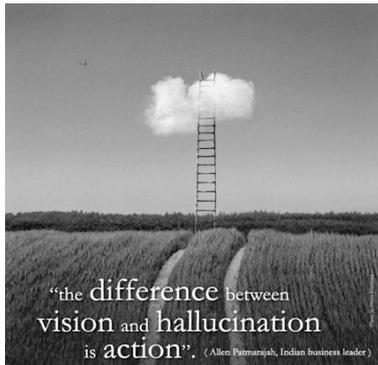




About us

Mosaic is a **team of consultants** since 1991.

Our mission is to **support management** in the drive towards meeting the company's strategic goals, by leveraging **people's** ambition for self-improvement and professional fulfillment in the place where they work. The projects with our clients support the goals of improvement and organizational change.



Every day we experience first-hand that developing people is, among all managerial missions, the one that **impacts the most** on organizational performance. We believe that this work invests not only in the rational dimension of the individual, but also in the emotional and spiritual dimensions.

The contribution we bring to our clients is **aimed at facilitating behavioral and cultural change**, at strengthening the leadership and at supporting the internal communication and people management. Mosaic's clients are companies and organizations undergoing major changes.

Our contribution can make the difference in situations of change management, growth strategy, mergers & acquisitions, organizational change, performance improvement and turnaround.

The Partners

Marco Ghetti, *managing partner*
Marco Pejrolo, *partner*

The Team

Isabella Appolloni, *project manager*
Fabia Bergamo, *project manager*
Davide Di Palo, *project manager*
Cristina Mallarino, *project manager*

Laura Beltrame, *office manager*

Our History

Mosaic was created in 1991 as Crespi Ghetti Associati. The current name has been in use since 2000.

Mosaic's consultants all have some common characteristics in their professional development: a **sound corporate experience**, background of study and specializations in **human sciences, psychology, sociology, philosophy** and long experience of running **consulting** projects. The team also includes **theatre directors and teachers**.

Mosaic in its long history never 'fixed' on any single method or approach. It has always adopted a philosophy of **continuous evolution** open to models which **research, literature and practice in the field** propose over time. Our theoretical and methodological references are based on the **science of adult learning**, which indicates that the key to awakening attention and desire to learn lies more with active involvement than with passive reception.

Mosaic's initial activities were, above all, linked to the 360 degree feedback method of leadership development, distributed in Italy in partnership with **Keilty Goldsmith & Co**, thanks to the close partnership with **Marshall Goldsmith**, recognized today as a world authority on coaching. Soon thereafter the range of services



expanded to a new level of analysis of the organizational climate and culture, which immediately met with interest from many companies in Italy, France, Belgium and the United Kingdom. Another important growth factor was the collaboration with ICM, an international consultancy based in Paris, which focuses on the intercultural aspects of management. Mosaic has worked on international projects as a partner with this firm since 1994.

The experience of applying the **theatre method to management training** stems from 2000 thanks to the collaboration with the theatre director, actor and drama teacher Marco Pejrolo from Turin, who was promoted as a partner of Mosaic in 2005. In 2003 the company expanded to include the delivery of inter-company seminars and events, which has significantly enlarged the range of companies with which Mosaic comes into contact, as well as the exchange of ideas and experiences.

2005 saw the first edition of 'Microonde Mosaic', a newsletter dedicated to the **themes of leadership and management**.

Mosaic is an active member of **Assochange**, the Italian change management association.

Mosaic is also a partner of the **Luiss Business School** for several leadership education programs for Executive MBA students.

Our services: Consulting and Management development

- Our activities in support of change;
- The advantages and values which our clients recognize in us.

Consulting areas

Clients always seek out our services as a direct consequence of **organizational change** or of **improvement efforts**. Indeed our projects are most frequently related to change management, growth strategies, mergers and acquisitions, new organizational design, performance improvement, company turnaround and execution plans.

Our contributions to these corporate initiatives can be classified into five separate categories:

- Organizational diagnostics
- Coaching
- Team building
- Communication events
- Management education programs

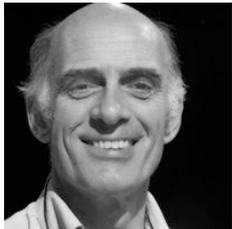
The Value Proposition

Our clients describe the value and advantages which derive from working with Mosaic referring to the following key aspects:

- Professional reputation of the partners and consultants Experience
- Real impact on people and the organization
- Continuity of relationship: the same consultants deal with the clients from the first briefing right through to the completion of the project
- Free thinking: projects with Mosaic help the participants to think outside the box
- Speed of response
- Willingness to co-design projects and processes with the client.

The profiles of Mosaic's consultants

Marco Ghetti



Founding partner of Mosaic, management consultant in Italy and abroad, **executive coach, management trainer, lecturer** at the Luiss Business School.

The work on leadership forms the core of his professional activity. He has had the good fortune to have been enlightened during the course of his development by some true masters including Marshall Goldsmith, Elserino Piol and Corrado Pensa. In 1992 he co-founded Mosaic after a 15-year career in the corporate world: initially with Arthur Andersen in the USA and later with Olivetti in Italy. Right from his early experiences in the corporate world he has been fascinated by the profoundly eclectic nature of the role of the manager. But it has only been as a consultant that he has had the opportunity to experiment in the field the interaction between psychology and leadership, between the training of an actor and that of a manager, between playing and learning, between personal change and managerial growth.

In recent years he has worked in close contact with thousands of managers, in Italy and abroad. He meets and works with them in change programs, in projects of internal communication, in coaching and development journeys. He has had the privilege to have worked with some important corporate leaders: in 1984-1985 he was Carlo De Benedetti's assistant in Olivetti; later as a consultant working for Mosaic he has worked alongside Francesco Caio, Piero Celli, Giuliano Zuccoli and Tommaso Pompei.

From the outset he has worked on an international scale: starting from his studies at the London School of Economics, followed by a two-year experience for Arthur Andersen in America. With

Mosaic he is part of ICMA (Inter Cultural Management Associates), an international network of consultants based in Paris, for which he has been involved in many multicultural projects.

His professional association with Marco Pejrolo in 2000 led to the creation of the Mosaic theatre method for training, a sector which has experienced continuous growth ever since.

Marco has never stopped thinking of himself as a student; there is a sacred part of his time devoted to study, meditation and writing articles which he staunchly defends.

He is married with three children and lives in Milan.

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Marco Pejrolo



Partner of Mosaic, leader of all theatre-based programs for management training, stage director, actor.

Marco Pejrolo graduated in 1989 from the Acting Academy of the Teatro Nuovo of Turin under the direction of Enza Giovine, and gained a diploma from the mime and non verbal communication school 'Body Workshop' in Turin under the direction of Alessandra Musoni. He has also attended many courses of mime, improvisation, disguise, acrobatics and clownery with the American mime company 'Afro and Diziac'.

He has been organizing and running theatre programs with schools of every kind since 1985, both as teacher and guide, and more recently as the director of studies of the Turin Art Academy.

From 1987 to 1993 he covered a variety of roles including actor, stage designer and assistant stage director and was involved in productions of the 'New Prose Project' Company at the New Theatre in Turin, of the resident theatre company of the 'Turin Show Company' at the Alferi Theatre in

Turin, of the **Elleboro Theater Company** and of the **Fregali Theatre Company in Turin**.

He has **directed the Theatre School of the Turin Art Academy** since 1986 and has furthered her studies in areas linked to theatre studies via **research carried out in Italy and abroad (England, France and the United States)** organizing many workshops within the educational field and has worked as an actor with the Theatre Assembly for which he is responsible for running training programs for teachers.

In 1997 he stage directed the show '**Offended Life**' (performed in German) working with the Sraffa ITC Institute in Orbassano, in **Germany, France and Italy**.

In 1998 he edited a publication called '**I Reader**' regarding the theatre and communication, published by *Il Capitello*, as well as producing a documentary entitled '**Theatre: art and communication.**' He continues to work with **Limen for the Theatre and training sector**.

He has been planning and putting into practice innovative and effective training programs based on theatrical techniques aimed at developing people and teams within companies with Mosaic since 2000.

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Isabella Appolloni



Isabella Appolloni, Milanese by birth and by choice, is a **coach, a consultant and a management trainer**. Her many experiences in the **corporate world (IBM), in consultancies (Occidente, Mazars Human Resources)** and that as a freelance consultant brought her to her current role. However what drives and motivates her to continue in her role is her passion for people and the worlds, often unexpressed, which they form.

After having spent two years in IBM (1994-1996), first in Human Resources, then in marketing, she decided to embark on a different career path,

directed more towards the individual and towards small teams. She concentrated therefore on the development of **career development and consulting services to small and medium sized companies**, tying together the training function with the somewhat complementary activity of **personnel search**. She gained wide-ranging experience in the assessment techniques for the job interviews and for the development of corporate career paths. **She collaborated with the Catholic University of Milan for several years** within the Learning Sciences Department, with particular reference to the assessment and evaluation of in-company training.

She has been with Mosaic since 2002, working in change management projects, and being fully aware that what makes the difference in organizations is the human factor. Her areas of interest and study include **communication, conflict management, the role of 'time' as a key resource in human relations**; the latter above all stemming from her philosophical background (**degree in philosophy, specialization in the Theory and Techniques of Social Communication**) but above all from her experience and personal challenge of having to balance, in one life only, complex and apparently conflicting priorities.

As well as her professional side, she maintains an interest in **manual and creative activities**, which enable her to recharge her batteries from time to time.

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Fabia Bergamo



Graduate in **Philosophy and Literature**, she has concentrated her studies in the areas of human sciences, focusing her professional experience in **Communication and Training Processes**.

Her passion for the development of people's potential, has driven her to train as a coach and

counselor following the **Gestalt Psychotherapy** approaches in the psycho-social environment.

After having worked for many years as an **actress, theater director and theater teacher**, she has cultivated an interest in the mechanisms which control communication and group dynamics.

She has been active in the areas of **consulting, managerial training and coaching** for approximately fifteen years, designing and running in-house training courses for companies, public authorities and non-profit organizations, with particular attention being paid to aspects involving communication and change.

She works as an **Executive Coach for a number of companies and at the Luiss Business School** in the Executive MBA program, as well as being **project manager in different firms**, including Mosaic.

She has published a **manual entitled 'Theater Methodology'** and various articles relating to leadership and management development in specialized trade magazines. The techniques she adopts during training programs stem from a personal **integration of methodologies of Social Psychology, Science of Communication and theater-based methods and techniques** applied in the areas of Personal and Organizational Development.

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Davide Di Palo



Davide is a consultant with Mosaic for theater-based management training, as well as a theater director and actor.

He is completing her **degree course in Learning Sciences**, majoring in the area of theatre. Related to this he is working on a thesis addressing the issue of 'social theatre'. Davide was trained from 1998 to 2001 at the '**Commedia dell'Arte**' School under the directorship of Mauro Piombo; which

involved courses in improvisation techniques, costume, acrobatics and mime.

Following this he completed residential seminars with the Living Theater, Odin Theater, and Lemming Theater Marco Baliani, where he worked as an actor as well.

He completed a two-year research into Buto-dancing with Stefania Lo Maglio and Carlo Conti for the '32dicembre' association.

Further experiences, beyond his university studies in the field of theatre education, include **seminars in the Boal method of 'Pedagogy of Liberation'** and theatre animation with the '**Teatro dell'Angolo**' in Turin with Ruggero Bianchi and Alessandro Pontremoli

Since 2003 he has gained more teaching experience through organizing and conducting theatre events for schools in Italy and abroad.

Since 2007, together with Marco Pejrolo, he has been organizing the 'Theatrespektakle' in Germany, an international theatre festival, within which he follows training workshops and projects for teachers and young people.

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Cristina Mallarino



Cristina is a psychologist and psychotherapist, she qualified at the **Psychoanalysis and Counseling School** specializing in conflict management and resolution, for individuals, couples and groups, at the **School of Relational Psychoanalysis (SIPRe)**.

She gained scientific experience in the area of psychology in London, where she was trained in the **ECI method of Daniel Goleman**, and gained accreditation to practice in Italy. This entitles her to assess the emotional skills of professionals and teams.

She has worked as a psychologist for **large companies in Europe and in Italy, such as**



Soremartec (Ferrero Group) in Belgium and Luxemburg, and L'Oreal and Omnitel-Vodafone in Italy.

She is involved as a counselor in several company projects focusing on **change and cultural integration processes**, which she designs and carries out in Italian, French and English.

She designs and leads programs and seminars in companies, **developing skills like communication, interpersonal skills, negotiation, leadership and employees' professional development**.

She has contributed to the development of the Mosaic theatre method for management training after having been trained at the Assemblea Teatro of Turin with the theatre director Marco Pejrolo, a partner of Mosaic.

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Laura Beltrame



Laura is in **charge of all organizational aspects related to the operations** of Mosaic. This includes managing the organization of client events, keeping the relationships with clients, negotiating with suppliers, creating Internet pages for on-line distribution of the company magazine and commercial information.

She began her career as **Personal Assistant to the Chief Executive Officer of the CA.GI.VA. Group in Varese**, a well structured organization which, after many years of experience, allowed her to develop and consolidate the skills and techniques needed to fulfill a supporting role to the company management.

She has widened and diversified her experience in other fields in Milan, where she lives, to include the **publishing industry** (Parole di Cotone - Alchera Group) and the **clinical/health industry** (S.a.v.e. Studi Analisi Valutazioni Economiche).

She has delivered training courses on the **development of professional phone skills**.

Her abilities in the administrative section has led to her becoming as focal point in the administrative processes relating to Mosaic's clients and suppliers as well as relationships with professional firms and banks.

Continuous learning forms the bedrock of her professional development. Key attributes such as self-awareness, managerial creativity, autonomy, leadership and drive to achieve, time management and planning are not simply left to chance but regarded as skills to be honed via attendance of **specialized courses (e.g. Executive Master for PA to Board Members at the Centre of Managerial Training and Company Management at the C.C.I.A.A. in Bologna)**.

A lover of theater, she has attended courses of diction and acting at an amateur level. She loves reading literature and broadening her knowledge of anthropological and cultural studies.

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