

# Business Case





## Introduction

LBO is a company located in the province of Santa Fe, Argentina.

Founded by Luis Ossola and Juan Carlos Silvestri in 2001. It specializes in agricultural, stock market and financial operations in small, medium and large companies.

Its vision is to be the best Argentine channel to the world's capital and agricultural markets.

capital and agricultural markets in the world. In order to achieve this, from its origins they seek to

to innovate and implement cutting-edge technological developments through the creation of the best customized commercial

the creation of the best customized commercial strategies for their clients' businesses.

customized trading strategies for its clients' businesses. LBO has more than 70 collaborators and, within its projects, human capital

projects, from human capital, they develop the LBO Seedbed, a space in which they provide

young professionals the opportunity to join the capital and grains market and to create the best

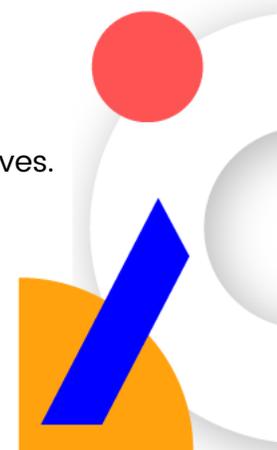
and grain markets and allows them to continue training valuable resources.

valuable resources.

Its principles are:

Excellence: continuous improvement objectives to evolve and improve ourselves.

Focus on the client





Innovation and Technology: creation of cutting-edge technological developments for the sector.

technological developments for the sector.

Economic Sustainability: operationally profitable, with an attractive and sustainable future business.

attractive and sustainable in the future.

LBO has been working with PDA since 2020. The Human Capital team has

4 members, of which the Coordinator is certified as a PDA Analyst since he is a

PDA Analyst, since he is the one who referred the company and is responsible for applying the desired

for applying the desired tools in the required processes. They use the PDA Assessment tools for middle management and managers.

managers.

Analysis Unit

Project: Getting to know managers

Igancio Pagliano, Human Resources coordinator, allowed LBO to reach PDA through the PDA Assessment and professional experiences.

PDA through the PDA Assessment and past positive professional experiences with the tool and the organization.

and positive professional experiences with the tool and the organization. In a corporate

corporately, LBO determined that PDA was the ideal input that the organization was organization was requiring to respond to a critical need in the world of work, that of mapping





the world of work, that of mapping profiles.

The rationale for PDA Assessment at LBO is based on the objective of mapping of 13 coordinators, directors and managers quickly, effectively and efficiently.

managers. Also, to complement the knowledge process with the formation of strategic and horizontal teams.

horizontal and strategic teams per project.

Issue/challenges to be solved:

- To have an objective tool that provides a complete vision of the behavioral profiles of the
- of the behavioral profiles of executives.
- Evaluate people's competencies in depth.
- Optimize the IT recruitment process.

The need for senior management and Human Resources to know in depth which members of the organization

members of the organization who are in leadership positions, from coordinators leadership positions, from coordinators to managers and directors, with a scientifically backed, objective, fast, reliable vision that supports the agile methodology.

and reliable, and that supports the agile methodology with which they work.

This requirement to know and inquire into each one of the PDA Assessment takers comes from a

PDA Assessment comes from a way of working that LBO promotes in which the final objective is to transform





the final objective is to transform the company into a horizontal one, with the hierarchy reduced to the minimum necessary.

hierarchy reduced to the indispensable minimum. In other words, work should be by teams and by projects, thus making it possible to form cells in accordance with the styles of each leader

Case Justification:

LBO evidences how PDA, with its PDA Assessment tool, is accompanying an organizational

organizational transformation of migrating from a traditional to a hierarchical organizational

from a traditional organization chart to a hierarchical one, in which the company starts working

company begins to work by projects and squats. The purpose was to provide

LBO an input that acts as a trigger to think long-term teams beyond operational activities.

beyond operational activities.

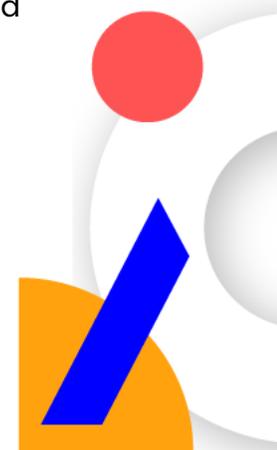
LBO describes itself as a creator of responsibility spaces. In other words,

that part of its growth is leveraged on transmitting these levels of responsibility to all employees, forming

responsibility to all employees, forming part of a company that is not centered

not focused on hierarchy but on the strong foundations of each area.

The PDA application allowed the Human Resources team to have access to information on the behavioral profile of the employees.





access to information on the behavioral profile of the 13 leaders evaluated, and the same

same to share with the board of directors.

The process, which took 5 months, was carried out by the organization and consisted of 4 parts:

1) Assessment collection and analysis. 2) Return 1-1.

Return with the corresponding superior.

3) Implementation of dynamics such as integral groups, meetings, skills and competencies matrix, compatibility analysis, etc.

4) Promotion of positions.

Creation of project squads.

Methodological framework

LBO was selected because it demonstrated the power to support the importance of being an early adopter in technology, with the PDA Assessment.

of being an early adopter in technology, with the PDA Assessment.

In addition, the organization, born in Santa Fe, is circumscribed to an agile way of agile way of working in which the focus on the customer, excellence and commercial point of

commercial point of view play a fundamental role in every variable in which LBO has a point of contact.

in which it has an LBO point of contact.

The information for this case study was gathered through interviews with Ignacio Pagliano, LBO's





with Ignacio Pagliano, LBO's Human Resources coordinator, who is in charge of leading the implementation of the

in charge of leading the implementation of PDA in the company.

We sought to highlight the relevance of the different behavioral profiles and energy balances in the

energy balances at the moment of forming teams and finding compatibilities to compatibilities to enhance the projects. General conclusions

- Information-based decision making.
- Promotions, development and career plans with greater customization thanks to the customization thanks to the behavioral profile report.

- Facilitating mechanism to generate conversations within the organization. organization.

- High degree of satisfaction and validation by people when accessing individual feedback.

individual feedback.

- To have a tool that provides relevant information in the final stages of final instances of selection. Knowledge of a tool mapping talent within the organization for future projects.

- Expectation of building career plans with greater formality, appropriate to the company's momentum, and for this purpose they count on the results of the PDA

the results of the PDA Assessment and the compatibilities with competencies





competencies according to each position.

The relevance of the energy balance variable became a determining factor at the time of the

The relevance of the energy balance variable became a determining factor at the time of team building and in the reskilling process, as it reflects

reskilling processes, as it reflects the energy required by each individual for certain tasks and

individual for certain tasks and responsibilities. This data allowed

leaders to put together compatible work squads not only in terms of competencies and skills, but also in terms of profiles.

competencies and skills, but also in terms of behavioral profiles and energy investment.

Based on the access to objective and reliable information, the following were determined

promotions (from managers to directors) were determined for certain employees who had been part of the PDA process.

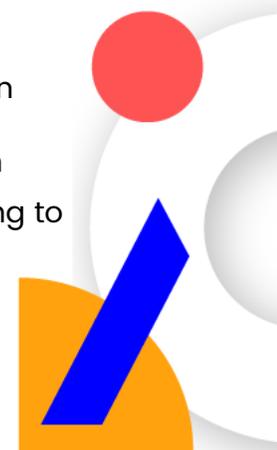
Assessment and return of the same.

The highly satisfactory results have led to the need and desire on the part of LBO to make the

LBO's desire to extend the assessment process to all employees in order to continue with the

employees in order to continue with the process of transformation towards an

towards an hierarchical company and deepened in agile methodologies with customized career plans according to with customized career plans according to profiles and leadership styles.





"I am more a friend of the conversation than of the result. The richest thing is what the triggers that the PDA provides, it opens conversations and paves the way.

The PDA is disruptive; many people are surprised by the difference between the natural and adapted profile shows a major change.

The energy balance I saw only in PDA. In reskilling processes it is much more evident. It is good to know how much energy people are requiring in certain tasks and responsibilities, because it allows us to talk from an objective level and that is the richest thing about the tool."

Ignacio Pagliano, Human Resources Coordinator

Next steps  
Once the mapping of LBO's management talent has been completed, we will proceed to apply it in the medium term.

In the medium term, the PDA Assessment will be applied to all of the organization's employees, with the employees of the organization, in order to continue building teams based on behavioral profiles.

PDA has been working with LBO since 2020 as a referred client.

We are proud to know that our ambassadors take us wherever they are with their professional and personal growth so that more individuals can access self-knowledge.

