



Grupo Lucci

Professional Development, Unique Value Proposal

84% of the people surveyed think that personal and professional growth is important and it is at the top of the perceptions on employer brand of the 2023 Employer Brand Report prepared by Randstad.

The local labour market is very dynamic, and attracting and maintaining talent is essential. That is why Grupo Lucci recognizes the need to stand out and build strong bonds with its collaborators and their welfare at work.

“From the Human Capital Department, we aim at challenging the notion of value creation in order to strengthen the engagement of our collaborators. This is also part of Lucci Way Model, which is a set of principles and behaviours that guide Grupo Lucci’s companies and where one of the main points is people development,” explained José Luis Palacio, Human Capital Manager.

From the management of human resources in the organization, we work on the development of our people by means of the Performance Management Program. Since 2022, we have added the Nine Box model to the process.

Nine Box is a tool that integrates performance and collaborators’ potential in a grid which

defines nine different profiles and enables us to manage their development and growth. Performance allows us to measure objectives and results (what do they do?) and skills, values and behaviours (how do they do it?).

Potential is assessed based on three main points: Skill, Organisational Commitment and Aspiration to be promoted to more demanding positions.

“We began the process by means of a specific training to the organisation’s leaders, where Talent review sessions were carried out and we analysed 170 collaborators,” specified María Cecilia Bertikian, Head of the Human Capital Department.

As a result of 15 talent review sessions, we obtained our talent distribution matrix. 80% of the staff assessed show a sustained performance, which reflects our cultural model focused on operation (result-oriented).



Process

In the next step, the design and implementation of the Individual Development Plan will be carried out under the 70/20/10 methodology, where 70% of the learning takes place through actual experience at the workplace, 20% results from collaborative tasks by means of feedback and observation, working with tutors and learning from others; finally, the remaining 10% results from formal learning, both face-to-face and virtual.

This process enables us to have short and mid-term replacement possibilities. In 2024, we will implement the Professional Young People Program to develop interest profiles which require long-term support.

The leaders' commitment, prominence and participation in this process was crucial for a successful implementation and development of this methodology.

Next Challenges

We aim at strengthening our organisational culture focused on innovation and continuous improvement, and on our collaborators. That is why we will prioritise:

- > The digitalisation of human capital practices and processes which allow for agility, autonomy and self-management.
- > The updating of our value proposal in all areas, making sure that we meet our (internal and external) customers' expectations.
- > The implementation of new practices in the value proposal to the employee.



José Luis Palacio

Human Capital Manager



María Cecilia Bertikian

Head of the Human Capital Department