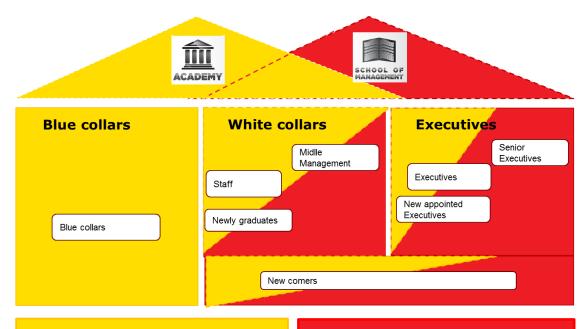


La formazione per lo sviluppo della leadership agile in Pirelli









- Technical training for professional families
- Central design
- Central and local deployment
- Pre-post classroom skills assessment to measure learning
- Training modules and programmes to develop managerial skills
- Central design
- Central deployment for Executives
- Local deployment for Middle Management



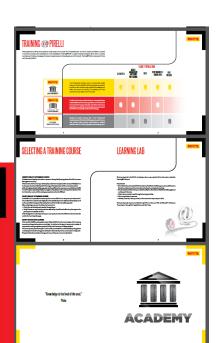
The Learning offer

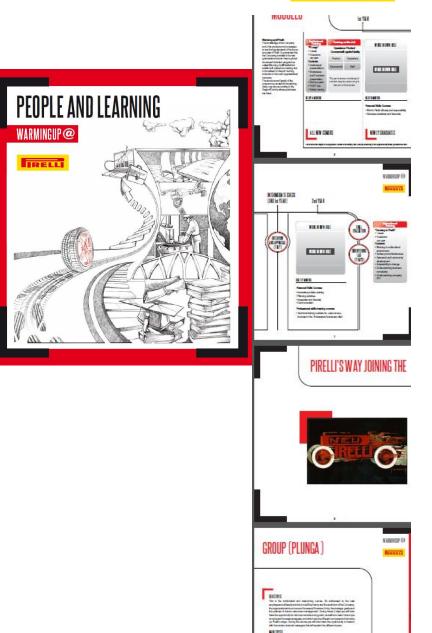
PEOPLE AND LEARNING

GLOBAL TRAINING CATALOGUE





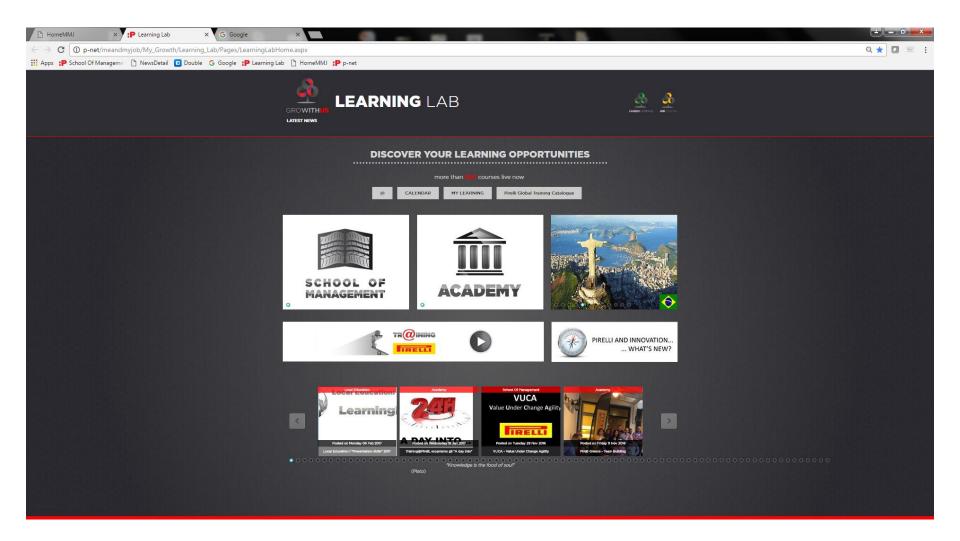




The Learning Web site and platform



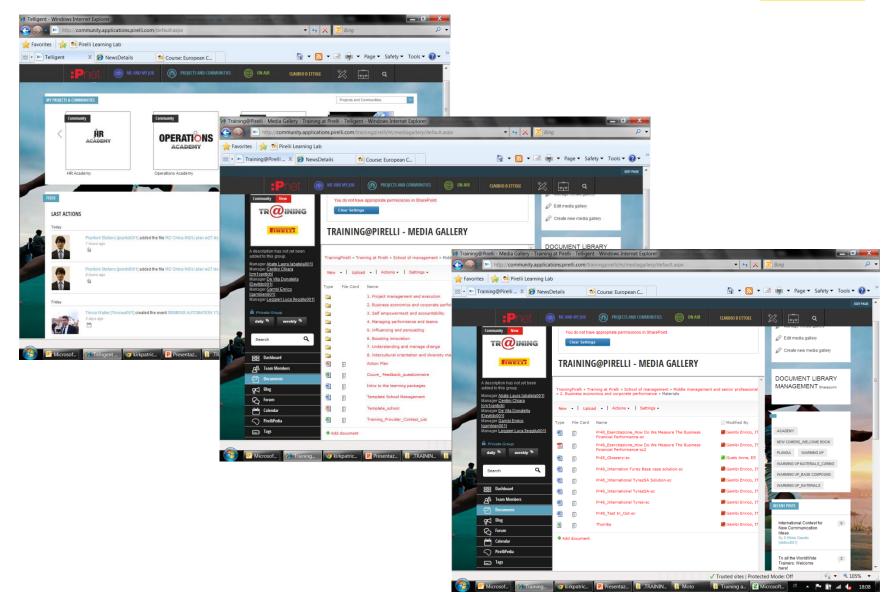








Learning as know how sharing





Learning Effectiveness Measurement



Training efficacy evaluation (P. Kirkpatrick model)							
Level	Satisfaction	Learning	Impact	Results			
	1	2	3	4			
Evaluation	questionnaire	questionnaires	pre-post	Objective			
Tools	end of course	(test in - test out)	assessment	Indicators / data			
Syntesis Indicators	overall judgement of the course	1) avg. delta between test out and test in 2) avg. test out	behaviours' evaluation by manager before and after training	Performance indicators / KPIs			

courses

Mandatory for all Mandatory for all If course provide For very critical courses

certification

competences



The Talent Delevopment process

Talent identification



KFALP Questionnaire

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Identification of

Learning& development solutions

How to search for the best learning opportunity



- 1. Start identifying the **learning needs**, (clustered by one or more of the learning agility traits) that can come from three different sources:
 - a. KFALP Questionnaire Results
 - b. Main company challenges
 - c. Learning gaps on professional profile
- 2. Check for the target profile assigned by the company
- 3. Check and explore the programs available
- 4. Then **choose** the one that best fits on:
 - Contents
 - Timing
 - Location
 - Costs
- 5. **HR BP and line managers** share the learning opportunity choosen and finally **communicate to the talent**





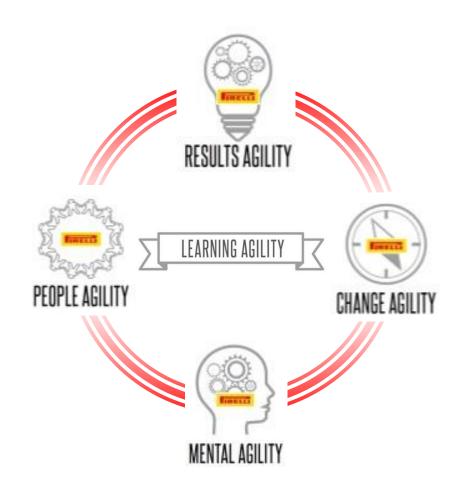








Learning Agility is the factor that can consistently foresee best performances for a sustainable period. Around its traits we've build our new internal learning proposition, with the purpose to specifically develop each area.



Learning solutions by level



Structured learning solutions can be designed to cover different levels in the organization, starting from top leaders to first line leaders. Hereby the associations suggested. For more details about contents of these programmes see the *Learning Lab School of Management*

Programmes	Target populations				
	Talents	Other	Decision makers	Scope	
1. Executive MBA	Senior top leaders with defined plan of growth		TOP MGMT + HRO	Next future coverage of a 360° and high responsibility business position, coming from functional experience.	
2. Business School open enrollment programmes	• <u>Senior top leaders</u> • <u>BU/Functional</u> <u>Leaders</u>	• Senior Mgmt	HIERARCHICAL MGR + HRO	Development of specific and high level topics, external perspective and attitude to change.	
3. Pirelli Tailored programmes	BU/Funtional leaders, Mid Level Leader First Level Leader	• Executives	HIERARCHICAL MGR	High level faculties from business schools with contents tailored on Pirelli. Totally redesign offer based on the four Learning Agility dimensions.	
4. Digital programmes	Mid Level Leader First line leaders	• Executives • Local talents	HIERARCHICAL MGR + HRO	Training for specific topics and investment reduced. Easier to attend for people with difficulties in investing whole days in training.	
5. Individual Coaching & Counselling Programmes	• All targets	• Executives	HIERARCHICAL MGR + HRO	Individual support in: - facing highly stretched and complex assignments; - developing effective relationships skills, when importantly lacking.	

