

# “Organizational Change”: Proposals and suggestions for the Second Training Course



conciliation and flexibility in the age of digitization:  
the role of industrial relations and negotiating skills



'Work-Life Management and CSR in the finance sector: a training path to incentivize the social dialogue at company and European level. Focus on Professionals and Managers' - VS/2016/0394

# The current model of industrial relations in the credit sector

## Objective dimension:

- conflictual
- classic negotiation
- parceled
- unilateral self-congratulation
- participatory

## Subjective dimension:

- master
- technocratic
- conservative
- innovative



We can't change our counterparts,  
but we can change ourselves!

# Collective bargaining: the state of art

## Defensive Agreements

## De-contractualized areas (Global/Glocal)

- Compensation
- Red flag
- Total Performance
- Cashless operations
- Patti individuali (fedeltà, demansionamenti)

## Agreements with Innovation potential

## Negotiations in progress or next

Occupational tensions



# Digitalization and Bank 4.0: a key to understanding phenomena

- “Cyber-Physic Systems”(CPS): it is the man who helps the machines ("internet of things")- From "labor-goods" to "work-co-responsibility”
- No antinomia subordinate / autonomous work: change the "performance", qualitatively different, but not squeezed on quantitative data.

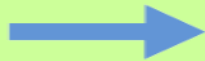
-Due scenari alternativi, e due conseguenze:

a) automation



luddism

b) specialization



contractual innovation



# How labor law and industrial relations change

## Conservative approach (work / goods):

Antinomia subordinate work - self-employment  
Instrument: mandatory sector bargaining

## Innovative approach (work / person):

Performance, Professionalism, Corresponsibility, Psychological, Contract

Tool: antinomy collective-individual bargaining

## Risks of non-government processes:

- sales by law or by individual agreement
- hard automation without occupation
- new forms of imbalance (training)



# Understanding, anticipating and managing change

The relationship between law and collective bargaining changes with the heteronomous regulatory framework deriving from the European economic crisis.

Few things:

- further hypothesis of lower tasks-agreements to promote conciliation-bilateral solidarity funds (Italy)
- - agreements that exclude subordinate employment for continuous and hetero
- -organized collaboration relationships, if regulated (Intesa case)



# A path and a precise goal. Now it changes!

