

Julio Gonzalez

**La gestione delle
persone nelle realtà
organizzative
multiculturali**

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Julio Gonzalez

- **30 + years experience working in Autogrill, Pirelli, Kraft Foods and Tenaris** . Has covered different roles at Corporate and Regional levels, developing and implementing **Organizational Development policies and tools**. He has been HR Referent for different Merger and Acquisitions managing **Due Diligence , Take Overs and Integration Plans** in several countries.
- Currently **Senior Advisor for Mercer Consulting** on Talent Strategy and Leadership Assessment; **Professore «a contratto» for MIB**, Università Cattolica di Milano
- Board Member of **AIDP Lombardia** and Former Board Member both of the Scientific Committee of **Assochange and the European Training and Development Federation**.
- **Publications**. “La Cina: La gestione delle persone nel più grande mercato del mondo” , “Manager Viaggiatori: nuovi nomadi della globalizzazione”; People Side & Internazionalizzazione»
- Writes at **Osservatorio Senior** (section “Senior nel Mondo and **CoachingZone** (on Cross Cultural Management)
- Educated in Mexico , Canada and the United States, lives in Italy since 1984

Focus of the presentation

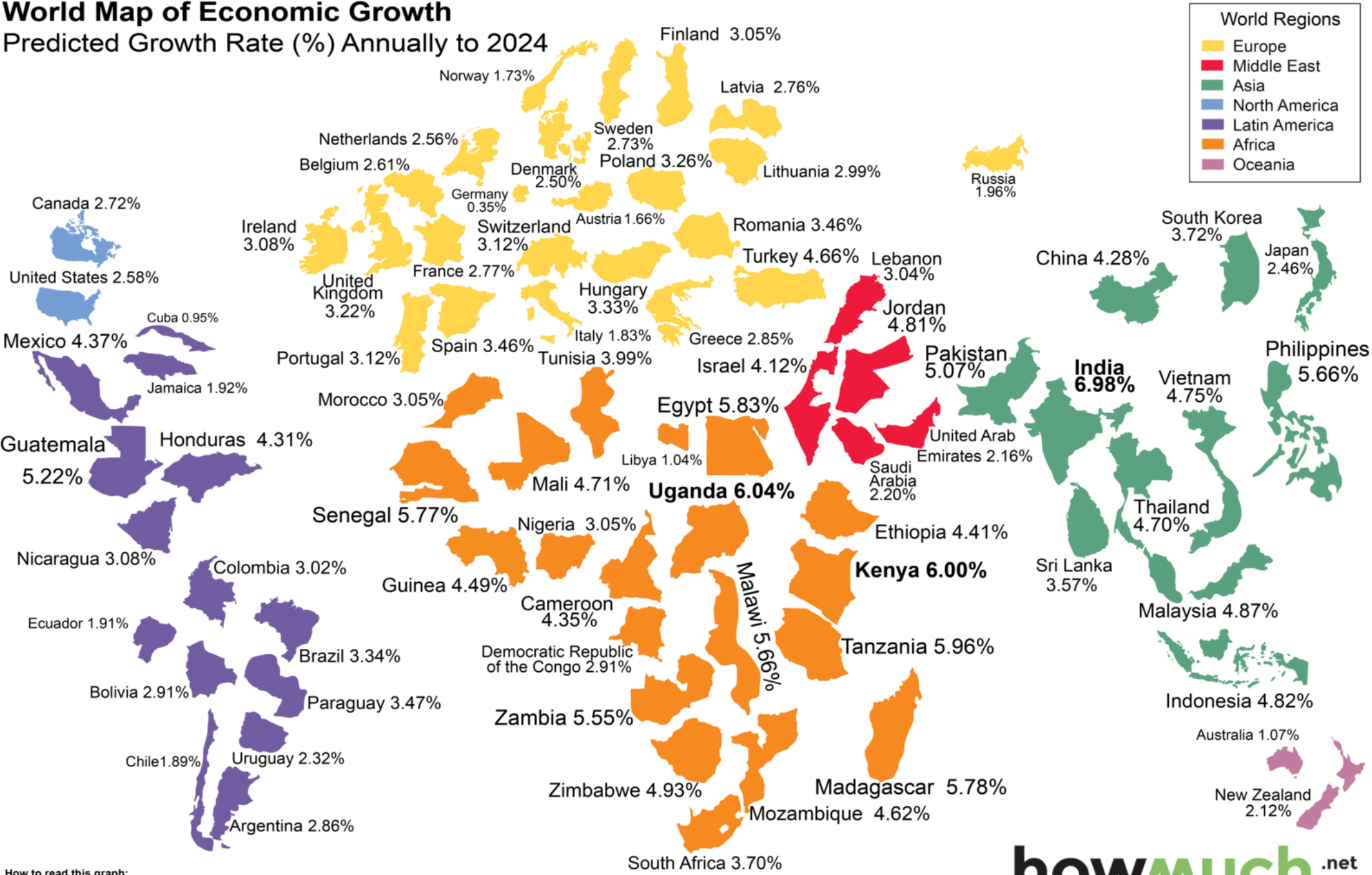
- Why multi cultural topics are important to the business
- Managing multi cultural settings abroad
- Managing multicultural settings in Italy

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World Map of Economic Growth

Predicted Growth Rate (%) Annually to 2024



How to read this graph:
Countries appear bigger as their predicted growth rate is higher e.g. India.
Conversely countries that have a low growth rate appear smaller. e.g. Germany.

Issues arising from cross cultural operations

«Almost half of all M&A does not reach the expected outcomes, since organizations may run into problems during the integration of different work forces. **At the international level, this experience is even more difficult than in those M&A that take place within the same country»** J.Butler Silverston Group

All of the above indicate the importance of the
People Side of any operation

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- **Managing multi cultural settings abroad**
- Managing multicultural settings in Italy

Structures and Systems Challenges

- The “local “ company culture
- Corporate external models are difficult to replicate .
- People don't leave their national culture at the company 's door....

Cross cultural coordination challenges

- The effective leadership model is the same all over ??
- Loyalty to the Company is understood in the same way?
- Talent availability and sourcing is different in every country
- Unconscious biases get on the way ...

Cross cultural effectiveness : competencies



Global Leadership

Global Mindset	Comfort with complexity	Market Sensitivity	Systems Thinking	Extended time perception
Global Skills and Knowledge	Leading diverse teams	Sophisticated networking	Cross cultural literacy	Context specific leadership
Global Baseline	Leading diverse teams	Adventurous	Entrepreneurial Spirit	Interpersonal Adaptability

Need to develop intercultural competence

“The ability to communicate
effectively and appropriately
in a variety of cultural settings:
at **organizational and national levels**”

Thanks!

Senior Nel Mondo :<http://osservatoriosenior.it/category/argomenti/senior-nel-mondo/>

CoachingZone: <http://www.coachingzone.it/author/julio-gonzalez/>