

Convegno: “MERITO ED EQUITA' NELLE ORGANIZZAZIONI”

Alle “Radici” del dilemma: To be or not to be, ovvero adottare o meno un sistema formale di misurazione delle performances nella multinazionale del 21[^] secolo.

Milano, 17 Febbraio 2016

Agenda

- RadiciGroup: storia, prodotti, numeri chiave;
- Il contesto entro il quale si sta valutando la possibile adozione di un sistema di valutazione delle performances a livello RadiciGroup
- Il dilemma....
-i dubbi.....

RADICIGROUP WORLD

Headquartered in Gandino, Italy, RadiciGroup is one of the most active chemicals companies at an international level.

It is fully integrated in the Nylon Value Chain, its diversified businesses operate worldwide and are focused on:

SPECIALTY CHEMICALS

PERFORMANCE PLASTICS

SYNTHETIC NYLON FIBRES & NON WOVENS





Seriana Valley



Silicon Valley



RADICIGROUP HISTORY

1920 Trade of household textiles.

1940 The company Tessiture Pietro Radici was founded (1941) for wool blanket manufacturing.

1950 First phase of horizontal diversification: beginning of carpet production.



RADICIGROUP HISTORY

1960 Second phase of horizontal diversification: production of fabrics for clothing and flooring. PA6 polymerization starting from caprolactam.



RADICIGROUP HISTORY

1970

Diversification through vertical integration with polymers and synthetic fibres. Polyester polymerization and spinning.

1980

Production of chemical intermediates (adipic acid – hexamethylenediamine) and polymerization of PA66. Beginning of industrial activities linked to the production of engineering plastics and synthetic grass yarns. Development of the engineering business (turnkey plants).



RADICIGROUP HISTORY

1990 **Globalization of the engineering plastics business.** Development of the fibres market in South America: acrylic and polyamide production.

2000 Further development of strategic business areas and the expansion of vertical integration to earlier process stages. **Strengthening of the chemicals and plastics businesses.**

2010 Consolidation of RadiciGroup's global position in its polyamide core businesses, especially in the engineering plastics sector. Development of eco-sustainable products.

Currently # 2 producer of Nylon in Europe, Top 5 in the world

2020?? **Ecodesign of sustainable, recyclable and high-performance products.**



PRODUCT CATEGORY RULES
DATE 2013-10-05

EPD

UN CPC 347
PLASTICS IN PRIMARY FORMS

2010 TB
VERSION 2.1

A photograph showing a large pile of colorful plastic granules, primarily in shades of green, red, and blue, used as raw material for plastic production.

Nylon today is...

RADICIGROUP



PRODUCTS FOR FOR FURNITURE AND HOME SECTOR

Yarns for curtains, upholstery, carpets and wall-to-wall carpets.

Engineering plastics for household appliances and the electrical/electronic sector. Nonwovens for roofing, filtration, furnishings and disposable table tops.

PRODUCTS FOR APPAREL

Yarns for clothing, lingerie, beachwear and sportswear.

Nonwovens for protective disposable clothing.

PRODUCTS FOR THE AUTOMOTIVE SECTOR

Engineering plastics for car interiors and engine components.

Yarns for car interiors and airbags. Nonwovens for headliners, seatings and airbag covers.

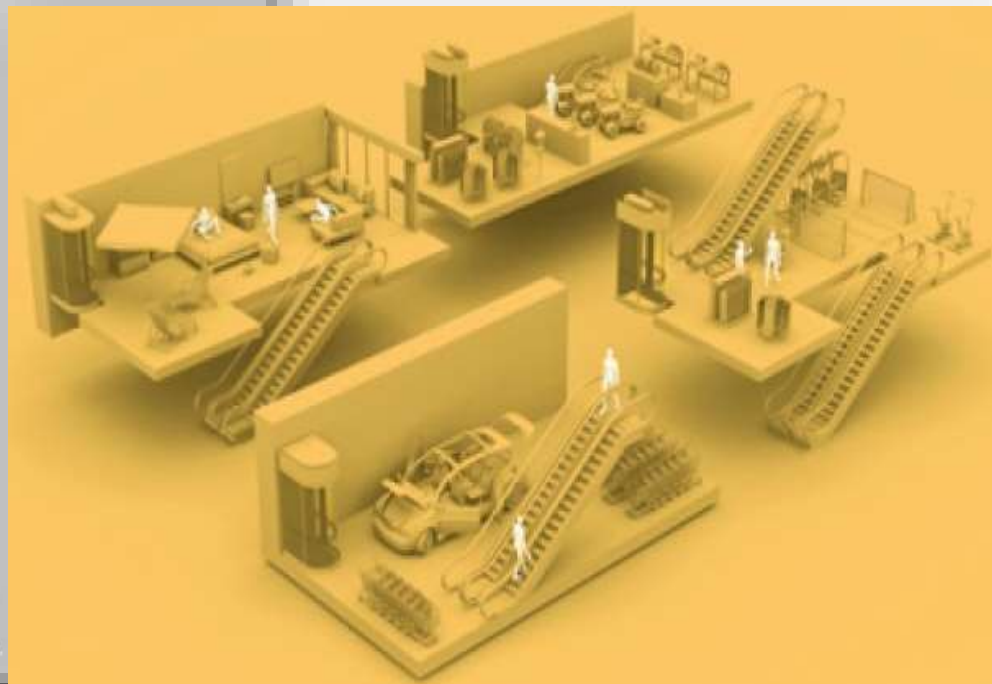
PRODUCTS FOR THE INDUSTRIAL SECTOR

Yarns and engineering plastics for special applications in the industrial sector.

PRODUCTS FOR THE SPORTS SECTOR

Yarns for sportswear.

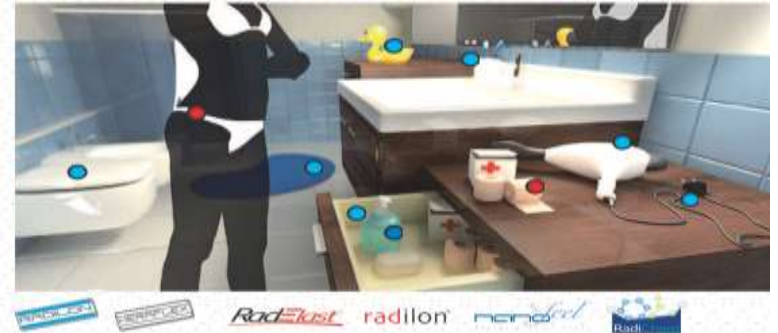
Yarns for sports fields, recreational and domestic indoor and outdoor applications.



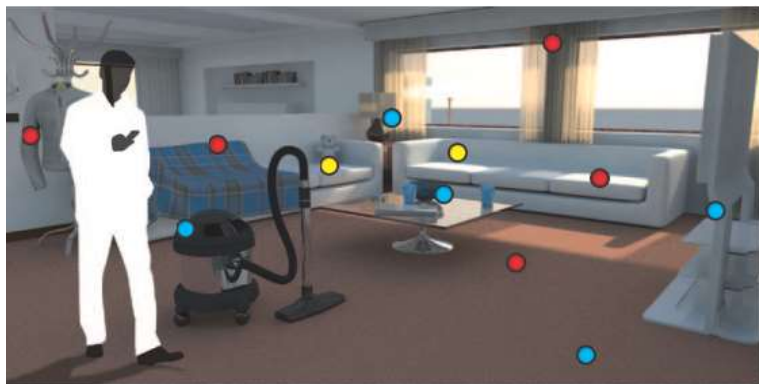
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Nylon today is...



Nylon today is...














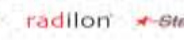










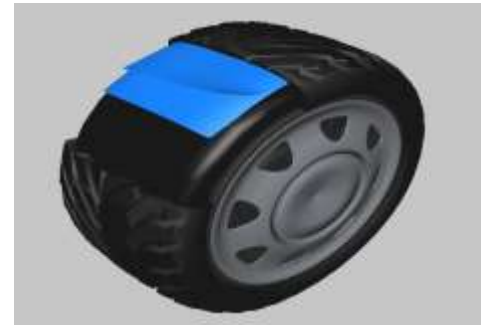
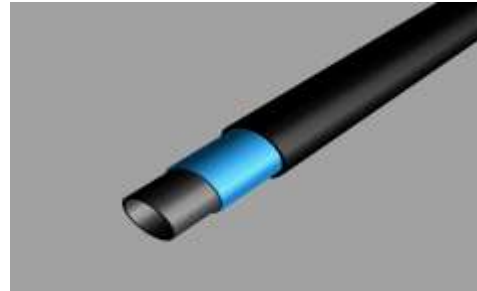
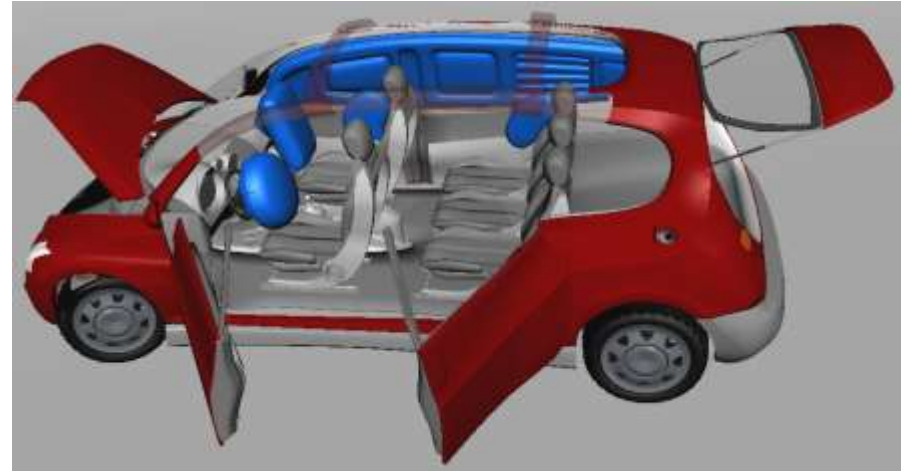












Nylon today is...

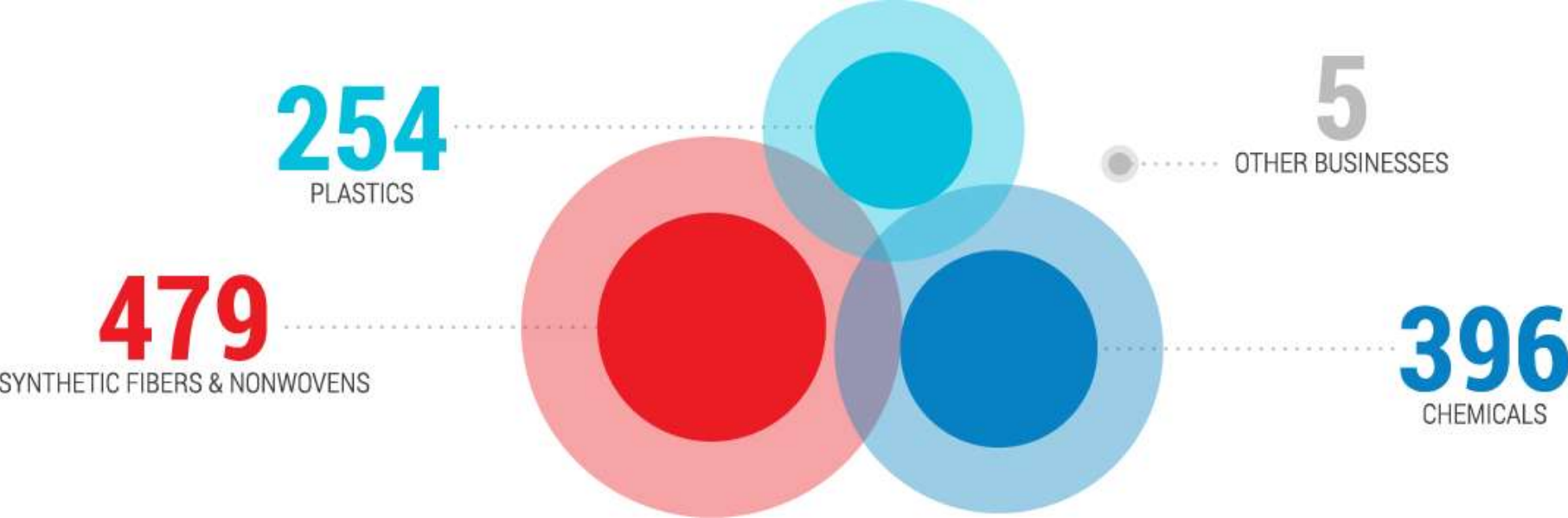


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KEY RADICIGROUP NUMBERS

Personnel: 3,050 employees



*2014 Aggregated Sales (millions of Euro)

RADICIGROUP WORLDWIDE PRESENCE

AMERICAS

Argentina

Buenos Aires

Rio Grande

Brazil

Araçariçuama

São José dos Campos

USA

Wadsworth

Mexico

Ocotlán, Jalisco

ASIA

China

Shanghai

Suzhou

India

New Delhi

EUROPE

Czech Republic

Podborany

France

Saint Priest

Germany

Hamburg

Lüneburg

Overath

Reutlingen

Selbitz

Tröglitz

Viernheim

Hungary

Szentgotthard

Italy

Andalo Valtellino

Ardesio

Casnigo

Chignolo d'Isola

Gandino

Novara

Villa d'Ogna

Romania

Savinesti

Switzerland

Mendrisio

Stabio

United Kingdom

London



Il contesto



Newsletter



LE PERSONE DI RADICIGROUP

Sono 3.047 le persone che, con il loro lavoro, danno vita ogni giorno a RadiciGroup. Persone di cui, nel nostro Bilancio di Sostenibilità, abbiamo voluto tratteggiare un profilo in termini di genere, tipologie contrattuali, formazione.

[Guarda le tavole dedicate ai dipendenti di RadiciGroup!](#)

RADICIGROUP
EMPLOYEES



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Il contesto

- 3050 dipendenti (o “clienti interni”) di cui:
 - ✓ 1500 Italiani, di cui:
 - 1000 “bergamaschi”;
 - ✓ 1550 “stranieri”, di cui:
 - 400 Tedeschi;
 - 500 Rumeni;
 - 200 Cechi;
 - 100 Americani”
 - 200 Brasiliani
 - 150 “altri” (Cinesi, Argentini, Messicani, Indiani, etc.)
- 12 lingue (ed almeno 5 dialetti.....) quotidianamente parlati...

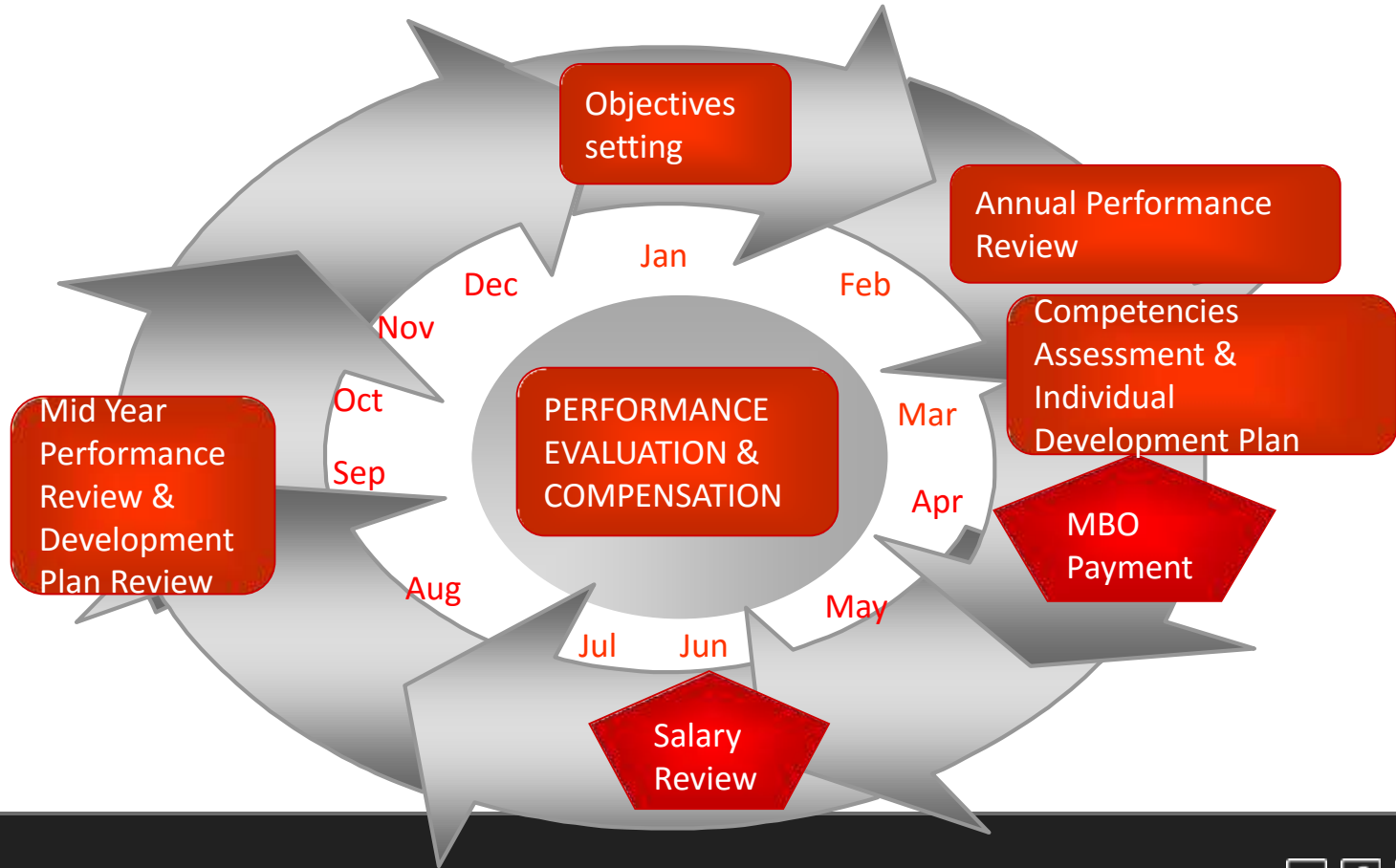
- ✓ 2250 uomini, 800 donne; 96% dei lavoratori a Tempo Indeterminato, 5% Management, 10% Middle management, 10% White Collars, 75% Blue Collars;
- ✓ Età media dei dipendenti: dai 50 anni degli “italiani” ai 40 degli Americani , dai 32 dei Brasiliani ai 25 dei Cinesi (all’interno della stessa Azienda, si va da “dinosauri” come me al “millennial” assunto proprio ieri);
- ✓ Età delle aziende: da quella che festeggerà 75 anni quest’anno a quella fondata 8 anni fa in Cina a quella acquisita 8 mesi fa in Mexico;
- ✓ Grado di istruzione: dal PhD conseguito in una Ivy League University all’appena scolarizzato operaio brasiliano;
- ✓ “Cultura”: dall’etica del lavoro “bergamasca” all’approccio “iper liberalista” “yankee” dell’Ohio, dal retaggio “Sovietico” (diverso fra ex Germania dell’Est e Romania e Cechia) al comunismo capitalista Cinese;
- ✓ Passiamo dal lavoro “agile” ai “3 turni, 24 ore su 24, 7/7, 365/365”

- Contratti Collettivi (5 diversi solo in Italia, 80% dei dipendenti worldwide sono soggetti a Collective Labour Agreements);
- Programma di MBO aperto a circa 200 figure in tutto il mondo;
- 5 Aziende su 24 in tutto il mondo hanno un sistema formale di valutazione delle performances (ognuno di loro è diverso.....)

Viste queste premesse...

- ✓ Da metà 2015 stiamo ragionando sull'adozione di un formale sistema di valutazione delle performances a livello di RadiciGroup;
- ✓ Anzi, abbiamo (avevamo?) già in mente il modello.....(niente di straordinariamente nuovo, lo ammettiamo....), con ancora discussioni in corso se avere una gaussiana forzata delle performances.....
- ✓ Grande opportunità, no?????

“Il Modello....”



Il dilemma...



I dubbi....

- ✓ Poi abbiamo cominciato a chiederci.....Ma ha senso?!?!?!?!?
- Esiste un definizione “universale” di performance che valga “dalle Alpi al Manzanarre,” anzi, fino alla Tierra del Fuego???
- E’ una vera esigenza dei miei 3050 “clienti” o è una “paranoia” del Team HR e di quattro Top Managers?!?!?!?
- E gli altri (soprattutto quelli della Silicon Valley/gli “anglosassoni”) che stanno facendo?

E qui son cominciati i guai....



In Adobe (gli “inventori” del .pdf) la performance review è stata abolita dal 2012....

<http://blogs.adobe.com/adobelife/adobe-life-magazine/v1/check-in/>

The dreaded performance review? Not at Adobe.

- It's the bane of managers' and employees' existence at corporations around the world — the annual performance review. It's the time of year when managers burn the midnight oil to write assessments of all their direct reports — and employees stress out over how they'll be rated, where they'll be ranked, and what it will mean for their future.

“perché l’han fatto....”



“There were three things that needed to be **disrupted**:

The annual process

Evaluating past performance

Comparing employees against each other

The yearly process took an inordinate amount of time, was viewed as a dreaded dental appointment by managers and employees alike, and resulted in a spike in voluntary attrition in the months after review time. It focused on past performance, looking in the rearview mirror, rather than focusing on a person’s progress forward. Finally, the ranking and rating system – where employees are put in competition with each other for rewards (salary increases, bonuses, equity) – was antithetical to Adobe’s collaborative, team oriented and creative environment.”

In altre parole.....



Esempio isolato??? Mhhhhh.....



Medtronic



In fine..... “Tu quoque, GE, fili mi”!?!?!?!?



August 2015:

<http://qz.com/428813/ge-performance-review-strategy-shift/>

“Why GE had to kill its annual performance reviews after more than three decades”

E perché sembra stia succedendo?

“The move by more and larger companies away from annual reviews and ratings is well past due, say management theorists. Years of research, from both business school professors and neuroscientists, has found that the practice is **ineffective at boosting performance**, **actively alienates employees**, **is based on a flawed understanding of human motivation**, **and is often arbitrary and biased**. People simply don't fit neatly on a bell curve. It ends up being an exercise in paperwork and bureaucracy instead of an agent of change.”

e moh che fanno, però?

GE: Management via app

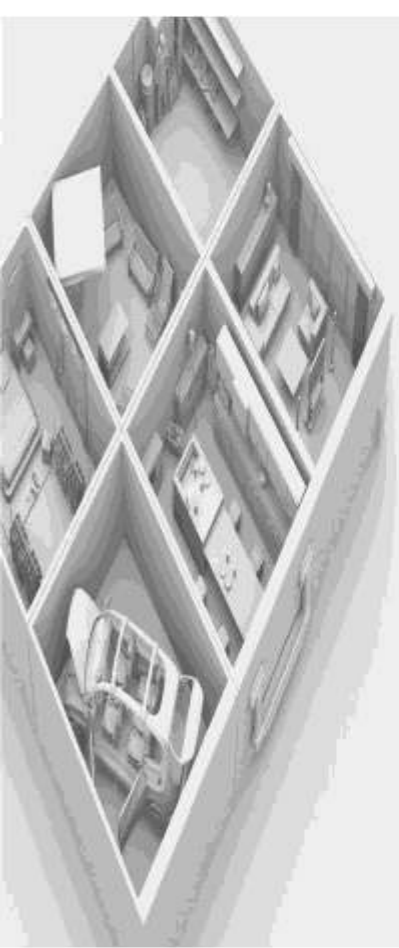
- The new app is called “PD@GE” for “performance development at GE” by the admittedly acronym-happy company, and was built by a team from its large and growing group of software engineers in Silicon Valley’s San Ramon. The HR group has been one of the first to adopt it, including the experiment with no numerical ratings.
- Each employee has a series of near-term goals, or “priorities.” Managers are expected to have frequent discussions, called “touchpoints,” on progress toward those goals and note what was discussed, committed to, and resolved. The app can provide summaries on command, through typed notes, photographs of a notepad, or even voice recordings. The focus isn’t on grading how well people are doing, but on constant improvement.
- Employees can give or request feedback at any point through a feature called “insights,” which isn’t limited to their immediate manager, or even their division. Normally, you never get that feedback unless you manage to track someone down the next day, which people rarely do, and only from a direct manager. If you wait for an annual review, any specifics are probably long forgotten

Stato corrente delle nostre riflessioni.....



Quindi?

- Qualche idea per il futuro comunque ce l'abbiamo, ma voi cosa ne pensate?



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