

# A Team Case Study: UniCredit: Building a Culture of Innovation

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# Building a Culture of Innovation

## Background

UniCredit, an Italian global banking and financial services company, sees innovation as a strategic lever to meet evolving customer needs and stay ahead of the shifting competitive landscape.

With a network that spans 50 markets in 18 countries, with more than 8,500 branches and over 147,000 employees, collaboration is central to achieving this culture of innovation.

UniCredit recognised the need for increased self and team awareness, to improve collaboration, communication, efficiency and ultimately innovation. With a workforce dispersed across 18 countries it was important to remove as many barriers to collaboration and innovation as possible, to explore possibilities and maximise impact.

## Solution :

The Central and Eastern European division of UniCredit partnered with The GC Index® to create a six month programme for 36 of its High Potential Leaders – they were called the ‘Champions Group’. It was an opportunity for managers from different countries to work together to determine what needs to change and come up with solutions.

To ensure the six-month programme was a success and to maximise individual and collective impact, The GC Index® was chosen for its language and framework of impact and contribution. All of the participants within the Champion Group completed The GC Index® and received feedback about their individual profile. At the same time the UniCredit HR team received training to help them understand The GC Index® methodology to ensure they can act as mentors and support teams internally.

The GC Index® profile results were then used to help the 36 ‘Champions’ form themselves into six separate teams within the Champion Group. The team formations were based on:

- Effectiveness around individual and collective impact and contribution
- Complementary relationships

The teams were asked to prioritise the challenges that they felt they needed to tackle over the next 6-months. The GC Index® provided each group with their team profile report and worked in partnership with the internal mentors to help each group understand how they can work together to maximise impact.

The GC Index® incorporated some guidelines to help managers get to know each other, based upon teams being virtual and remote. It also built awareness around how the managers in each team complement each other and can manage conflict.

At the end of the programme each team presented their challenges to the Board and one team got chosen to implement their idea. This year the focus is to seek competitive advantage through big data.

## Results:

The collaboration between countries rose dramatically. Instead of working in silos the ‘Champions’ now share challenges and work together to come up with solutions. The quality of ideas from the group has also increased and there is a greater diversity of ideas.

**One participant said, “The GC Index® was easy and digestible – you get the Aha effect immediately in terms of how you can make your impact. I love the fact you are not simply put into a box and there is flexibility around how you can adapt your impact and contribution to serve the needs of the team.”**

The GC Index® framework enabled UniCredit to quickly create the right formation of teams and accelerate their impact by giving them the tools to work together effectively. The GC Index® profiling approach has provided a platform to build meaningful collaboration between innovation teams and good way to visualise the journey ahead.

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**“The GC Index® team has supported us in creating innovative experiences for our leaders and improving their collaboration. Together, we have built game-changing teams and created an environment where everyone, regardless of their role, can make an impact.”**

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**Claudia Chiaraluce - Head of CEE Human Capital Development, UniCredit**



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