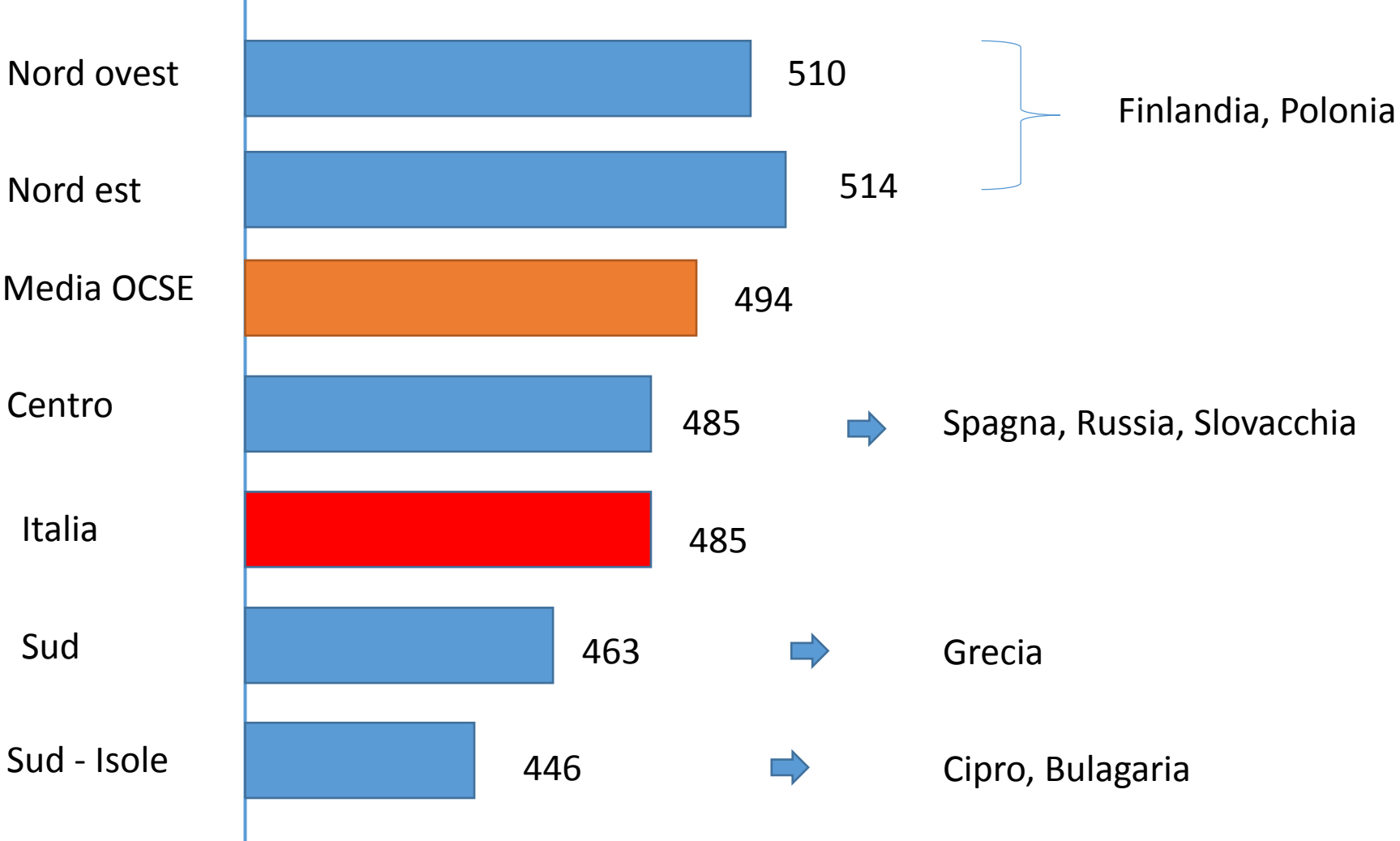
- Mediocre average but enormous dispersion
- Primary schools: champion of equal opportunities – higher education: the enemy
- Failure of universities to advance human capital
  - few and fewer graduates
  - not an issue of cost but an issue of meritocracy
- Employer do not trust schools and universities ability to certify merit
- Graduates: too old and fresh to work

## Risultati PISA 2012



**PIL pro capite, \$ USA**  
**A parità di potere d'acquisto**

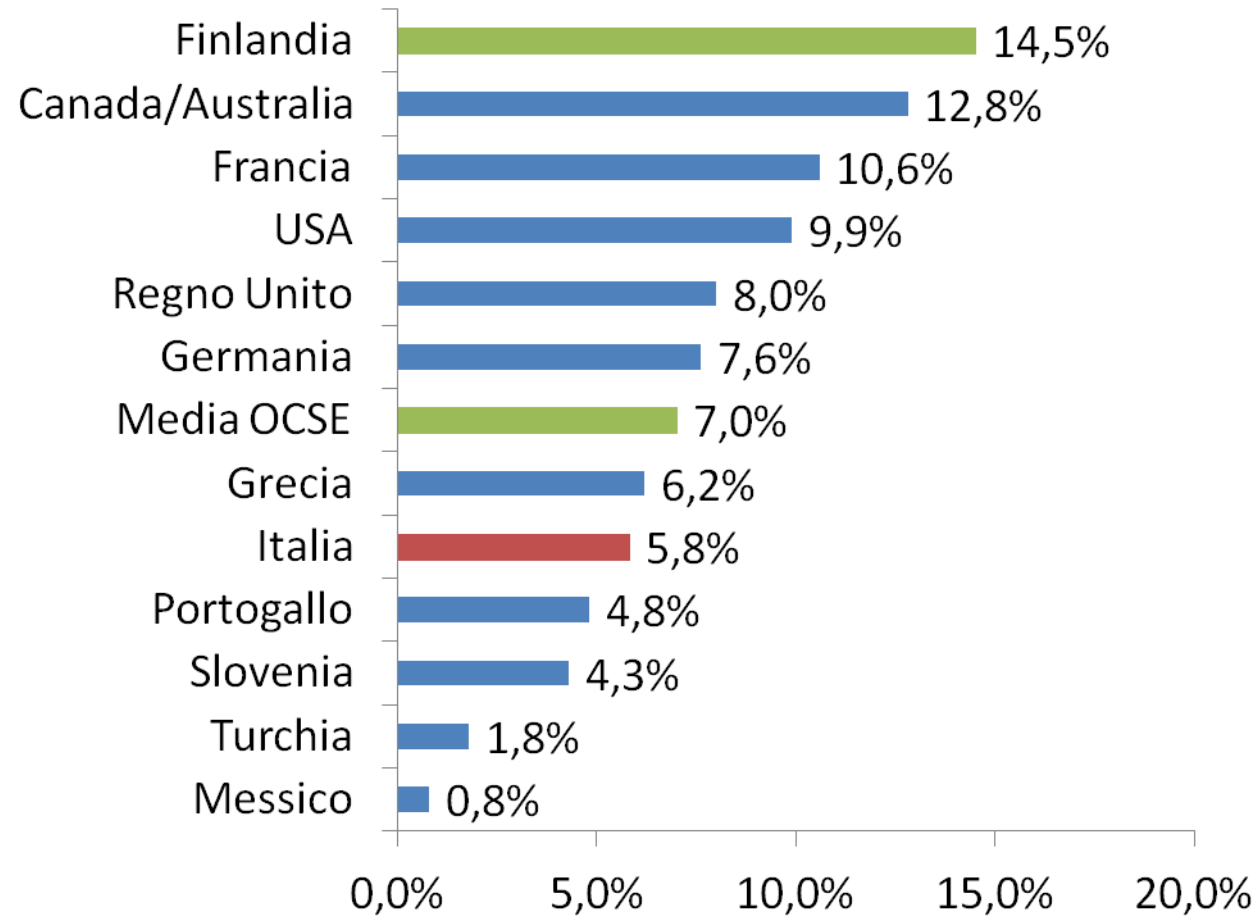
# PISA 2012 matematica



Nota: Shanghai – 613,  
Singapore – 573

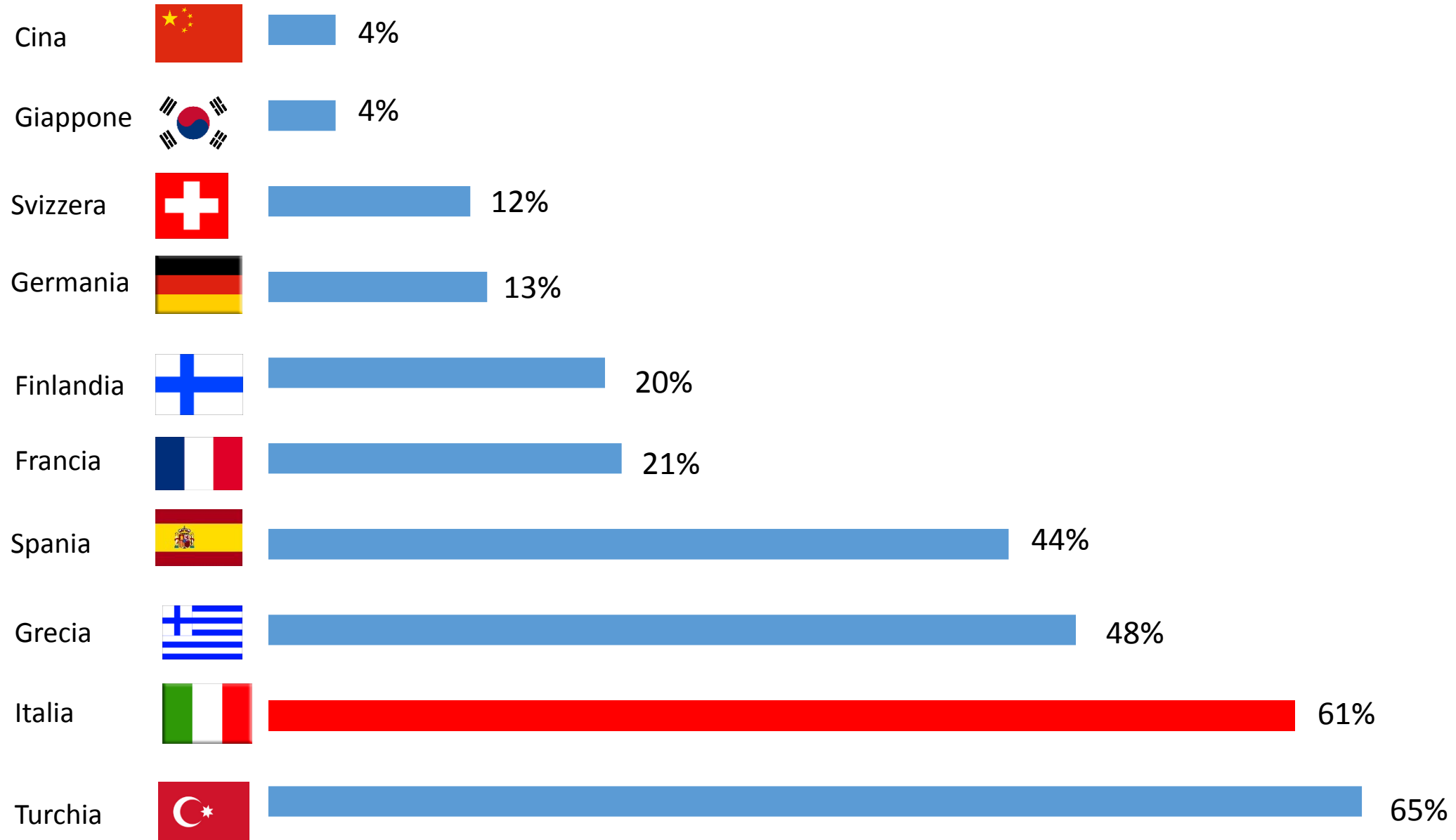
## La perdita di eccellenza...

### Valutazioni top ai test PISA





# Il vero problema della scuola italiana: le soft skill, come l'etica dello studio



# Il vero apprendistato, quello tedesco...



- *Fabbriche, ma soprattutto servizi*
- *Non si imparano le tecniche più moderne, ma il mondo del lavoro*
- *Non è uno stage!!! Dai 14 ai 17 anni (50/50 studio - lavoro)*
- *Datore di lavoro conosce lo studente e lo può selezionare dopo gli studi*



- *Alternanza scuola - lavoro*
- *230000 studenti che visitano aziende e fanno brevi stages*
- *Mansioni ai margini del lavoro aziendale*
- *Datori di lavoro non conoscono gli studenti*

## Mito: piccolo e' bello



No need to grow

- M&A
- Ecommerce
- New business
- globalization



No need for talent and soft skills

## Mito: all'Italia servono i periti industriali

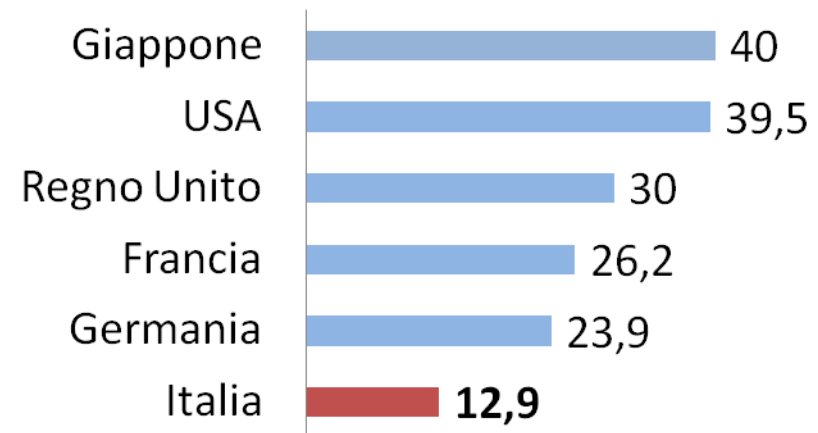


Mito: all'Italia servono i periti industriali



Realtà: l'Italia ha troppo pochi laureati

### Percentuale di laureati tra 24-65 anni



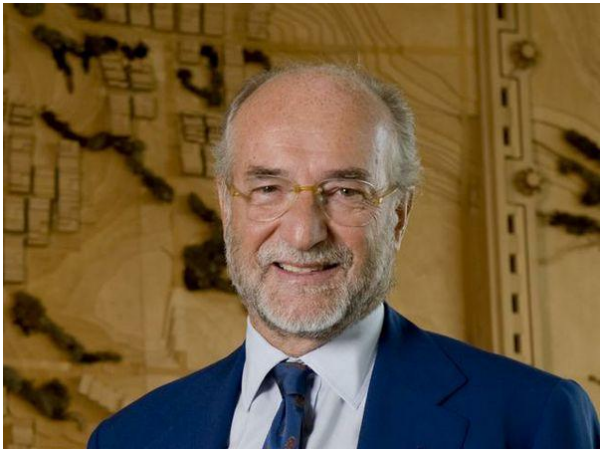
Fonte: OCSE

1. A major transformation is occurring in the market place – as a consequence, talent and soft skills are becoming crucial
2. Italy is lagging in this process
3. However, enormous opportunities exist for the Italian companies to capitalize on unexpensive human capital
4. Private employment agencies can help in this process but need to transform themselves and their perception in the labour market



**CAMPARI**

“Italy the land of cheap talent”



«Gli ingegneri italiani costano il 40 per cento in meno di quelli cinesi e la metà di quelli americani»

“Premium” for young graduates (25 – 34 years old)

- In Italy 22% vs OECD 40%
- Italy ranked 26Th

# La laurea come ascensore sociale per chi la sa usare



Giorgio Bassanelli



Simone Imbolito

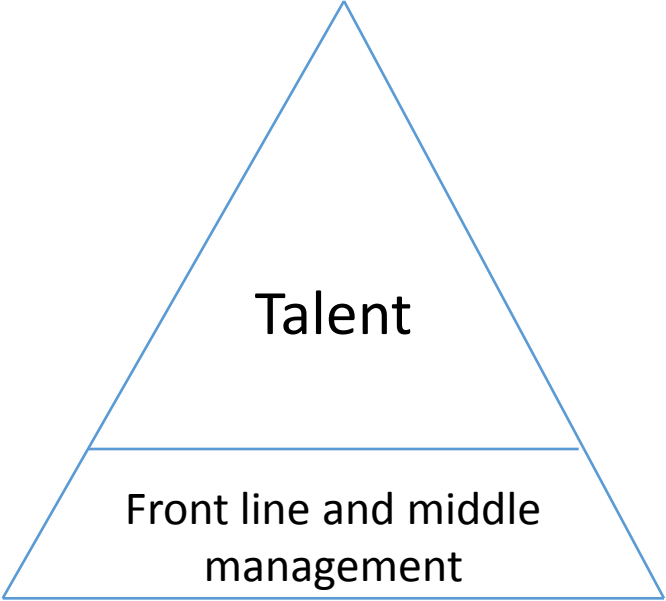
- *Figli di operai che si sono «ribellati» al loro destino e si sono laureati*
- *Lavorato durante gli studi*
- *Lauree in buone università (Statale a Milano / Agraria a Padova / Ingegneria)*
- *Carriere di «futuri dirigenti» in Esselunga e Luxottica*



## How

- Attract and retain real “talents”
- Better places to work
- Learn how to recruit and train the soft skills
- Launch serious programs of apprenticeship

# The “Mass Talent Company”



McKinsey&Company



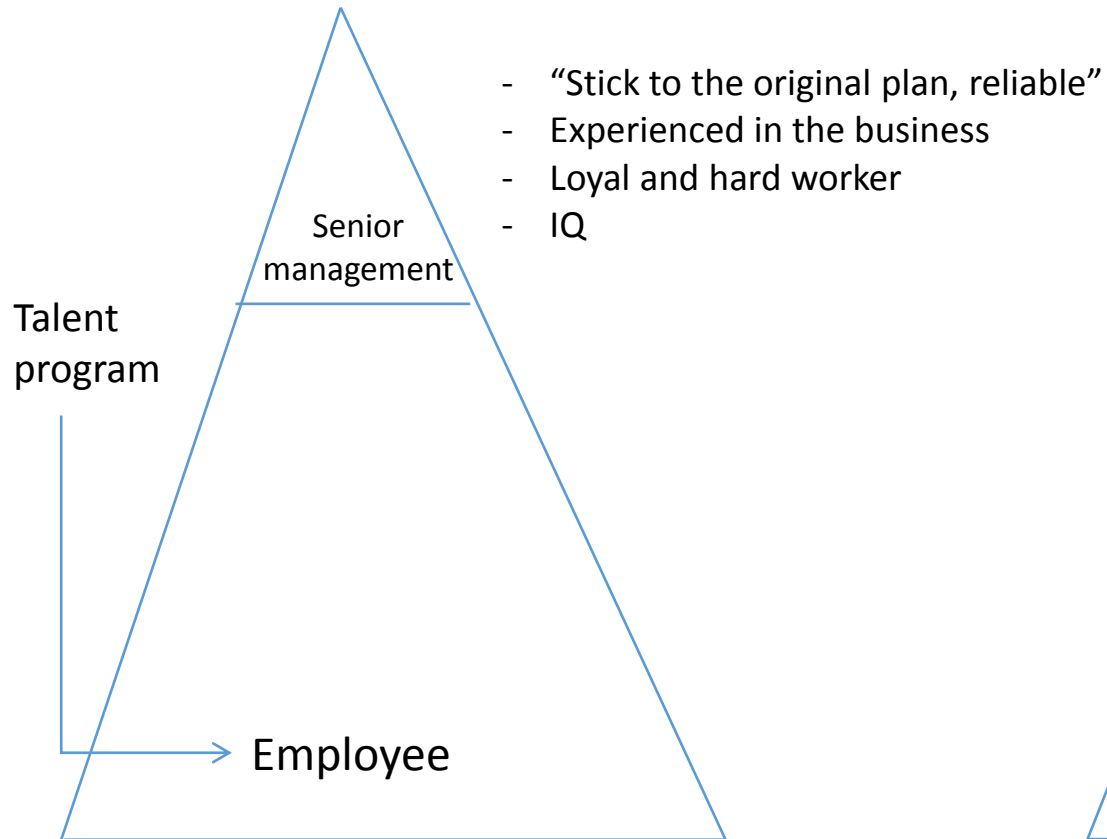
amazon.com

Google

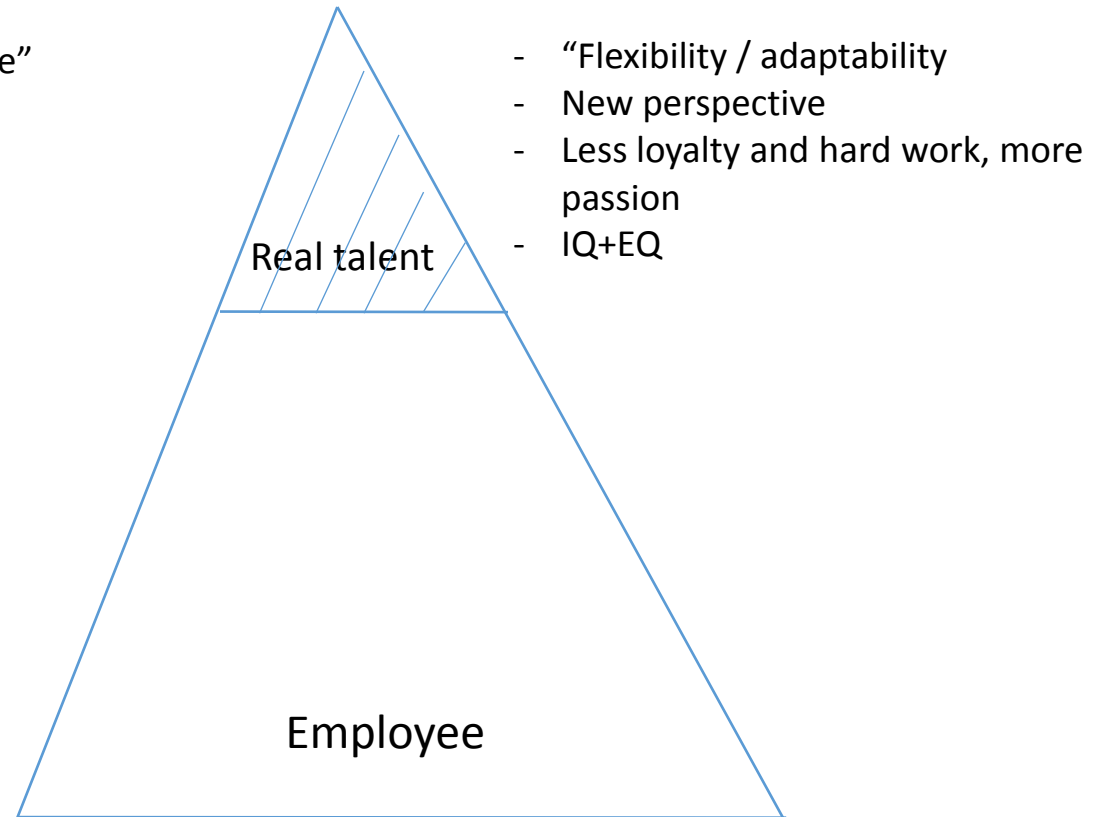


# The “Normal” Company

## The 20<sup>th</sup> Century



## The 21<sup>st</sup> Century



Francesco Buquicchio  
Head of Egon Zehnder Italy

# You Should start with Talent



## Key

- Attract
- Select
- Retain



## How

- Values
- Stretch jobs
- Hard performance assessment
- Encourage risk taking

# MERITOCRACY



*General Colin Powell*

*“Meritocracy may mean that sometimes you may have to treat someone in a hard way...*

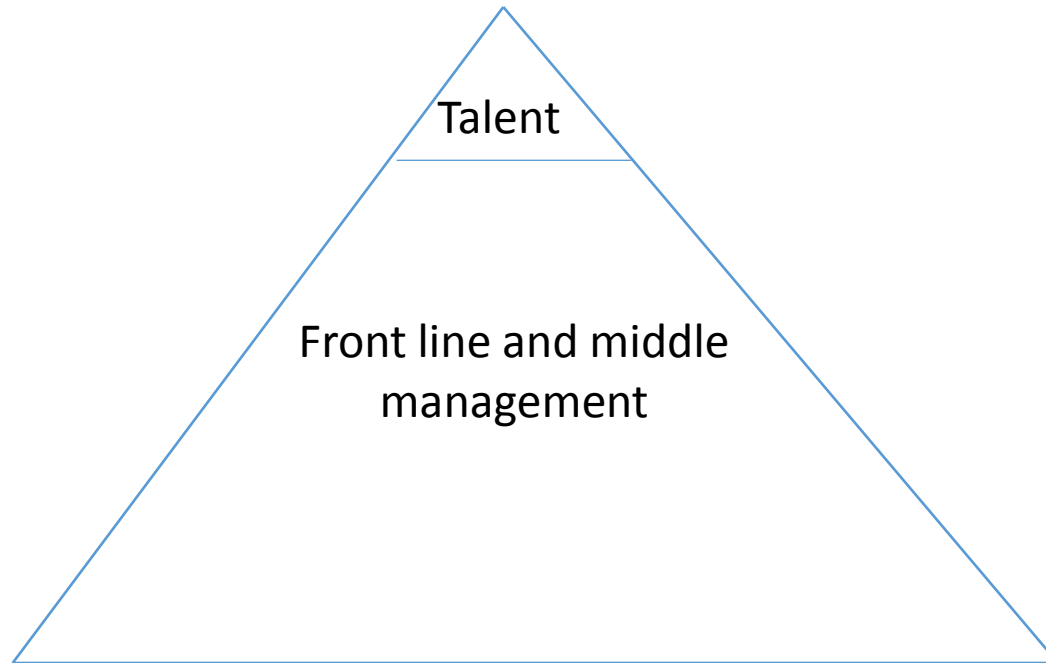
*... treating everybody “nicely” independent of their contribution, leads to disappointment and demotivation of the best talents in the organization ”*



Milena Mondini - Admiral

*«I am surprised that Admiral has not fired me at least 10 times for the mistakes I made»*

# The Average Company



Skill based leadership is more than building technical skills:

- recruiting for soft skills
- motivate /change mind-set training
- on the job training
- coaching

# % Respondents Who Agree

Italy  
example

	<u>Top 2</u>	<u>All Italian companies</u>
<u>Meritocracy</u>		
Advancements for the real best	67%	32%
Managers do not practice nepotism	71%	45%
Employers are paid fairly	67%	24%
<u>People Development</u>		
Employers are empowered	92%	58%
Development opportunities abound	78%	56%
<u>Collaboration and Team Spirit</u>		
People are attentive to each other	75%	47%
We all give the best for the company	89%	56%



1. A major transformation is occurring in the market place – as a consequence, talent and soft skills are becoming crucial
2. Italy is lagging in this process
3. However, enormous opportunities exist for the Italian companies to capitalize on unexpansive human capital
4. Private employment agencies can help in this process but need to transform themselves and their perception in the labour market

## L'agenzia interinale del passato....



# **BOLOGNA**

Modena, agenzia  
interinale propone  
"contratti rumeni":  
"Risparmio del 40%"

***SUPERA LA CRISI! RIDUCI I COSTI!  
CON I LAVORATORI INTERINALI CON  
CONTRATTO RUMENO***

**TELEFONA IMMEDIATAMENTE:**

**328. 77. 77. 77**

**E VINCI LA CRISI!**