

## The way we work

### 1. DECODING without simplifying

#### WHY?

Organisational issues? Weak management? Resistance? Lack of processes? Lack of communication? When an organisation is underperforming, classic explanations like these mask real and far-reaching causes. Because the way we work as groups is akin to timepiece making, which is complex by nature (multiple stakeholders, relationship dynamics, etc.). Gaining a detailed understanding of the contexts in which employees work –and which largely condition their behaviour and strategies – is the only way to grasp how an organisation really works, rather than simply the way it appears to work.

It is only on the basis of this decoding of reality that the representations and stances of those involved can be reconstructed, and that sustainable routes to improvement can emerge.

### 2. ACTING on the pressure points

#### WHY?

To achieve organisational change, 'mechanical' solutions (a new management team, more targets, KPIs or procedures, coaching, etc.) risk being rapidly neutralised by 'systemic effects'.

The challenge is therefore to identify 'pressure points' where action can be taken to really influence the way stakeholders operate, and pave the way for new balances. Rather like an osteopath who will work deeply on three targeted points to release an entirely immobilised back!

#### HOW?

**Professionalism / Rigour:** methodical approaches based on social sciences and a clear understanding of business, strategic and operational challenges.

**Meetings:** our method is based on in-depth meetings and interviews conducted by seasoned / experienced consultants with employees at every level in the business in order to understand the complexity to be decoded.

**Respect:** the caring confrontation of reality. Talking without judging; facilitating the dispassionate emergence of tensions.

#### HOW?

**Percussion:** focusing efforts on effective, specific and powerful solutions.

**Pragmatism:** a 'small steps' approach to generate sustainable gains, rather than monumental projects that may be reassuring in form, but discouraging in practice.

**Proximity:** providing teams with close support without taking their place, and doing so, where necessary, by acting as content provider, facilitator or even coach.

### 3. CREATING group dynamics

#### WHY?

Rather than the 'super-intelligence' of a few specialists, collective intelligence is more effective at identifying the solutions required for effective implementation of transformational change rooted in reality.

The fastest and most effective way of creating collective energy is to involve as many stakeholders as possible at the earliest opportunity to facilitate the emergence of a shared vision and build initiatives with a high probability of successful implementation!

These 'first hour' contributors will use the required operating methods, contribute to their dissemination, and can therefore play an effective role as representatives and ambassadors within the company.

#### HOW?

**Engagement:** from the start of the project, by building an alliance with a number of key stakeholders, including those who oppose the plan. This will help you create a positive energy because individuals will see that their personal contributions are being taken on board.

**Energy:** by paying attention to form and content in order to clarify the tangible benefits of the approaches adopted, and secure employee engagement in the process.

**Experimentation:** by including opportunities for stakeholders to experiment with new operating methods potentially useful in the context of their jobs.