



Co-Generazione: an ecosystem for intergenerational dialogue and character-based leadership

2026-2028 | Italy / Veneto | Ve3-led ecosystem

The question behind the project

Co-Generazione began by listening. In 2025, Fondazione Cariverona launched its Young Advisory Board, selecting 12 young people from more than 180 applicants. Ve3 saw an opportunity to engage those who had not been selected and understand how young people experience work, leadership, institutions and relationships between generations.

The first Co-Generazione World Café brought many of them together in a structured dialogue. Their conversations shaped the first draft of the research. Before Ve3 approached universities, companies and institutions, the questions were brought back to the participants for review and challenge. The research was designed with young people, and their contribution continues to shape the project.

The Vision

Co-Generazione begins by investing in the personal and leadership development of the young people who will help shape its future. From this starting point, the project develops as a modular journey: to create a collaborative ecosystem in which young people, organizations, institutions and academia rethink the relationship between generations and design new ways of working, leading and creating value.

For Ve3, this work connects several questions that have guided the organization from the beginning. How do values influence the way people lead and make decisions? How can those affected by a system participate in changing it? What conditions allow different generations to exercise responsibility together?

A Collaborative Model

Co-Generazione is developed with its partners. Participating organizations contribute to validating the research, interpreting the findings, testing new forms of dialogue and refining practices that can be used in other settings. Research, experimentation and organizational experience inform one another throughout the project.

The project develops through autonomous but interconnected modules. Each module is designed, implemented and evaluated before the following one is configured, allowing evidence and learning to progressively shape the journey.



The Co-Generazione ecosystem

Leadership with Character

Leadership with Character provides the the starting point for the young people taking part in Co-Generazione. A joint initiative of Legatum, the Oxford Character Project at the University of Oxford and the Human Flourishing Program at Harvard's Institute for Quantitative Social Science, the program explores how character shapes the way we lead and the choices we make. Through guided reflection and daily practice, participants are invited to explore their purpose and to develop qualities such as courage, hope and love, translating reflection into habits and action.

Participants access Leading with Character directly through its existing platform. Separately, Ve3 organizes facilitated moments of reflection and discussion in Italian and selected testimonies from Italian entrepreneurs and other leaders, connecting the themes participants are exploring with real-life experiences and choices.

Research

The research examines how different generations experience and interpret the world around them, with particular attention to how values are understood across generations and whether the same values may carry different meanings for different age groups. It will investigate how these perspectives influence expectations, relationships and ways of approaching work, leadership, responsibility and the future.

The research will focus on Italy, combining qualitative and quantitative evidence and integrating relevant findings from existing international research where appropriate.

The evidence generated will provide a shared knowledge base for the modules that follow, as well as insights and recommendations that can also be used independently by organizations and institutions.

VE3 Labs

The VE3 Labs turn research into action. They are conceived as a social startup environment in which young people contribute to the growth of the initiative and develop practical experience.

One track focuses on business development and stakeholder engagement, involving companies, institutions, foundations and other partners. A second track prepares young participants to present the findings and facilitate intergenerational conversations within organizations. The aim is to generate understanding and practical change, not simply to communicate research results.

In this way, young people progressively move from being participants in the project to becoming active contributors to its development and future evolution.



Impact measurement

Impact measurement accompanies each phase. It supports accountability to partners and funders, helps Ve3 understand what is effective and creates evidence for future development. The objective is to combine measurable outcomes with meaningful human change, while continuously strengthening the project itself through evidence-based learning.

Scalability

The first pilot focuses on Veneto and, where appropriate, the wider North-East of Italy. The project has been designed for replication from the outset. Once validated, the research framework, VE3 Labs model, the experience developed around Leadership with Character and impact measurement approach can be progressively extended to other Italian regions.

How the elements connect

The World Café created the first space for listening. Leading with Character gives young participants a shared foundation for responsible action. These experiences help shape the research. Research produces knowledge. The VE3 Labs use that knowledge to develop young leaders and create dialogue within organizations. Dialogue and experimentation produce change; impact measurement makes that change visible and allowing the next cycle of research, learning and development to begin.

Why it matters for Ve3

Co-Generazione brings the identity of Ve3 into a single, evolving ecosystem. It begins with listening, treats values as forces that shape leadership and decisions, and gives people a direct role in changing the systems that affect them. It also connects personal development with organizational and institutional change, which has been one of the central concerns behind Ve3 from the outset.

Expected outputs

- Young people participating in Leading with Character and in Ve3-led reflection and dialogue activities in Italy
- A robust research framework, public report and dataset
- VE3 Labs that develop agency, leadership and practical experience among young participants
- Intergenerational dialogue and organizational transformation formats
- An impact measurement framework and evidence base
- A model that can be replicated in other regions and organizational settings



Learn more

- Oxford Character Project - <https://oxfordcharacter.org>
- Human Flourishing Program at Harvard University - Human Flourishing Program at Harvard University
- Legatum Foundation - Leading with Character - Legatum Foundation - Leading with Character