

CASE STUDY

Described for the project: "The Hexagonal Leader"

Name of the organization

DUCATI ENERGIA

Website of the organization

www.ducatienergia.com

Logotype of the organization



Type of organization

- Business organization
- Public administration
- NGO's
- Others (what kind?)

Size of the organization

- Small
- Medium
- Large

Economic sector

Mechanics and systems

Brief description of the organization

DUCATI Energia owns its fame to the Ducati brothers who established DUCATI company in 1926; 22 years later, DUCATI was split in two other companies, DUCATI Elettrotecnica and DUCATI Meccanica (today DUCATI Motor).

DUCATI Energia was founded in 1985 due to the merge of DUCATI Elettrotecnica and Zanussi Elettromeccanica and nowadays it's considered one of the most important company in the Bologna area. DUCATI Energia Group assets a staff list of about 1250 employees working in its 9 worldwide plants. The main fields of activities are the following: capacitors, power factor correction and power electronics, wind power generators, alternators and ignition systems, electrical vehicles and charging stations, energy analysers, electric network tele-control systems, railway signalling systems, ticket issuing and transport automation systems.

The companies of the group:

DUCATI Energia S.p.A.

DUCATI Energia Romania s.a.

DUCATI Komponenti d.o.o.

DUCATI Energia India Pvt. Ltd.

C.R.D. Centro Ricerche Ducati Trento S.r.l.

DUCATI Energia Sud America s.a.

DUCATI Energia Do Brasil

Telefin S.p.A.

Nuraia S.r.L.

The company has several production units and offices both in Italy and abroad including together with a Research and Development Center.

The main products are: power factor correction controllers, parking systems, industrial power factor correction - active filters, capacitors for power electronics, industrial AC capacitors, generators, measuring instruments, energy, railway signaling, ITS (intelligent transport system), ticketing, sustainable mobility .

Case study description (situation / the problem they are facing) [max 2000 characters]

The continuous market challenges and the new evolutions taking place bring into play resources and skills which, through constant integration between the corporate areas of the parent company and companies with offices abroad, oversee and manufacture all or part of products and production processes and impose new models of work organization and flows.

The integration between business areas and the reorganization of the research, development and design area represent constant challenges that the company must face, always intercepting new ways to remain competitive.

Specifically, reference is made to the need that has emerged in recent years which has made it necessary to constantly integrate resources, people and projects to integrate areas relating to different production, design and research and development sites, and which has inevitably led to a redefinition of functions and roles within the Working Group. The market logic that imposes an optimization of both internal and external resources in order to remain competitive have brought out the need to identify figures who would assume greater responsibility in terms of supervision and development of specific projects / orders and at the same time who were able to coordinate and manage micro working groups that are functional to streamline processes and procedures. This need was also functional to the planning and management of multi-year orders for large-scale series production.

Suggested solutions (added pros and cons)

- Definition of new roles and responsibilities and redistribution of tasks and powers
- Hiring new staff
- Search for external consultants for the assignment of parts of the Project / activity

Chosen solution

Definition of new roles and responsibilities and redistribution of tasks and proxies

Rationale of the decision taken

The company ownership and the general management have considered it important to enhance internal resources through the definition of new responsibilities, to manage an internal and external situation that requires the adoption of new integration and development logics that go from the management and supervision of complex projects. This choice also resides in the desire to invest in internal resources that possess a high-level specialist technical know-how that must be maintained and enhanced to manage situations of change and evolutionary development.

Solution implemented in practice

In practice, a mapping of the workloads and responsibilities of the available resources was created. The manager of the research and development design area has identified the figures in possession of both technical and organizational and managerial skills, also evaluating the propensity to assume responsibility and the propensity for proactivity and problem solving. This approach has therefore taken into consideration as determining factors the technical skills combined with the soft skills understood as those essential and determined skills and abilities for taking charge of complex responsibilities and projects. The identification of the internal figures of the company to whom to delegate functions of responsibility represented the first step. Delegation solutions with responsibility were subsequently implemented to assign responsibility for the achievement of results to others, as these are complex activities with a strong result orientation. This approach required a longer time to set up the system but was more effective over time.

The delegation process was activated through: analysis of the situation of resources and context, definition of clear and shared objectives, development of guidelines / rules, monitoring and verification of results.

The investment in terms of time by the manager to activate the delegation process was substantial and involved a period of coaching and mentorship which was functional and effective in building the team of project managers who currently oversee production lines and projects complex by interacting with the various Group offices both in Italy and in foreign offices.

The manager who implemented this solution in terms of strategies and methods in turn had learned from "his mentor" who had supported him in his growth path within the company.

Lesson learned

Investing in human resources and their enhancement through skills and responsibility transfer plans facilitates:

- the processes of learning and sharing know-how,
- identifies clear and shared processes and functions,
- defines monitoring and control steps,
- redistributes workloads,
- free up time and resources for some staff / management functions,
- motivates employees and the team
- enhances talents
- stimulates collaboration
- recognizes the culture of learning from error.

Connection to the six skills depicted in the project

- ⇒ Manager Skills
- ⇒ Delegation Style

The skills most connected to the Hexagonal Leader project are primarily the managerial skills relating to the leadership style adopt behaviors consistent with the role and management of collaborators together with the recognition of the importance of motivation and the climate of trust within the organization for enhancement individual and corporate performance. The adoption of a participatory leadership style has allowed the manager to provide support and encourage his collaborators and intervene only in case of need, delegating the responsibility of the work structure to individuals and maintaining a high level of interpersonal interaction.

Another skills connected to the Hexagonal Leader Project refers to the delegation process that was necessary in order to cope with the transfer of functions to some staff-project managers. The delegation style adopted has integrated an "Open door" style in which the support of the manager has contributed to the taking on of responsibilities by the delegates together with the use of shared knowledge management systems and the organization of frequent team meetings . Shared planning and the use of

shared management tools has made it possible to create a group of project managers who oversee production lines and complex projects by interacting with the various Group offices both in Italy and abroad.