

CESI has established both horizontal sharing and proposal moments among operational teams, as well as vertical ones with leadership. In these sessions, beyond discussing activities and results, a significant part is dedicated to the question: “How can we improve and what do we need?” These are open spaces, without restrictions, allowing every voice to emerge—even those expressing unexpected needs. We promote active listening: every solid idea is given space. The group is encouraged to identify goals that are genuinely meaningful, because individual success only makes sense when it is linked to collective achievement.

Truly engaging work for both individuals and teams arises from the intersection of technical skills—which are vital for a company like CESI—and personal motivations, values, and a sense of belonging. This is why, in addition to focusing on technical skill development, an extended team effort has defined the three cultural pillars of our journey: Growth, Solidity, and Agility. These pillars guide both personal and team growth, helping to translate needs into solutions. The same applies to the My Development Plan pathway: a growth plan “co-created” by the individual and their manager, because development is not the “task” of a select few, but an opportunity that starts with each person.

Our experience shows that collaborative intelligence—understood as the deep integration between cultural values and technical excellence—not only has the power to transform organizational dynamics, but also helps us position ourselves with clients and in the market. When a group develops the ability to listen to and value both skills and values, shared and innovative solutions emerge, capable of generating real impact on the company climate and on client performance. At CESI, the synthesis of these two poles stimulates professional growth, fuels shared motivation, and fosters the creation of a culture of change.

Awareness is the first step towards change: we do not ignore or try to erase challenges. At CESI, we transform them into levers for collective learning: we make information about the most relevant processes available, so that judgments are not filtered by perceptions or preconceptions. We help people start from facts and data, enabling them to form opinions that are freer from constraints, solid, and constructive.

The “resistant to change” is not an obstacle to be bypassed, but a potential step towards organizational awareness: sometimes these are highly skilled and experienced people who should be kept on board. Resistance, on the other hand, is often a sign of unexpressed needs, concerns about the meaning of change, or alternative visions that can enrich the transformation process itself. We adopt a frank and direct listening approach, aimed at clearing purely “positional” issues, and we encourage those who express doubts to actively participate in discussions, considering their point of view as a resource to test ideas, strengthen group cohesion, and generate more robust solutions.

We adopt various tools depending on the scope and characteristics of the areas involved. Surveys—both on engagement and on the improvement of specific processes—allow us to identify needs, expectations, and possible areas for improvement, without fear of judgment. Structured training sessions, using techniques such as Design Thinking, bring out cross-functional ideas and

perspectives. We also use skills and aspirations mapping, which provides a clear picture of available resources and the potential to be developed within teams. We then monitor the effectiveness of actions through indicators such as the Net Promoter Score.

Leadership has the responsibility to propose a solid, clear, and challenging path. The change management process must then involve the team, valuing those people who act as catalysts in generating a sense of belonging and widespread co-design. Involved in managing transitions, these people become the witnesses of “it can be done”: they are motivated and motivate others towards collective success. A path built together, where every voice finds space and contributes to shaping solutions, facilitates the acceptance of new developments, transforming differences of opinion into resources and drivers of innovation, and also allows us to identify critical issues that may arise in daily practice.