

# THE COLORS OF A LEADER

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## Easy, look at the solution

It's too easy to say "team working": less easy, anything but natural, to practice it, especially for Italian individualism. But it's necessary in a society where all competencies must be connected, interacting to build. It is not a case that Asians, that are revealing an extraordinary attitude to team working, are kindly smiling of Italian individualism: and even thanks to this they are climbing up to surprising efficiency levels, being successful worldwide.

The Italian education system, that continues to reward individual excellence, doesn't give any chance to the so-called cooperative learning. So when the young graduates are daring competitions for innovative ideas, startup projects and innovative entrepreneurship, are not prepared to a working method that is essential, but unusual.

Also for this reason eCapital, the Marche start up competition, offers to its finalists an initiation to business planning, a sort of a baedeker, a toolbox, to turn, as the motto says, "an idea into a company": focused courses held in Ancona at the ISTAO. Andrea Moretti is in the trainers team; his competence is brand new, promoting the activity of the right part of our brain. That part, by the way, we use to interpret images. It's called "visual facilitation". "My job is based on techniques helpful to let a team work smoothly: to elaborate strategies together, to plan and manage a project, to work in a more efficient and effective way, and to be rewarded by the creative process, before than by results".



Andrea Moretti is in the trainers team; his competence promotes the right brain.

Anything clear, but why "visual"? "Because the vision of a problem, the visual representation of its connections, and of solution proposed during the brainstorming, have an extremely powerful inductive effect, backed by our innate attitudes. Instead of discussing the issues, the critical points and solution ideas, using just words the team reproduces them visually, with drawings and metaphors, in that way it better assesses the implications and possible solutions." Metaphors? "Metaphoric landscapes, that are representing the mental ones. An example? Mountains with edged peaks for

difficulties; lakes for easier topics and so on". But then the facilitator must be good at drawing, must know the history of art... "No absolutely. Really when I'm teaching illustrators the job is strangely much harder: they are used to pursue artistic perfection, that is in fact misleading for the final purpose, the solution to the problem. What matters is that any issue of the project is visualized in an evident way clear to anybody, that the brain is able to recognize the posters on the walls, and what they visually represent".

So the facilitator needs psychology, more than artistic background?

"Most of all he/she must know the team working techniques, being able to stimulate the interpersonal intelligence, the relationships, decoding them. Well, yes, psychology is useful too..."

Andrea Moretti begins its career as a financial controller. "I joined the Clementoni Group in 1995, but I was dealing with finance. In the meantime I was attending a course by Controller Akademie, to acquire visual facilitation skills. A brand new universe opened up to me: I understood how to make a team work smoothly. In that moment I felt like if I was holding in hand the Holy Graal. And I've chosen this second activity: facilitator and trainer. But I'm maintaining an excellent relationship with Clementoni Group, they gave me a very precious imprint. Because even the creative games, where the company is a world leader, are an important dimension of my activity. The game stimulates creativity, the exploration of a space, and the manipulation in visualizing problems,

even creating physical models: it teaches the possibility of manipulating the work. And playing keeps attention high, unlocks relationships, gives wings to invention". When one says follow the right brain... "And with any new team, techniques are refined, combined, new strategies are emerging, more effective". How to verify the "facilitation" effectiveness? "With small groups feedback is immediate and continuous. With the eCapital guys - some seventy teams each of two members - it was necessary a check in progress, even to reorient the route. But quite often the best checks were coming from a short talk during the coffee breaks. And their main strength point comes from their high motivation". He smiles remembering: "Their response was always rewarding to me. Like when I proposed them a human chart: a group picture to visualize their acceptance of a leadership model. I asked them to raise a yellow piece of paper in case they were in line with the model, and a blue one if not. The venue turned almost completely yellow giving me an evidence of the effectiveness of my action". A beautiful visual effect, when sentiments turn into colors. And what if we tried to color learning, maybe we would see a rainbow rising over Italian education system.