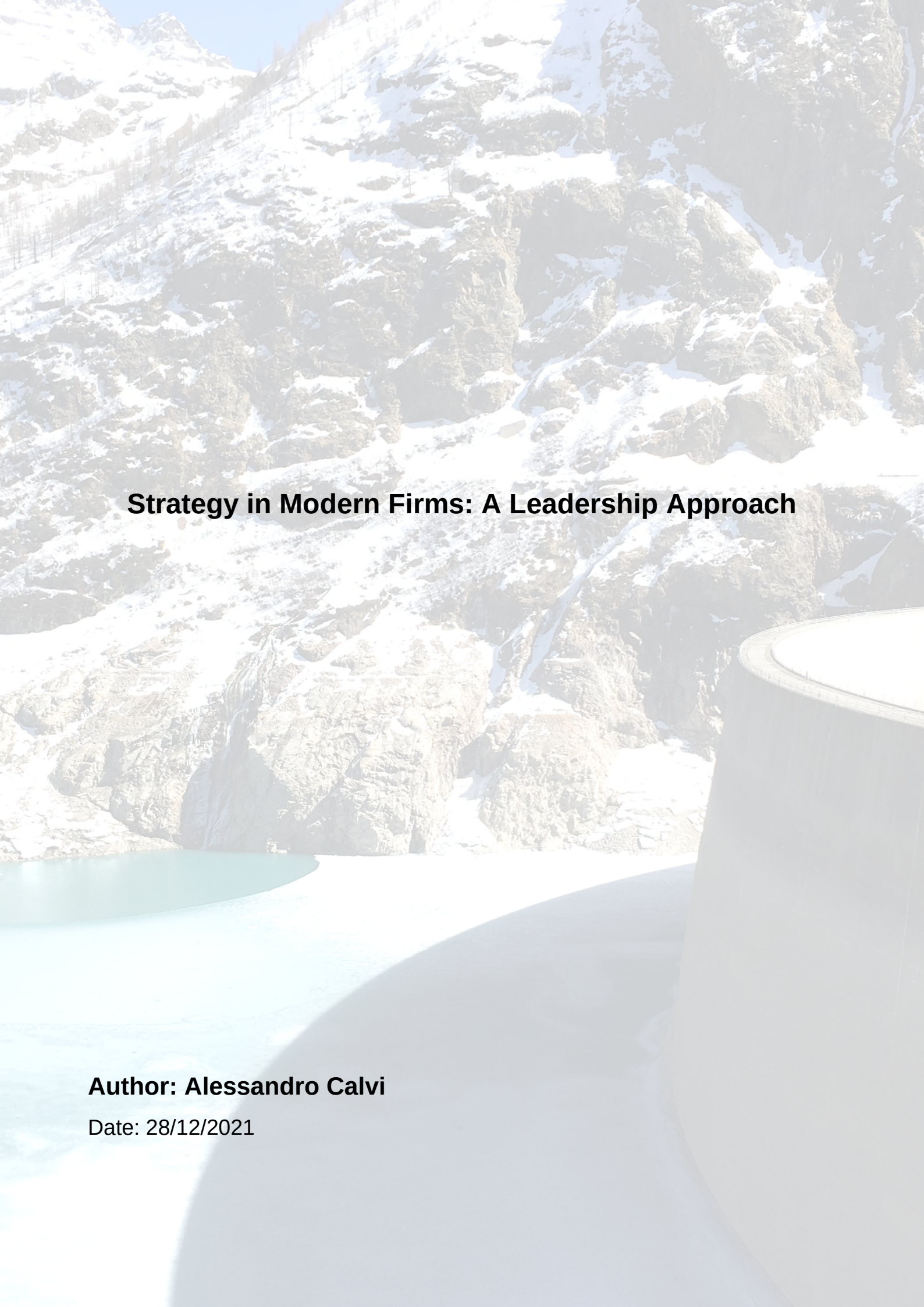

Strategy in Modern Firms: A Leadership Approach

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2. Glossary of Terms and Abbreviations

Term	Definition
Hydroelectric Plant	Power plant which uses the potential energy of water to transform it into electricity. An usual different scheme is a run of river plant where the kinetic energy is transformed into electricity.
Administration & Finance	Unit or Function which manages finances and business within a company.
Board of Directors, CEO	Unit or Function which oversees and gives direction to the whole firm.
Business Development	Unit or Function which identifies business opportunities within a firm.
Civil Maintenance	Unit or Function which restores civil parts of hydropower plants.
Communications	Unit or Function which manages communications, information exchange both from internal and external sources.
Dam Safety	Unit or Function which manages data coming from dam monitoring taken in several situation (floods, extreme events, normal operation).
Dispatching & Energy Management	Unit or Function which prioritizes energy production identifying better market constraints and dispatch energy to distribution services.
Emergency Planning	Unit or Function which is responsible for identifying risk situations for the populations, for the plants and for the employees who work in the organization
Engineering & Constructions	Unit or Function which is responsible to plan, design and construct new power plants or to restore and renovate existing ones.
Environment & Water Concessions	Unit or Function which manages water permission with local governments and legal bodies.
Health & Safety	Unit or Function responsible for the health and safety of workers.
HR	Unit or Function responsible for workers performance and relationship.
IT	Unit or Function which is the reference for software and hardware assets.
Market & Trading	Unit or Function which sells energy to the energy market.
Mechanical & Electrical Maintenance	Unit or Function which restores electro-mechanical parts of hydropower plants.
Operations	Units or Function which exploits hydropower plants.
Procurement & Purchasing	Unit or Function which is responsible for purchases and tenders of goods and services.

3. Statement of Terms of Reference

In this Document, the situation of a Company, fictitiously named “Hydrogen” and operating in the hydroelectric production sector, is represented.
The following paragraphs describe the strategic peculiarities in terms of company needs and of an employee, representing his development situation in the context of insertion and with reference to the inter and intra company strategies undertaken.

4. Executive Summary

Paragraph 5.1 represents the organizational and strategic situation of the identified company, identifying the objectives and needs of the people involved in the formulation of the corporate strategy, using an analytical model for evaluating the priorities of each function or unit of the company itself.
Paragraph 5.2 ,then, analyzes the development plan of a sample employee taking as a reference for the advancement of skills in terms of emotional intelligence in reaching the executive level.
In Paragraph 5.3, a review of the development plan is carried out based on the strategic needs of the identified company, also taking into account the achievement of part of the objectives and the introduction of other reference parameters.
Finally, in Paragraph 5.4, the methods for developing company resources are identified using inter-company collaboration tools that promote horizontal and vertical development of the resources and processes themselves, as well as adequate professional development of the resources involved.

5. Body of the Investigation

5.1 Strategic Leadership needs, skills and competences

By setting the Company strategy and reviewing it periodically (e.g. annually), it can be noticed that there are similarities with a civil engineering structure represented by a series of stories (Departments), where the most impacting in terms of business and strategy are at the base of the building.
There can be included several Units:

a. Administration & Finance
b. Board of Directors, CEO
c. Business Development
d. Civil Maintenance
e. Communications
f. Dam Safety
g. Dispatching & Energy Management
h. Emergency Planning
i. Engineering & Constructions
j. Environment & Water Concessions
k. Health & Safety
l. HR
m. IT
n. Market & Trading
o. Mechanical & Electrical Maintenance
p. Operations
q. Procurement & Purchasing

Progressing from the base to the top of the structure, one can encounter Functions/ Units gradually less important in order to achieve business goals aligned with the developed strategy.
Moreover, in parallel to the above cited floors, there are columns which sustain and link them reciprocally.
In fact, in order to achieve annually strategic targets, it must be considered that there's an intrinsic and profound network between Departments, in a way that a lack of performance of one Unit may have a repercussion on the closest ones, or may afflict one or more Units (e.g. depending on the number of connections that have been placed).

There is also a relationship between the internal structure and the external environment, made by political, environmental, economical, financial factors within the Countries which the firm has interests.

According to the analogy, here presented, with structural engineering, the following interactions between floors can be listed:

i. Vertical Loads: How does each Function impact on the closest in terms of business targets and according to the firm's strategy?
ii. Lateral/Horizontal Loads: How do external stakeholders influence each Unit which constitute the company's structure?

In the strategy "construction phase", with the aim to put each Unit at the right level, there can be used different models. For instance, it can be taken into account a model which uses a numerical "weight", basing on the number of connections between Functions, on the effect of one Unit to reach annual targets (KPIs) and on the number of involved external stakeholders on each Unit.

The latest factor considers the following elements: Associations, Citizens's Action Groups, Consultants, Government Regulators, Non Profit Groups, Trade Unions, Vendors [1].

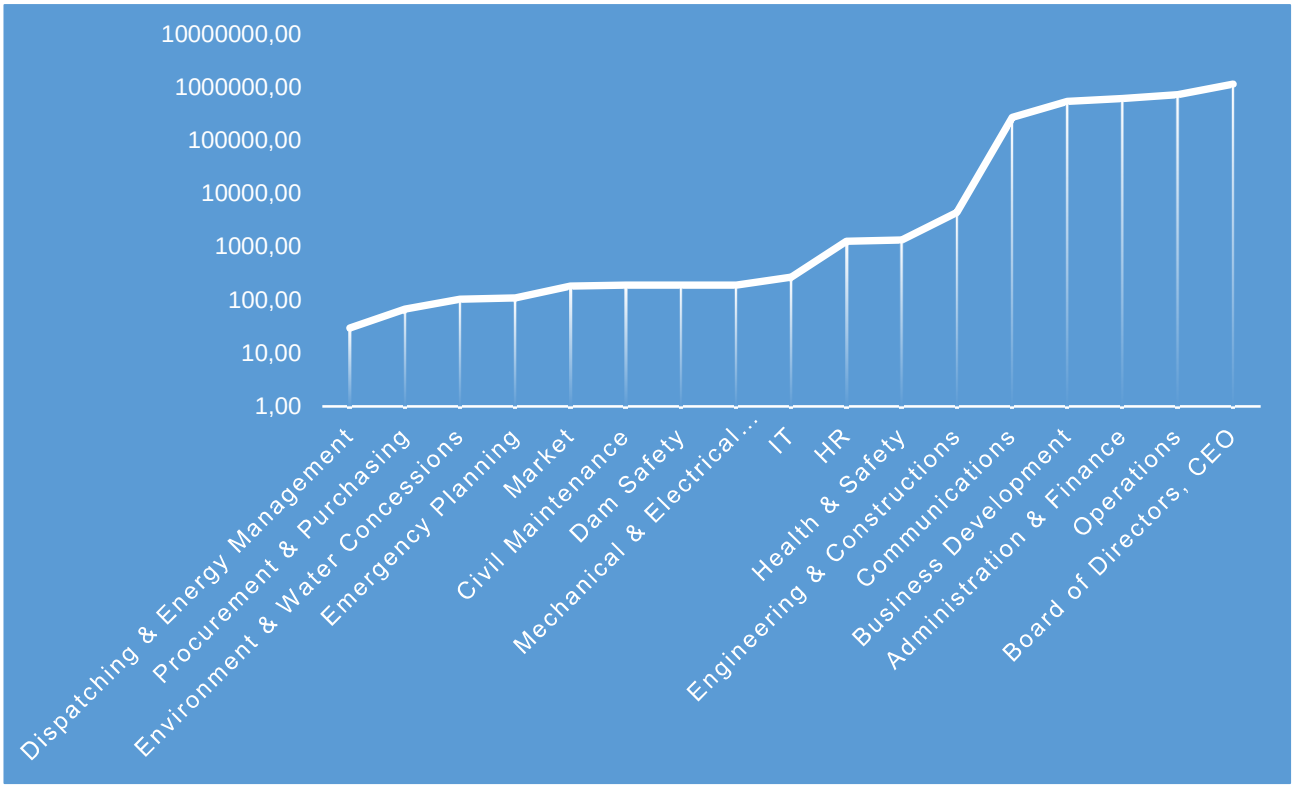

Figure 1: HydroGeneration strategic model's structure

An alternative model substitutes the number of external stakeholders with factors resulting from a STEEP analysis [2], such as Social, Technological, Environmental, Economical, Political, impacting on a firm.

In the present work, only the first model is considered (because the results are more aligned with an expected strategic business model for an hydropower firm), therefore neglecting the latter which considers a STEEP analysis.

Then, in Figure 1 it is displayed the result of the model 1 where each Function is reported on the abscissa, and the corresponding value is targeted in the ordinate axis (semi logarithmic scale).

In relation to this model, it can be stated that strategy and strategic leadership (as a consequence) can be defined upon both internal (connections between people, Departments, Functions) and external factors (stakeholders, political environment, market, trends, etc…).

These assumptions are based considering two different business strategy's scenarios. The first, called "Resource Based Theory of the firm", introduced by Edith Rose [3] is prone to consider internal factors more impacting on the business strategy. The other viewpoint, proposed by Michael Porter [4], highlights that "external forces" influence strongly the strategic decisional process.

Building the presented strategic structure is a starting and fundamental point in order to define priorities, aspirations, goals and needs of people connected to it. Secondly, skills and competences of the Leader can be found more easily basing on a structured approach as the one here defined.

In order to analyze the needs, targets and aspirations of the people involved in the company's strategic leadership process, it is advisable to identify who these people actually are, in relation to the strategic model (defined analytically) and the Departments involved.

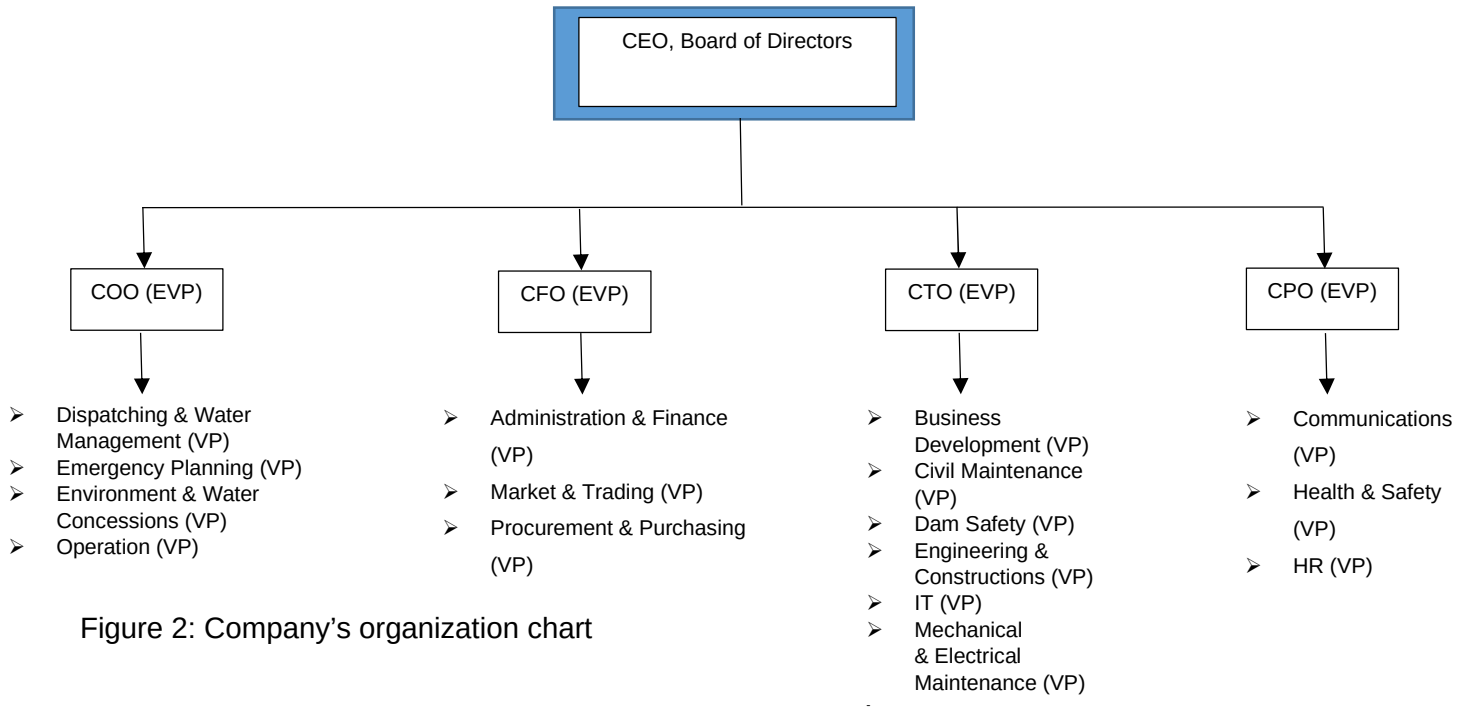

Figure 2: Company's organization chart

It possible to translate the strategic model into an organizational model, capable of carrying out the business tasks defined and approved by the Board of Directors and which groups the various Departments by function and in an orderly manner.
In this way, the following Department's Heads are identified (in the role of Executive Vice President) who report directly to the CEO, with reference to the organization chart in Figure 2:

- Chief Operating Officer (COO).
- Chief Financial Officer (CFO).
- Chief Technology Officer (CTO).
- Chief Personnel Officer (CPO).

Each Function is equally necessary and important, but obviously in terms of priorities, the defined model identifies a hierarchy of needs and strategic targets for each EVP.
From the point of view of business needs and skills to achieve them, one can return to the strategic model, making the following considerations about each identified Leader, which lead to a prioritization required skills by Leaders:
- COO: the main need of this Head of Division is to ensure that the hydroelectric energy production plants are operational as much as possible, reducing the percentage of blocks and failures, taking into account the external constraints brought about by emergency situations that may occur (floods, earthquakes, blackouts) and also to water concessions and state property rents. Finally, there is the aspect linked to balancing the energy fed into the grid (Dispatching & Energy Management).
- CFO: the scope of activity of this Executive Vice President falls mainly on the financial management of the company, also with regard to the management of purchase, supply and procurement contracts (outgoing cash flows) and positioning of the share on the market following the sale of energy. Therefore, in this case, a correspondence with the strategic model is very useful, as well: it should be noted that this Manager must take into account that the positioning of the stock on the market is "more strategic" since direct value is created, while procurements represent a source of revenue indirect for the company, obtainable only after a cash outflow to suppliers.
- CTO: in this case it is the technical aspects that are influential for the strategy of this Division, whose Manager must take into account the priorities of the functions most directly connected with the other Divisions such as IT for example, and subsequently of the plant safety functions that must be maintained from different technological points of view.
- CPO: the latter Division groups together the cross-functional functions of the whole company, starting with Communication and ending with HR and Health & Safety, no less important. It is emphasized that the flow of information is strategic for all company functions, so this EVP must ensure that the communication routes are as open as possible, both internally and externally.

Each of these figures, with their own strategic need and hard skills, can be traced back to two main macro categories: technical and economic. The HR function must guarantee the pursuit of skills and competences (certainly more applicable to the VPs of the Functions), with reference to the following table:

Function	Skills & Competences
Administration & Finance	Finance
Board of Directors, CEO	Strategic Direction
Business Development	Engineering Disciplines, Economics
Civil Maintenance	Civil Engineering
Communications	Communications, Political Sciences
Dam Safety	Dam Engineering, Civil Engineeering
Dispatching & Energy Management	Electrical Engineering, Electronic Engineering, Marketing, Economics
Emergency Planning	Safety Engineering
Engineering & Constructions	Engineering Disciplines, Construction
Environment & Water Concessions	Environment, Political Sciences
Health & Safety	Health & Safety
HR	People Management & Development
IT	Informatics, IT
Market	Marketing, Economics
Mechanical & Electrical Maintenance	Mechanical, Electrical Engineering
Operations	Operation Engineering, Engineering Disciplines, HR Management, Plant Management
Procurement & Purchasing	Economics

Table 1: List of skills and competences required for each Function

Each of the identified leaders (EVPs), with their respective business needs, has also different aspirations, but they certainly have a common factor:

- the need to have fluid relationship with the parallel Divisions (considering, for example, that the Functions of two different Departments interface with each other) and towards the CEO and the Board of Directors;
- development and / or consolidation of soft skills to a greater extent than hard skills, mainly delegated to the Functions (VPs).

With regard to soft skills, all Executive Vice Presidents must ensure that the organizational model enable Functions to put the personnel at the center of the processes, maximizing collaboration and the exchange of information between employees and between employees and managers.

A dynamic organization ready to be versatile in the face of market volatility and possible exceptional situations (e.g. COVID-19) must be able to count on an empathic relationship with its collaborators, in which there is an open relationship between Manager and direct collaborator, in an approach more similar to executive coaching [5]. These aspects are valid both in the organization of the present but also more in the company of the future, where the variables involved will not be decreasing but growing and the Leader must be able to foresee all the components of uncertainty in order to avoid submitting his own Department / Function under stress which can then involve the entire system subsequently [5].

Another, and certainly not negligible, aspect concerns the ability of the Leader to know how to “reinvent himself” even when new technological inputs interface on the market [6]. In this way, a continuous investment in professional updating and benchmarking is necessary, to take into account the activities of competitors, maintaining a relationship of free exchange of information with them, which can bring enrichment and intrinsic value [5, 7].

A final consideration regarding the demand for future skills concerns the ability of managers to identify within their organization the people capable of bringing innovation according to the demands of the market of the moment. Indeed, these innovators could bring significant changes within a specific Department, introducing new ways of carrying out a specific activity or using new technologies [8].

5.2 Personal Development Plan

The context in which the integration of the Organization's strategic leadership takes place must take into account the future of the energy model implemented at National and Continental level.
For instance, the sustainability objectives envisaged by the European Union by 2030 [9] well acknowledge the development of an increasingly present and efficient renewable energy in order, for example, to reduce the use of fossil generation sources, in favor of technologies such as hydroelectricity.
Hydroelectricity has several advantages which also makes it integrable with other renewable sources and IT'S very flexible in the management of the national electricity system, essentially for the following two reasons:

- the first is that it is a substantially programmable source, if there are "reservoir plants", usable when there is a demand for energy to be fed into the grid.
- secondarily it is useful for ensuring the safety of the electrical system in the event of a blackout (black start plans).
- The last, and no less important aspect, concerns the possibility of operation like a huge battery, as far as pumping plants go, for guarantee the balancing of the energy imbalances of the grid.

Therefore, the possibility of maintaining, developing and making this energy system more efficient it is of central importance for a Company in order to have mainly an advantage compared to competitors to ensure entry into the energy market (compensating for the power request) through its own plants, obtaining a revenue.
On the contrary, the maintenance of unused plants would only produce costs for the Firm itself.
This competitive advantage is achievable if the Company implements a program of strategic leadership that allows:

- The maximum efficiency and flexibility of the plants through the pursuit of operational excellence, an integrated maintenance program and the ability to intervene through works of reconstruction and refurbishment of assets to extend the useful life and the duration of the exercise period.
- The possibility of having an investment plan through which to operate on the purchases of new assets, or through the construction of new plants (even if the available water resources are less and less in developed Countries).

In order to achieve strategic leadership development, a plan of personal development of a Company's employee (the writer) inserted in a context of intermediary between the management

(which defines the strategies) and operational units (which implement the strategies through the performance of activities) is considered in the following.

This person has a complete view on the cost plan (OpEx and CaPex) of a Business Unit.

Furthermore, he has the possibility to follow the progress of maintenance projects and processes, collaborating in defining the resources involved (designers and other figures of construction site), monitoring the costs as they are made in relation to the budget and supervising on execution times or on the time schedule.

Therefore, he integrates his training and professionalism through knowledge from a managerial point of view of the allocation of expenses carried out on the system components in order to make subsequent assessments on the patrimonial situation.

The development plan takes into account a model that on the one hand considers the pursuit of emotional intelligence, according to the Emotional Competence Inventory (ECI) [10], introduced by Goleman in association with Hay Group, and secondarily to the European Qualifications Framework (EQF) [11].

Therefore, for each of the four components of emotional intelligence it is attributed a score (from 1 to 8 based on the level of ability / competence in the given area).

At the end, the total score is determined by the average of the scores obtained in the singles sections.

The maximum score obtainable is 8 and each level corresponds to a different profile, professional technical / managerial:

- EXECUTIVE - Level 8
- SENIOR MANAGER - Level 7
- MANAGER/ STAFF ENGINEER - Level 6
- SENIOR ENGINEER - Level 5
- ENGINEER - Level 4
- TECHNICIAN - Level 3
- ASSISTANT - Level 2
- OPERATIVE - Level 1

	STRENGHTS AND FURTHER DEVELOPMENT REQUIRED	REFERENCE TO EQF	GOALS AND WAYS TO ACHIEVE THEM	TIME REQUIRED TO ACHIEVE
SELF AWARENESS	The person under investigation is aware of his emotions and their meaning, however he should take this into account more often by understanding when the emotional circumstances allow, for example, to propose oneself with respect to a situation. However, he assumes the responsibility to undertake options and ways to solve problems in areas still unexplored, considering the risk of failure and if it happens he should mitigate the sense of defeat and fear of further repercussions, understanding that exposing oneself could encounter answers that do not often coincide with expectations. Then, a better understanding of self abilities and skills would be required.	LEVEL 6	Becoming more and more self-centered and aware of self abilities and limits, and limitiations imposed from outside, in order to achieve certain objectives and goals. Taking time to turn off the mental loops, self documenting by studying, the readinging and spending free time in the open air, traveling and relaxing the mind. This can bring enormous benefits to self-esteem.	The more this activities are repeated the more benefits are higher. The minimum period required to see changes is about three months when applied constantly.

	STRENGHTS AND FURTHER DEVELOPMENT REQUIRED	REFERENCE TO EQF	GOALS AND WAYS TO ACHIEVE THEM	TIME REQUIRED TO ACHIEVE
SELF MANAGEMENT	Emotions are very often under control, there is no evidence of emotion outside from the patterns in managing situations, even if these sometimes lead to many thoughts to assess the causality, the people involved and the circumstances in general. Many points of view risk are taken into account and therefore it is difficult to come at an honest understanding of the reality. When the situation is also unclear, because some elements are still missing, there's the need to accept uncertainty more and stay with doubt with the greatest possible flexibility, without coming to hasty conclusions.	LEVEL 7	The goal is to think less and try to understand reality as it appears to us on the basis of the sensations in the first place, without elaborating them too much with thought because there is a risk of situations deformation. It is more useful to rely on intuition than on extreme reasoning.	This result is one of the most difficult to achieve as it requires a lot of mental effort to stay in non-judgment but rely on one's "sixth sense", leaving out the negative thoughts. The result must be obtained on an experiential basis (minimum time required 1 year): eg. replacing preconceptions with objective reality, gradually observed.
SOCIAL COMPETENCE	Level of understanding of others' needs,	LEVEL 8	Analytical and psychological	already present

	STRENGHTS AND FURTHER DEVELOPMENT REQUIRED	REFERENCE TO EQF	GOALS AND WAYS TO ACHIEVE THEM	TIME REQUIRED TO ACHIEVE
	thoughts and points of view is very high, as well as the ability to evaluate group's dynamics and interpersonal relationships.		ability to continue to train	
SOCIAL SKILLS	The basis for strong leadership able to influence and develop other people, to have excellent interpersonal relationships are good. However, it must be overcome mainly shyness and fear of self exposing, as mentioned above. These abilities are the final stage, achievable only following the attainment of all other points of the Emotional Competence Inventory.	LEVEL 6	Reach a level of technical and managerial skills that always demonstrate to others more trustworthiness, which is imperative for building leadership and achieve inherent goals.	It is estimated that approximately 2 - 3 years of application are required to be able to first consolidate and show one's skills (1.5 years) and subsequently exercise a leadership and direction function (1.5 years).

The score obtained from the previous analysis is: 6.75, and the current professional profile current is near to that of Senior Manager, as depicted in Figure 3.

The goal of reaching level 8 (Executive) is achievable in consideration of the following action plan:

1. SOCIAL COMPETENCE + 3 Months => SELF AWARENESS
2. SELF AWARENESS + 1 Year => SELF MANAGEMENT
3. SELF MANAGEMENT + 3 Years => SOCIAL SKILLS

TOTAL TIME REQUIRED TO BE ELIGIBLE AS EXECUTIVE (LEVEL 8): about 4Years and 3 Months

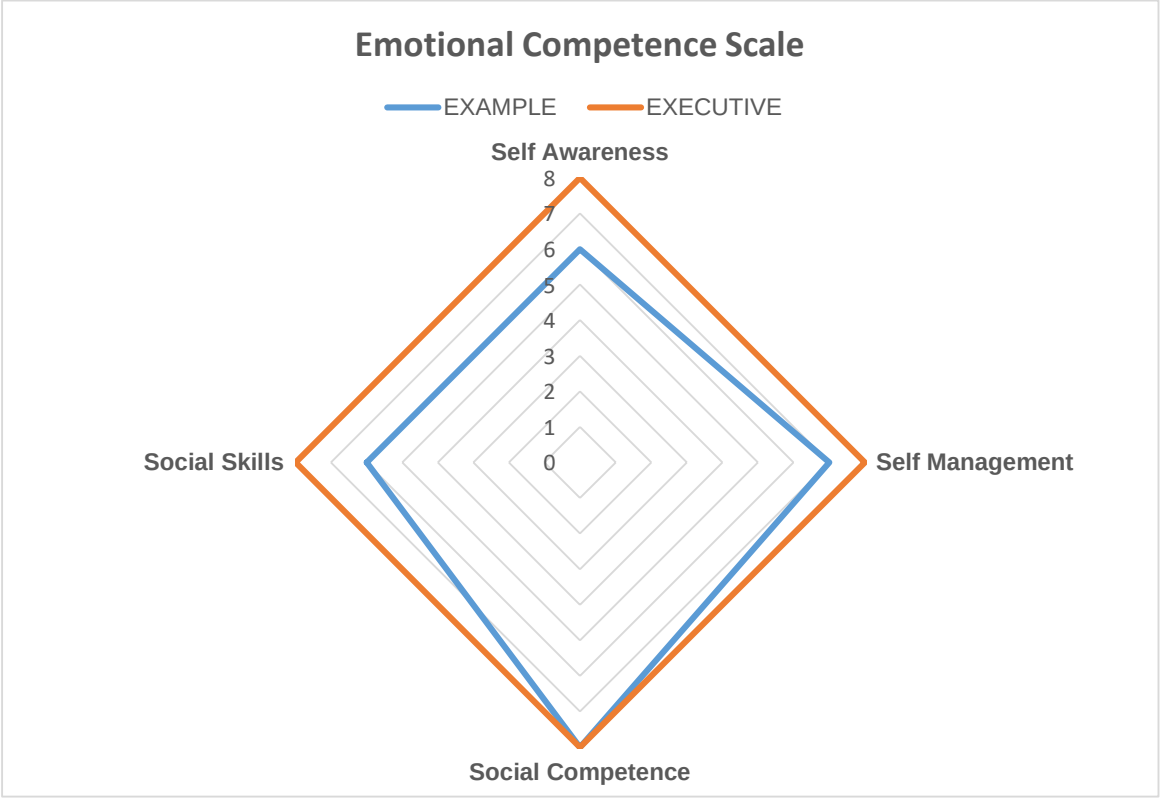

Figure 3: Emotional Competence Scale

5.3 Personal Development Plan Review

From the point of view of the organization, the plan is responsive in terms of the need to have a human resource that can range in several areas at the same time, guaranteeing a flexibility that is not limited to operating within the confines of a structure or a framework but that is polyvalent.
In these terms, the plan, focused on achieving a high degree of emotional intelligence is well connected to the Company's strategic objectives:

- To have a multi-skilled Manager able to interface with different realities at the same time, capable of operating, making decisions and exposing himself, even in absence of all elements and to possess all information (self management).
- Relating to the needs of individuals and of the different organizational realities, which are often very different from each other but united by more and more requests binding in terms of time and availability of resources (social competence).
- To have a Manager capable of creating a network around himself, a sort of circle virtuous of people and processes, able to create value for the company (social skills).
- To accept one's emotions, understanding them from the beginning (self awareness) and ability to manage them, especially if connected to situations of failure or at least not success, perhaps because they are independent from own work (self management).

The final achievement of these goals is still in progress, despite some of them are already visibly under construction.
Among all the one that appears most evident is certainly “self management”: in fact the professional figure in question exposes himself well in different situations and seeks sufficiently detailed solutions in compliance with the time limits granted in the individual activities.
As for external circumstances, which are also important, the business environment presents advantageous to offer one's cooperation altogether.
Therefore, having established the above, the Company gives more and more trust to the professional figure in question to the point of considering him in the definition of the strategic objectives of the Unit, giving also more and more autonomy and individual responsibility and inserting him by law within the Management.
Having made the premises, it is possible going on to evaluate the growth and development plan referred to in Paragraph 5.2 from an individual point of view, i.e. to recognize what has been achieved and what has yet to be done in order to conquer all the set objectives.
This analysis allow to update the parameters, where possible, or the scores that correlate the current situation to that of an ideal Executive, on a scale of values from 1 to 8, with reference to the European Qualification Framework.
Therefore, in the Table 2 and 3 is reported the initial situation and the current one, with anew evaluation of the identified parameters:

Emotional Intelligence Component	EQF Level	Time (months to achieve target)
Self Awareness	6	3
Self Management	7	15
Social Competence	8	Still present
Social Skills	6	51

Table 2: Emotional Intelligence Starting Situation

Emotional Intelligence Component	EQF Level	Time (months to achieve target)
Self Awareness	7	1,5
Self Management	7	13,5
Social Competence	8	Still present
Social Skills	6	49,5

Table 3: Emotional Intelligence Current Situation

The analyzed situation clearly shows how there has been an evolution of skills in reference to the assessed person, for which it was possible to assign a score of EQF 7 (instead of EQF 6) which lead to an average situation equal to that of a Senior Manager.

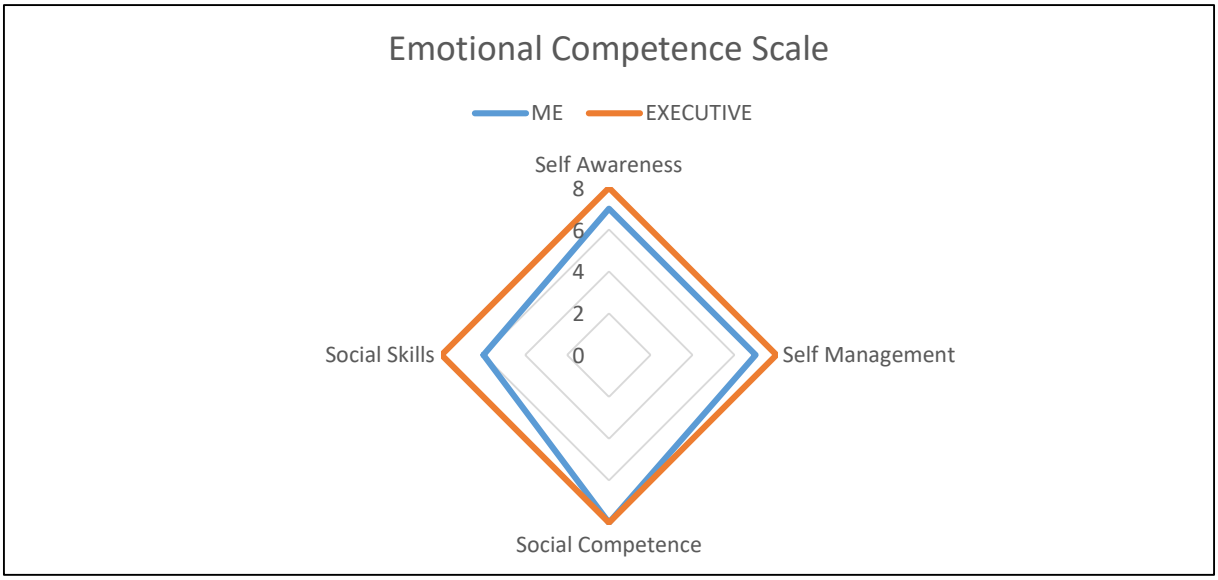

Figure 4: Current Emotional Competence Scale

However, in general terms, nothing would change even if it is assigned a score of EQF 7 “social skills”: it is detectable, in terms not yet fully quantitative but certainly in qualitative terms, an improvement in interpersonal skills and one greater propensity for people's development, for shared leadership (not certainly authoritarian) and networking.
In the last part of this paragraph it si finally analyzed the factors that may be decisive in achieving the above objectives, and more generally that pose solid foundations for the satisfaction of their needs both in the workplace and on the personal side.
Making a comparison once again, as before, to civil engineering, it could be said that these elements now constitute the basis for achieving the success and the fertile ground on which the achievement of the constituent aspects rests the emotional intelligence of a person.
With reference to [12] the following factors are identified, each having a maximum importance in percentage to the achievement of personal success:

- Physical Health = 25%
- Mental Health = 25%
- Professional Profile and Qualification = 10%
- Remuneration = 10%
- Leisure = 15%
- Work Satisfaction = 15%

Having said that, while not wanting to make major changes to the growth and development plan determined previously, a quantitative model of evaluation of the EQF levels is reached which can be uses to highlight, for instance in a period of a month, if during this time parameters as Physical Health is mantained at the same percentage, or if there was a change and is pointed out an imbalance of the above cited percentages. In the first case the timetable is confirmed, otherwise it is taken into account a delay, so the target for that month has not been reached and a stop is then introduced.
On the contrary, if the ideal situation with the above percentages is found for a period longer than a month, reaching 3 months, then the timetable can be further shortened than expected.
In this way, a situation of mobile analysis of the results is defined, which can be adapted better to the emotional situation of the professional figure in question, therefore not based merely on the passage of time, but which quantifies any delays or valorizes merits.
What has been previously described is synthesized in the graph below.

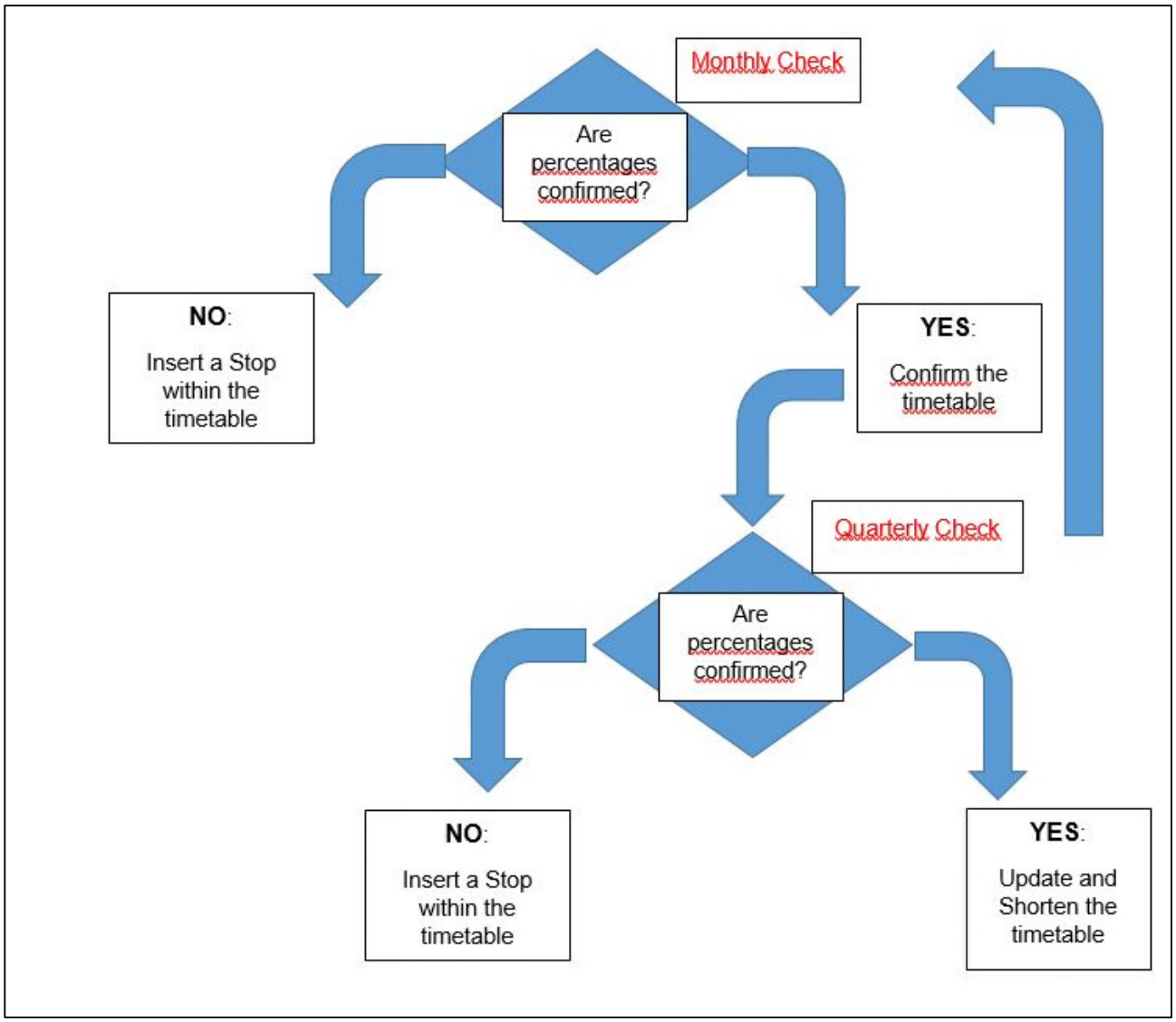

Figure 5: Process of Personal Development Plan's Review Graph

5.4 Resources development involved in inter-organisational strategies

Company resources involved in the development of inter-organizational strategies can be shared mainly in two ways: vertical relationships and partnerships (connection between companies "in sequence" in the production line) and horizontal relationships and partnerships (connection mainly between competitors) [13].

In the first case, still studying a hydroelectric production company, it is a question of identifying companies suppliers of materials and services (vertical partnerships) able to produce more efficient plant components and business processes. All this aimed to achieve greater productivity and productive innovation.

It is believed, in principle, that this is the most profitable way for a company to excel in international markets and ensure t leadership without however, forgetting a need for collaboration even between competing companies (horizontal collaborations) to reach common lines dictated by national requests e governmental. For the latter, it is confirmed the participation in working groups of

benchmarking aimed at sharing strategies, innovations, processes, while maintaining own organizational and strategic independence.

If design solutions presented on the market in the form of a prototype (e.g. hydroelectric power plants with innovative turbines) forms of hybrid participation between the companies would emerge, guaranteeing a percentage of entry in investments also to minority shareholders, perhaps belonging to the territory of insertion of the assets.

Currently, it is believed that the extent to which strategic needs are met from the current resources of the company in question is still too low, then it would be it is necessary to achieve own strategic needs by resorting to partnership models. A critical concern in this direction is the risk of making shared choices that make the strategy of a company vulnerable, putting it in the light and in the center of the others.

To overcome this risk it is proposed to use a development model of its own resources (plants, processes, personnel) according to the Resource Based View [14] through the implementation of collaboration models with companies managing infrastructures, in the same way as one that manages hydroelectric plants.

This is the case, for example, of companies that have railways, highways and ports in concession: in fact, it is believable that by interfacing with these realities, reciprocal transmission of skills on several fronts is possible, including:

- engineering aspect
- economic / financial aspect
- organizational and interface aspects with the territory

As for the first aspect, that is the engineering one, it is also believed that the exchange of experiences between technicians and engineers working in different realities can contribute to a broadening of the problem solving perspective that may not be necessary considering employees working in the same sector for many years, since there would be the tendency to always see the technical problem with the same focal length without making, in the long term, an innovative and improving contribution, primarily in the identification of a problem, and subsequently in the resolution of the same one.

Often the innovators are the ones who bring new ideas, so definitely a point in favor of the optimization of the company's engineering practice lies precisely in favoring a greater circulation of ideas, both internally and externally.

This is the case, for example, of a technician in charge of controlling hydroelectric tunnels (during the out of service of the plants) which, supported by an engineer coming from the motorway or railway sector and in charge of the same task in that scope could favor the identification of problems and causes by introducing self point of view, and obviously vice versa.

Regarding the second aspect, a benchmarking could be made between the various companies establishing the horizontal partnership to encourage the adoption of economic models, processes

of business, cost allocation and implementation of investment strategies that tend to the best in all cases involved.

All this to ensure management of the assets and resources associated which combines the operation of infrastructures, their maintenance and safety aspects for operators and for the people and communities who benefit from them.

Finally, also with reference to the organizational models there may be different similarities between concessionaires of infrastructures which could, for example, insert a department including a manager at the level of the single territory, which groups a certain number of plants or kms of infrastructure.

Taking up the above, it can be said that the horizontal exchange between companies that manage assets and infrastructures under government concession can lead to significant advantages from different points of view which, as seen, concern certainly the professional development.

In fact, it has been said that in practice having polyvalent engineers and technicians leads to have a improvement of the skills of these figures that brings benefits not only to companies involved but also to the people involved.

It is emphasized the aspect where professional practice can lead to obtaining qualifications and professional titles recognized by law by Bodies and Organizations such as for example Institution of Civil Engineers in the UK or the National Skills Agency of CERT'ING engineers in Italy.

Both of these Organizations allow to qualify, subject to examination that verifies certain criteria possessed by the Candidates, the Engineers at levels comparable to that of Chartered Engineer.

Likewise for the development of managerial and economic skills, there's also in the UK, the Chartered Management Institute [15].

Through the certifications of this Institution it is proven that Managers are more confident, assertive and responsive to market needs, allowing them to also have greater job satisfaction.

The same can be said for the qualifications obtained in Italy through CERT'ING, which allow to raise the level of the qualification held by engineers (in relation to the European Framework of Qualifications): for example an engineer is raised to the level EQF 8, if he holds a Master Degree and CERT'ING Advanced qualification, allowing him to reach the level of specialist in one or more areas, even different from the original qualification: in fact, for instance, it cannot be excluded that a civil engineer becomes a specialist in mechanics or in naval sector, obviously in relation to the professional activity carried out [16].

Since these vocational qualifications are also important, it is important to underline how the skills acquired are the result of the professional practice carried out, which, as mentioned above, derives greater benefits through inter cooperation organizational.

6. Conclusions

In this document it is recognized that the objectives declared in the Statement have been achieved since the strategic development needs have been highlighted both from a business point of view and in terms of individual growth (with a plan that can be extended not only to the individual sample employee but at different levels).

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