ITALIAN MAGAZINE FOR MANAGEMENT CONSULTANTS



Meta

together. through . further

The Magazine of APCO, the Italian Association of Management Consultant.

It is published together with Harvard **Business Review** Italy.

We also innovate



Reputation is an important value, above all for professionals. The success of a project like the success of a firm can be assumed to the reference of the professional consultant. If this is true, it is also true that failures in projects and competitive positioning of clients do not compete, instead it is a form in which it grows there reputation. This is tied as a double thread and in today's society this system does not make it a beautiful country at the moment in the world market....It therefore makes sense to look at it in a way disenchanted to the drivers of global competition to understand the value added to us requested in a new competitive scenario.

If every organization, in all levels, is confronted with its own real ability of realization with contexts not noticed, using sophisticated technological systems more simplified in there forms of use, it grows the common awareness of competitive drivers and makes it more direct of the competences of the people, to their ability of understanding, realising and entering into an empathy with new contexts. This is true both inside and out of the firm, among the managers and in the professional world, in the common search of models and best practices in which informing oneself, forming, to operate and innovate. The Bridging Community of consultation, is the bridge among different managerial cultures of global society, and the intern among different actors, it requests the attention of the competences and of the reputation of the consultants as of the managers co-involved in specific projects. In this context every professional community lives a moment of change finalized to produce new answers to increasing questions of competences in terms, of directions towards which orientate and synergise to activate among different coinvolved subjects. Assuming that one wants the research of the capacity to transform money into "know how" and the innovation instead the ability to turn "know how" into money. Unlike so many academics, the consultant doesn't belong certainly in the category of the researchers meanwhile it becomes the point of reference among the innovators. It is innovating when you live the change, you live with the protagonists in the contexts that favour and becomes possible. A lived experience, the direct involvement, and the presupposition that allows to gather the new implemented solutions. This impact today, the lived associative and the same role of the Associations as aspired, cultural bases and realisations that report the development of the competences that make the involvement possible directly, and the experimentation.

Continuing ones own real reflection on the managers of the development associated on the occasion of the anniversary of the proper 40 years of history, APCO after having given indication in the last number of META to a number of protagonists of Managerial consultations, in this number it widens the scenery to involve the Presidents of three among the most authoritative Italian professional associations, Michael Cimino of ADICO (Italian Association of Marketing, Sales and Communication), Mario D'Ambrosio of AIDP (Association Italian Personnel Managers) and Pier Sergio Caltabiano of AIF (Italian Association Formalist), on the dynamics in action in real professional ambiances and how these impact associative offers. Positive energy; yesterday's intuition becomes an imperative today: living associative affiliation like as "like a useful experience to really professional success." To say the truth if it has already been mentioned to the link among competences and results, does not detain enough in the concept of "experience". In absence of references, to live the condition of an innovator behaves a greater direct involvement. It is not enough to inform oneself, to learn. It is necessary to participate, and experiment, and the associative world becomes the ideal circle that makes possible in all of this. Their are some of the stimulus present in the following pages together with the need of communication and the relationship among different professional worlds, already present inside enterprises and that begins to explain today towards virtuous runs in the surrounds of the Associative world of our Country.



Francesco D'Aprile, (CMC) President, APCO - mail: fdaprile@pedconsulting.it

