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Happiness in the liberated company

Objective of the module: Participate in the release of energies in the company to be able to:
• thrive at work
• make work more attractive
• contribute to the happiness of all

1 Happiness at work

1.1 Find your happiness

Happiness is looking for it. Jules Renard

Everyone has their own interpretation of happiness. However, some universal characteristics of positive psychology (what is good) are often taken into account:

- positive emotions, satisfaction (pleasant life)
- commitment, values, interests (motivated life)
- serve a common cause (meaningful life)

According to a Johns Hopkins University study of nearly 8,000 students who were asked "what goal do you consider very important now?" the main answers were:

- 78% find purpose and meaning in life
- 16% earn a lot of money

To be happy, is to be happy at home but also at work where we often spend a large part of the day. To achieve a fair balance, one condition is to want and be able to make all stakeholders happy:

- spouse, children and loved ones
- colleagues, customers and competitors
- owners, service providers and media
- society and environment

Desire is the only driving force. Aristotle

Seeking happiness at work is human because it is a deeply intrinsic desire.

According to 2013 Gallup surveys around the world:

- 13% of employees are motivated (really committed)
- 63% are not too motivated (rather passive and indifferent)
- 24% are demotivated (actively disengaged)

For France the figures are 9% motivated, 65% not motivated, 26% demotivated.

So there is work ahead for many people and for a long time.

Happiness causes success and achievement and not the other way around. Shawn Achor

True story

A study of the (intimate) diaries of 180 nuns, born before 1917, from the school of the Sisters of Notre Dame, provides an answer to the chicken and egg paradox.

50 years later the vast majority (90%) of the sisters, who had a diary with more positive (happy) content, were alive at the age of 85. Sisters alive at 85 years old, who had a diary with more neutral or negative content, were 34%.

At 20 years old, the happy sisters could not be happy because they knew they would live a very long time.

Good health and long life is the result of their happiness and not the cause.

Many studies show that a happy person at work:

- is more efficient (30% more)
- makes its customers happier (and shareholders as well)
- is in better physical and mental shape (two times less sick)
- is passionate about work (six times less absent)
- is more creative (55% more)
- has the will and power to better solve problems
- is more innovative
- contributes to a better climate (more effort for the team)
- is a better parent
- is better in bed

Being happy in your job means choosing a job that you would like to do even if you are not paid (or poorly paid). This also involves leaving your comfort zone and fighting your natural temptation to resist change (see § 6.3).

Happiness creates performance

The success of the best workplaces is often attributed to corporate culture and high staff engagement.

Finding happiness at work means:

- share the company's vision
- adhere to the values
- be respected and respect others
- benefit from:
    - involved, exemplary, horizontal leadership
    - warm relationships between colleagues
- be able to afford to:
    - have:
        - freedom
        - autonomy
        - information
    - take direct responsibilities in relation to:
        - oneself
        - others
        - society
    - resolve problems as a team
    - develop your knowledge and skills
    - express one's talents
- love your work (being able to thrive):
    - live your passion
    - have self-confidence
    - be proud of the results
- be aware that one's contribution is:
    - necessary
    - recognized

- o appreciated
- o welcome

The 2012 StepStone European survey shows that the factors that most influence happiness at work are primarily:

- respect for staff
- interesting work
- good atmosphere
- fair environment
- recognition of work
- possibility of being yourself
- work-private life balance
- good relationships with colleagues
- means to do your job correctly
- decent salary (tenth place!)

True story

According to Gallup surveys in the United States (and other "developed" countries), the percentage of very happy people has barely changed over the last 50 years. While real income per capita has more than doubled, the comfort of life has improved enormously (more material goods, more health, more years of life).

Paradox which could possibly be explained in societies that have become richer by the increase in depression, alcoholism, drugs, crime and the fact that we compare ourselves with our close colleagues and neighbors and not with groups poorer or unhappy.

Certain behaviors can be explained by the feeling of happiness in relation to age (Eurobarometer surveys 1975-2000) shown in figure 1-1.
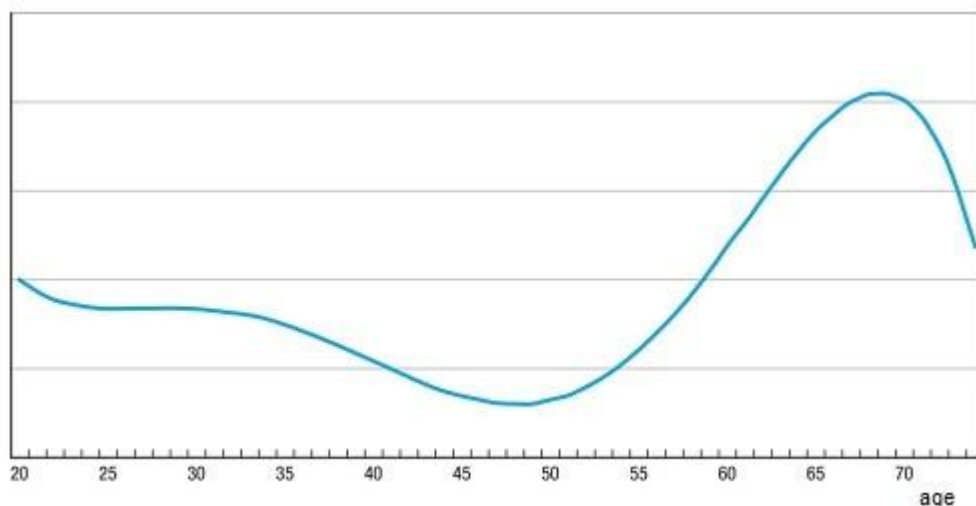

Figure 1-1. Happiness and age

The seven major factors promoting happiness are according to Richard Layard:

- family relationships
- the financial situation
- work
- community and friends
- health

- personal freedom
- personal values

1.2 Hierarchy of needs

Happiness is not in having but in being

The hierarchy of needs published by Abraham Maslow in 1943 is now often represented in the form of a pyramid like the one shown in Figure 1-2.
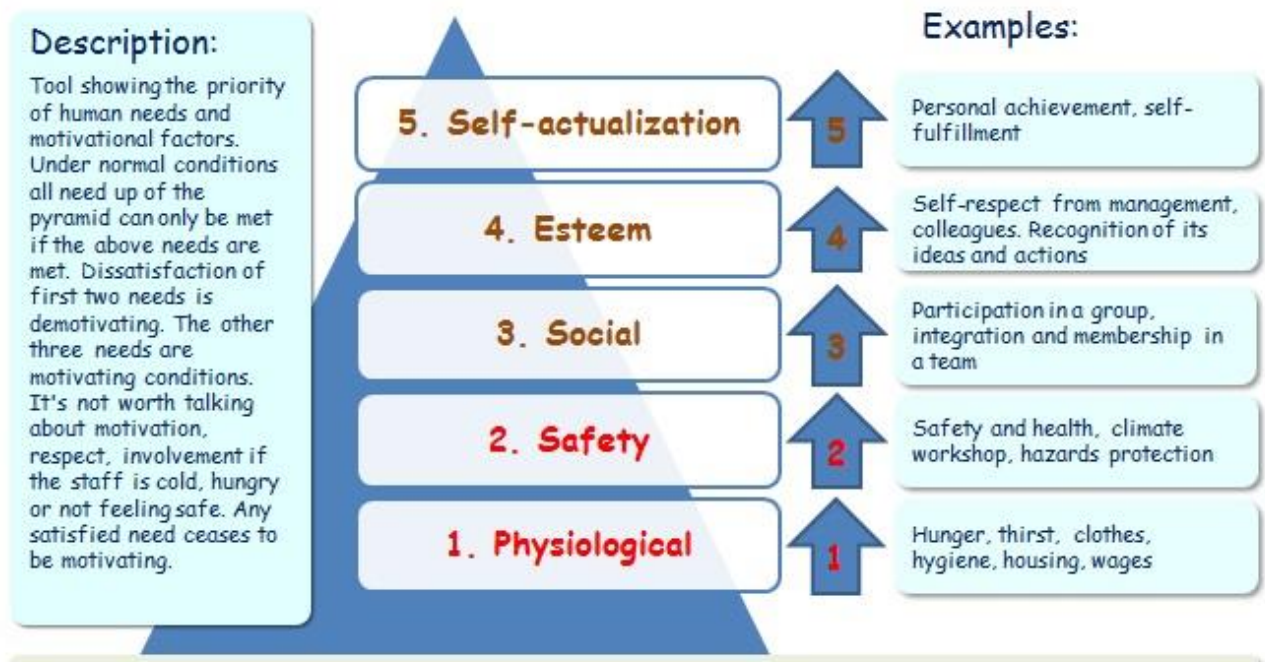

Figure 1-2. Maslow's pyramid

Maslow's pyramid shows the priority of human needs and motivators. Under normal conditions, motivation follows a hierarchy of needs: physiological need, need for safety, need for social belonging, need for esteem and need for self-actualization.

Salary is not a motivating factor; it is a physiological need satisfaction factor. But when there is inequality, it can become very demotivating.

The company cannot do much to stimulate happiness and creativity, but it can do much to kill them. Scott Adams

The higher we go to the top of the pyramid, there are more:

- respect
- trust
- mutual aid and
- freedom
- the more the person is:
    - committed
    - motivated and
    - passionate
- the more participation and contribution to activities of:
    - improvement
    - innovation and

- o creation

The need for esteem is a motivating factor. These are the conditions for wanting to succeed in your personal achievement. Some examples of efforts in this direction:

- pleasant working environment
- nursery
- room for:
    - o sports
    - o relaxation
- collective games:
    - o billiards
    - o baby foot
    - o ping-pong

The need for achievement is the highest motivator. To thrive, everyone must have real freedom (of course "The freedom of some stops where that of others begins"), to be able to live their passion, to find their happiness at work.

To simplify, inspired by Chip Conley's pyramids, we can use a pyramid with three levels like the one shown in Figure 1-3.
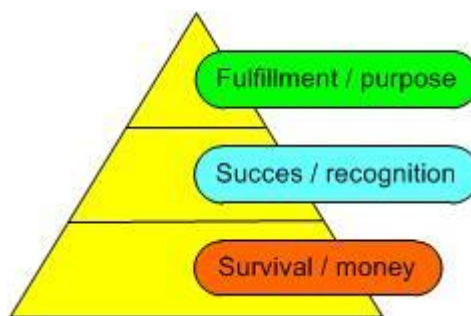

Figure 1-3. Simplified pyramid of links and motivations

To find out what passion you may have, you need to ask yourself questions like:

- if you have no worries about money, what would you do with your time?
- what work would you do?
- what cause would you get involved with?

1.3 Theory X and theory Y

Happiness is the only wealth that doubles if you share it. Albert Schweitzer

Douglas McGregor in his book *The Human Side of Enterprise* published in 1960 divides the image we have of people into two categories (Theory X and Theory Y).

The first (classic) image is theory X. The average human being:

- has an inherent aversion to work and avoids it if he can
- provides the expected effort only under pressure or for money
- prefers to be directed (what to do and how to do it) and avoids responsibilities
- is only motivated if he fears for his safety
- lacks creativity (except to avoid the regulations)
- gives nothing more than what is asked of him

The second image McGregor encourages is Theory Y:

- physical and mental effort is as natural as playing or relaxing
- the average human being wants to achieve the objectives to which he has committed himself
- commitment to achieving goals is linked to self-fulfillment
- he seeks and accepts responsibilities (under certain conditions)
- imagination, ingenuity and creativity are widely present in people
- he cares about giving the best of himself

To apply theory Y, top management must:

- help people in their desire to realize their potential
- ensure that the objectives of people and the company are consistent
- create conditions in which people can influence decisions that concern them
- encourage participation so that people accept more responsibility

In the case of theory Y, top management is not concerned with motivating people but with trusting them by giving them:

- more responsibilities
- the opportunity to unleash their creativity
- the opportunity to participate in the negotiation of objectives
- the possibility of:
    - solve certain problems themselves
    - take initiatives to improve working conditions
    - focus on the added value brought to the customer
    - contact customers directly
    - work directly with suppliers

Top management gradually pushes staff in the direction of Theory Y by knowing how to prepare the ground and gain the trust of all staff. The goal is to make everyone want to get involved in rewarding and enriching work.

True story

The management of an American company asked itself the question of how to build trust among staff.

A question was sent to all staff. Which category (A or B) do you think you fall into?
A. I feel adult and responsible, I want to contribute and do a good job, I care about the success of the company, I come to work every day with enthusiasm, I can be trusted.
B. I feel safe when I am managed, I work to earn my bread, this company or another it's the same, I'm here for the moment, I don't know if I can be trusted.

The result was 95% A and 5% B.

As a result, management and management simplified many procedures taking into account the trustworthy majority. The impact was largely beneficial.

1.4 Promote motivation

There is only one person to motivate us: ourselves! Laurence Vanhée

In 1993 Microsoft launched the Encarta universal encyclopedia project, with the contribution of hundreds of personalities from around the world. The encyclopedia was sold on CD and DVD then on the Internet from 2000 and was available in 8 languages. Encarta was shut down in 2009 because visits to online encyclopedias in the United States were only 1.27% compared to 97% for Wikipedia.

Wikipedia is a general and multilingual encyclopedia created in 2001 under the GNU General Public License. It allows everyone to write and modify articles, hence its definition as a participatory encyclopedia or free work of massive non-profit collaboration. Wikipedia has become the most visited online encyclopedia in the world with more than 58 million articles in more than 300 languages.

For any project the contribution of millions of volunteers is an unbeatable force.

Motivation explains why behavior occurs (see figure 1-4) and includes:

- the survival instinct (hunger, thirst, reproduction)
- the agreement to obey work organization in society (extrinsic motivation):
    - seek rewards (encouragement)
    - avoid punishment (discouragement)
    - increase profits (wealth, safety, place in society)
- capacity for interest, involvement (intrinsic motivation):
    - autonomy
    - curiosity
    - desire to learn
    - creation
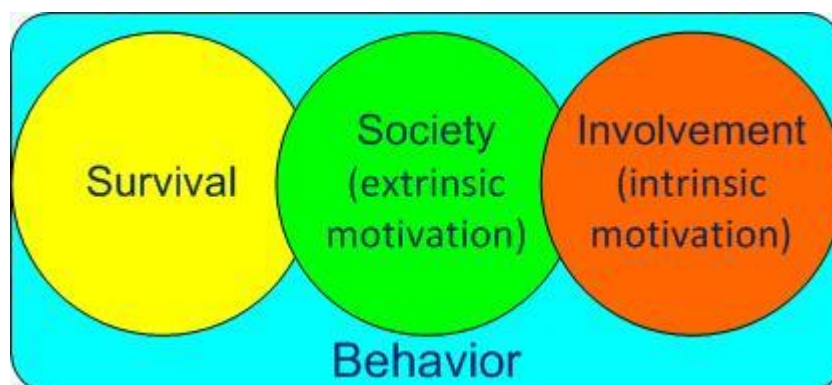   - fun
    - enthusiasm
    - experimentation

Figure 1-4. The behavior

Money (salary, carrot) is often a powerful motivator, especially for routine work. But numerous studies have shown that for complex and especially intellectual work, money is not at all motivating. When you have to show creativity, imagination, innovation, money is often even demotivating.

Tests carried out by numerous scientists show that the mind inhabited by remuneration disturbs creative activities and contradicts the intrinsic need for freedom to choose what one wants to do.

Intrinsic motivation (see figure 1-5) according to Daniel Pink (see his book *Drive, The Surprising Truth About What Motivates Us*) is based on three pillars:

- autonomy in activity (desire to direct our own life, to make choices, to be accountable):
    - what we do
    - when we do it
    - how we do it
    - who we do it with
- mastery of the activity (desire to always do better):
    - develop our capabilities
    - balanced tasks (neither too easy nor too difficult)
    - have fun (transform part of the work into play)
- identification with the purpose:
    - give meaning to our life
    - work with others for a goal greater than ourselves (making the world a better place)
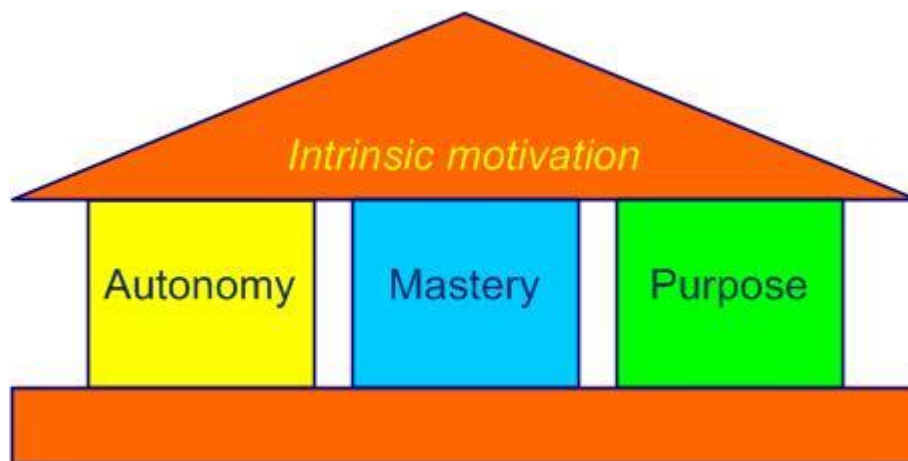

Figure 1-5. Intrinsic motivation

It is commitment that drives performance and not the other way around

Some conditions to promote motivation (encourage staff to work with desire and pleasure):

- equity:
    - respect
    - goodwill
    - confidence
- self-development:
    - important objective and in line with the values and vision of the company
    - freedom to act (little or no control)
    - voluntarily commitment
    - challenge to overcome
    - urgency of the task
    - exercise your knowledge
    - learn more
- team autonomy
- salary:
    - fair
    - sufficient
    - equal or superior to that of competitors

- pleasant places
- experience satisfaction
- be able to admire the results
- surprising rewards (especially non-material) to celebrate progress

<div style="text-align:center">*True story*</div>

In the 2000s, researchers at Cornell University selected 320 small businesses.

The first half of the companies (A) had traditional management. In the second half of the companies (B) the employees were completely autonomous.

The analysis showed that the growth rate of companies B was 4 times higher than that of companies A and they had staff turnover 3 times lower.

1.5 Involve staff

A satisfied need is not a motivator of behavior! Douglas McGregor

Always consider staff as adults and responsible people, capable of making the necessary decisions. In addition, collective intelligence makes it possible to obtain exceptional performance.

Motivation is positive and contagious when work is perceived as a need for accomplishment, achievement, self-fulfillment (top of Maslow's pyramid).

Secrecy around pay is an example of a possible source of low morale, poor performance, and high staff turnover.

To give their best every day, staff must feel like they are:

- listened to
- heard
- understood
- taken into account
- informed
- encouraged
- helped
- supported

In this way the personnel:

- does his best
- increases their skills and know-how
- is worthy of the trust granted
- knows he is being treated fairly
- feels like a full member of a close-knit team and a sustainable company
- better understands the meaning of his work
- is proud of his work

No performance without happiness. Jean-François Zobrist

Figure 1-6 shows how we can progress towards a happy company by creating more happiness for employees and more performance for the company.
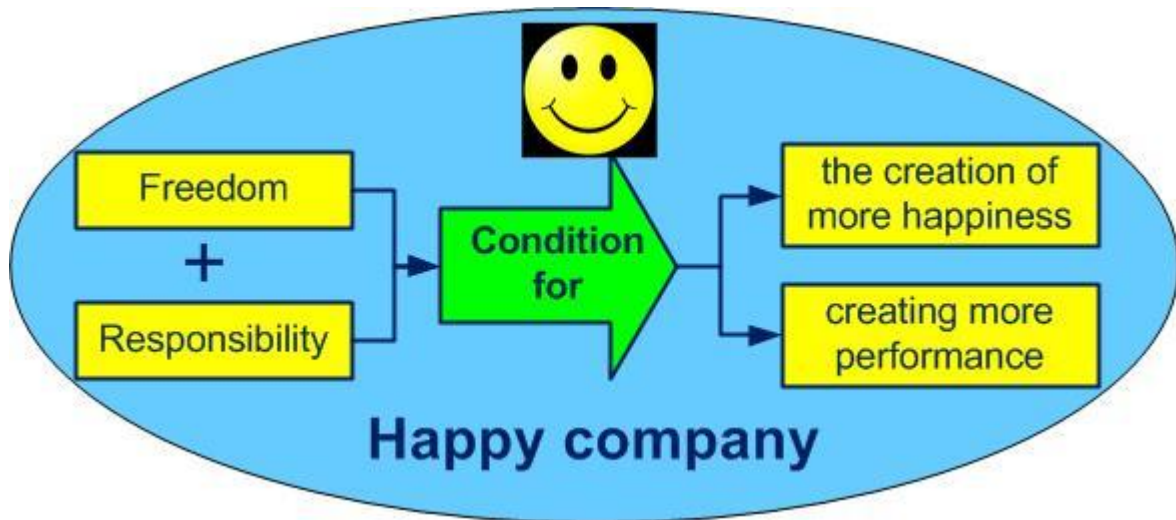
Figure 1-6. The happy company

Some conditions to thrive at work:

- participate in:
    - developing the vision
    - preparation and decision-making
    - improvement of working conditions
    - distribution of profits
- respect common values
- set the right goals yourself
- benefit from a climate of cooperation in the team and among the departments
- include a playful side in the activities
- assume your mission and responsibilities in the team
- know that the hierarchy is regularly interested in the skills and commitment of each person
- solve problems
- gain and maintain independence
- have an optimized, secure and pleasant working environment
- change activities often (repetitive tasks are guaranteed to cause boredom)
- take on exciting challenges
- communicate in both directions (encourage feedback)
- follow captivating training courses
- have direct links and love your customer
- share good practices
- receive deserved recognition
- be encouraged in innovation
- link rewards to team performance

⚠️ Pitfalls to avoid:

- low top management commitment
- lack of confidence
- poor communication of vision and objectives
- poorly defined missions and responsibilities
- lack of recognition of the efforts made
- use Taylor's scientific organization of work (separate those who design from those who produce)

- tolerate responses like:
    - it's not my job
    - I don't have time
    - we have always done it like this
    - this change is happening too quickly
    - it's too risky
    - it will never work for us
- unsuitable documentary system and procedures:
    - with unnecessary activities
    - written without the participation of those who must apply them
    - written primarily for the external auditor

Self-assessment or that carried out between team members is a way to help us:

- see where we are
- confirm commitments
- look at the future calmly

Some tracks:

- evaluate the achievement of objectives and if necessary set new objectives
- ask everyone to evaluate their own performance
- establish our strengths and weaknesses
- look for opportunities for improvement and progression
- find and overcome obstacles to:
    - creativity
    - curiosity
    - initiative (being allowed to make mistakes)
    - innovation
- define how to improve the skill level (new training)
- identify personal contribution to team indicators
- determine what is really enjoyable at work
- compare yourself to the best
- check if it is possible to take more initiatives and responsibilities

True story

The Manhattan military project (the creation of the atomic bomb) was moving too slowly. Secrecy was the rule for security reasons and the nature of the project was hidden from all staff.

To move up a gear, the head project leader, Robert Oppenheimer, decided to inform all team members of the nature of the project, its extreme urgency and its critical importance to the end of the war. Unsuspected energy freed itself and work advanced in leaps and bounds.

Informing staff about the mission, giving meaning to their work and trusting them is a guarantee of success for any project.

2 Definitions and books

2.1 Definitions

The beginning of wisdom is the definition of terms. Socrates

The profusion of terms and expressions used for the name and type of management in the numerous books, articles and blogs on the liberated company is a little confusing. To know that we are talking about the same thing (liberating the energies of staff and the wisdom of leaders) we cite some of these notions below.

Some terms synonymous with liberated company:

- company (organization):
    - adapted
    - agile
    - alive
    - altruistic
    - autonomous
    - cellular
    - centered on freedom (freedom centered company)
    - collaborative
    - conscious business
    - creative
    - decentralized
    - democratic
    - efficient
    - elastic
    - empowered
    - empowering
    - evolutionary (evolutionary organization)
    - extent
    - freed-up
    - happiness (happy organization, delivering happiness)
    - holistic
    - horizontal
    - humanist
    - learner (learning organization)
    - liberating
    - positive
    - reinvented
    - self-governed
    - teal
    - without hierarchy
    - without manager (no manager company)
- creative network
- increased liability company

 Some concepts used in the liberated company:

- systematic approach
- happiness advantage
- auto control
- self-direction

- self-organizing
- self-governance
- self-management
- self-organization
- self-regulation
- distributed authority
- user-friendliness
- shared behavior
- co-creation
- decentralization
- decompartmentalization
- de-hierarchization
- concertative democracy
- circular economy
- intrinsic equality
- human element
- governance:
    - collaborative
    - collegiate
    - shared
- flat hierarchy
- holacracy
- collective intelligence
- intra-entrepreneurship
- leader:
    - servant leader
    - conscious leader
    - liberating leader
- leadership:
    - agile
    - goodwill
    - egalitarian
    - distributed
    - natural
    - shared
- corporate liberation
- democratic workplace
- management:
    - agile
    - increased
    - autonomous
    - cellular
    - collaborative
    - cooperative
    - uninhibited
    - democratic
    - innovation
    - sustainable
    - ethics
    - global
    - humanist
    - released
    - by integration and self-control
    - by trust

         o by calm
         o by Talents
         o participative
         o flat
         o radical
- meritocracy
- performance
- lateral power
- presumption of trust
- positive psychology
- distributed responsibility
- sociocracy
- shared value

Definitions of liberated company:

- a company whose majority of employees are completely free and responsible to take any action that they - not their bosses or procedures - decide is best for their company's vision. Isaac Getz
- a company where we have freed the productive from the constraints of the unproductive. Jean-François Zobrist
- a company in which employee empowerment is considered a performance lever. Emmanuel Nardon
- a company where there are no bosses but servant leaders and autonomous and responsible people

Some definitions used in this module:

Agility: *ability of a system to respond quickly to change*
Anomaly: *variation compared to what is expected*
AV: *added value*
Conformity: *fulfillment of a specified requirement*
Control: *ensure compliance with the specified criteria*
COQ: *cost of obtaining quality*
Corrective action: *action to eliminate the causes of nonconformity or any other undesirable event and to prevent their recurrence*
Criticality*: level of a potential risk*
Curative action: *action to eliminate a detected nonconformity*
Customer satisfaction: *top priority objective of every quality management system related to the satisfaction of customer requirements*
Customer: *the one who receives a product*
Defect: *nonconformity related to a specified use*
Direction: *group or persons responsible for management at the highest level of the company*
Dysfunction: *deviation in the ability of a functional unit to perform a specified function*
Effectiveness: *capacity to perform planned activities with minimum effort*
Efficiency: *financial relationship between achieved results and resources used*
Fail safe device*: system allowing the prevention of errors by eliminating the human factor*
Failure: *variation of aptitude of a functional unit to satisfy a specified function*
FMEA: *Failure Mode and Effects Analysis*
Gemba: *from Japanese, = real place, in the field*
Indicator: *value of a parameter, associated with an objective, allowing the objective measure of its effectiveness*
Interested party: *person, group or organization affected by the impacts from a company*

ISO: *international organization for standardization*
Kaizen: *from Japanese, kai = change et zen = good (for the better, better), Kaizen = continual improvement*
Management system: *set of processes allowing objectives to be achieved*
Manager: *someone who gets results through other people*
Nonconformity (NC): *non-fulfillment of a specified requirement*
Non-quality: *gap between expected and perceived quality*
Organization: *a structure that satisfies a need*
Poka-Yoké: *from Japanese Poka – unintentional error, Yoké – avoid. See Fail safe device*
Preventive action: *action to eliminate the potential causes of nonconformity or any other undesirable event and to prevent their appearance*
Problem: *gap that must be reduced to obtain a result*
Process: *activities that transform input into output*
Product (or service): *any result of a process or activity*
QCDSE: *Quality, Cost, Deadline, Safety, Environment*
Quality management system (QMS): *everything necessary for the quality management of a company*
Quality management: *activities allowing the control of an organization with regard to quality*
Requirement: *implicit or explicit need or expectation*
Risk: *likelihood of occurrence of a threat or an opportunity*
Safety: *aptitude to avoid an undesired event*
Scrap: *treatment of an unrecoverable product*
SMED: *Single Minute Exchange of Die*
SPC: *Statistical Process Control*
Stakeholder: *person, group or company that can affect or be affected by an organization*
Supplier: *the one who provides a product*
System: *set of interacting processes*
TQC: *Total Quality Control*
Waste: *anything that adds cost but not value*
WWWWHHW: *Who, What, Where, When, How, How much, Why*

No performance without common language. Jean-François Zobrist

In the terminology of quality management systems, do not confuse:

- accident and incident
    - an accident is an unexpected serious event
    - an incident is an event that can lead to an accident
- anomaly, defect, dysfunction, failure, nonconformity, reject and waste:
    - an anomaly is a deviation from what is expected
    - a defect is the non-fulfillment of a requirement related to an intended use
    - a dysfunction is a degraded function that can lead to a failure
    - a failure is when a function has become unfit
    - a nonconformity is the non-fulfillment of a requirement in production
    - a reject is a nonconforming product that will be destroyed
    - a waste is when there are added costs but no value
- audit program and plan
    - an audit program is the annual planning of the audits
    - an audit plan is the description of the audit activities
- audit, inspection, auditee and auditor
    - an audit is the process of obtaining audit evidence
    - an inspection is the conformity verification of a process or product
    - an auditee is the one who is audited
    - an auditor is the one who conducts the audit

- control and optimize
  - to control is to meet the objectives
  - to optimize is to search for the best possible results
- customer, external provider and subcontractor
  - a customer receives a product
  - an external provider provides a product on which specific work is done
  - a subcontractor provides a service or product on which specific work is done
- effectiveness and efficiency
  - effectiveness is the level of achievement of planned results
  - efficiency is the ratio between results and resources
- follow-up and review
  - follow-up is the verification of the obtained results of an action
  - review is the analysis of the effectiveness in achieving objectives
- inform and communicate
  - to inform is to give someone meaningful data
  - to communicate is to pass on a message, to listen to the reaction and discuss
- objective and indicator
  - an objective is a sought after commitment
  - an indicator is the information on the difference between the pre-set objective and the achieved result
- organization and enterprise, society, company
  - organization is the term used by the ISO 9001 standard as the entity between the supplier and the customer
  - an enterprise, society and company are examples of organizations
- process, procedure, product, activity and task
  - a process is how we satisfy the customer using people to achieve the objectives
  - a procedure is the description of how we should conform to the rules
  - a product is the result of a process
  - an activity is a set of tasks
  - a task is a sequence of simple operations

Remark: each time you use the expression "opportunity for improvement" instead of nonconformity, malfunction or failure, you will gain a little more trust from your interlocutor (external or internal customer).

For other definitions, comments, explanations and interpretations that you don't find in this module and in annex 06, you can consult:
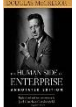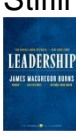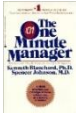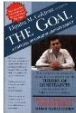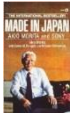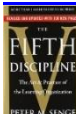
- ISO Online Browsing platform (OBP)
- IEC Electropedia
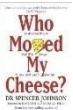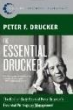
2.2 Books
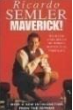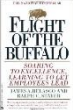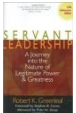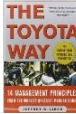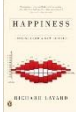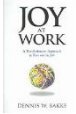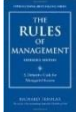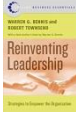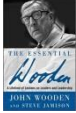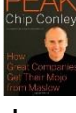
Reading is not necessary for the body, only oxygen is, but a good book oxygenates the mind. Dany Laferrière
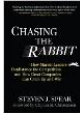
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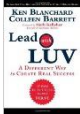
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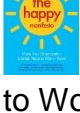
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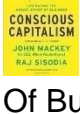
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When I think of all the books still left for me to read, I am certain of further happiness. Jules Renard

3 The company

3.1 Types of companies

3.1.1 Traditional

No company can be successful, in the long run anyway, if profits are its principal goal. Ricardo Semler

The scientific organization of work (Frederick Taylor, late 19th century) contributed to the rise of mass industry.

This is McGregor's Theory X (see § 1.3) and its command and control environment:

- we don't trust the staff too much
- control is omnipresent
- power and knowledge are concentrated
- intellectual work is centralized and separated from manual work (some use their heads, others their hands)
- instructions and execution times are standardized by managers
- everything that can be automated is automated

In the traditional business:

- we show the operator how to do his job without really explaining why
- the hierarchy is pyramidal with many levels (slow and opaque communication)
- we frequently monitor who is doing what
- arrival and departure times are controlled (we pay for the time and not the result)
- each decision is taken after a few signatures (bureaucracy, rigidity)

The results are increasingly disappointing following the low motivation (commitment) of staff.

3.1.2 Liberated

The price of freedom is responsibility. Douglas McGregor

Since the middle of the 20th century, supply has been greater than demand, the product, service and work have become more complex. A new organization is born.

This is McGregor's theory Y (see § 1.3) and its power-sharing environment:

- we fully trust the staff who take their responsibilities and participate directly or indirectly in all important decisions
- self-control is everywhere
- power and knowledge are distributed
- intellectual work is done by everyone
- standards are modified regularly by those who use them
- creation, innovation and imagination of staff are encouraged

In the liberated company:

- the operator understands why he is doing this work, voluntarily contributes to always doing better

- the hierarchy is horizontal with very few levels (fast and transparent communication)
- no one is monitored (you can take risks and innovate)
- arrival and departure times are released (within the limits where this does not disrupt the team's results); this is also valid for days off
- decisions are made quickly (consultation, discussion, consensus)

The results are very positive following the strong motivation (commitment) of the staff.

One of the first companies to implement a liberated organization was W. L. Gore & Associates, founded in 1958 and known for its countless innovations (GORE-TEX and thousands of others).

For the market, the liberated company is above all:

- agile
- flexible
- reactive
- dynamic
- innovative

To make people happy at work we must release their energies on a voluntary basis. It's choosing to share:

- vision
- the power
- the information
- the knowledge
- trust
- profits
- the efforts
- the joys

True story

In 1976, Herbert Lefcourt carried out the following experiment: two groups had to solve some puzzle and rebus type enigmas in a very aggressive sound environment (lively discussions in foreign languages and various unpleasant noises).

The second group had a button to mute the noise. He solved 5 times more puzzles than the first group.

The surprise is that no one from the second group used the button at any time.

But knowing that the decision to activate the button was available to them makes all the difference.

3.1.3 Comparison

Trust pays off more than control. Jean-François Zobrist

Figure 3-1 shows the classic structure (traditional pyramid), the agile structure (inverted pyramid), and the circle structure (self-managed teams). The last two structures are variations of the liberated company.
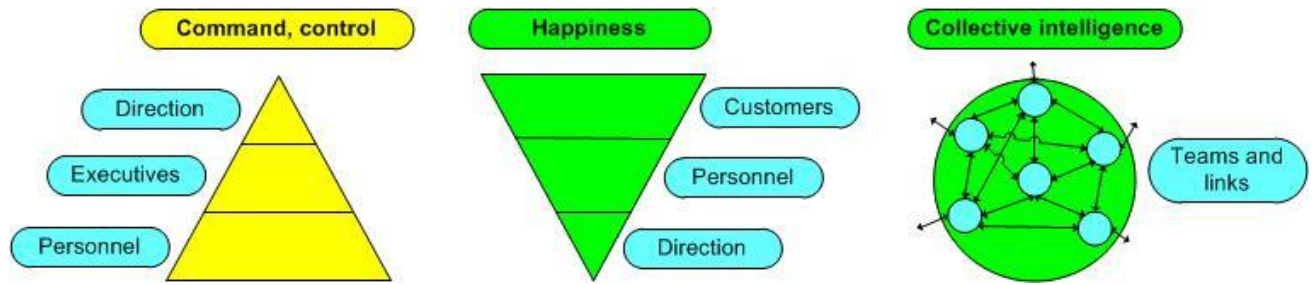
Figure 3-1. The three structures

In Table 3-1 some differences between traditional and liberated companies are shown.

Table 3-1. Comparison between the two types of companies

Subject	Traditional company ("how")	Liberated company ("why")
Achievement	Privileges for some	Equality for all
Activities outside of work	Almost non-existent	Sports teams, friendly teams, interest and leisure associations
Behavior based on	Rules, suspicion	Values, trust
Bonuses	Individual result	Team efforts
Commercial	Sells what we can do	Does what the customer needs
Creativity	Limited	Strong
Decisions	Approved and validated by management	Taken at the lowest level with the process of soliciting opinions
Discipline	Against the disruptive 3%	Trust ("man is good")
Economic environment	Offer exceeds demand	Offer anticipates demand
Expenses	Limited at each level, validated	No limits but obligation to seek opinions
Freedom	What is not allowed is prohibited	What is not prohibited is allowed
Function	Job description, title	Commitment, versatility
Goal (purpose)	Make money	Delight the customer in a profitable way
Hierarchy	Pyramid, compartmentalized services, a few levels	Circles, horizontal structure, no barriers, very few levels
High-level manager	Delegates, does not go into details	Participates in improvement teams, spreads the knowledge of "seeing waste"
How to lead	Plan, manage, order	Feel, serve, suggest
Improvement	Technical teams, very modern equipment (technological breakthrough), new project	All personnel, low costs (common sense, foolproof devices), regularly
Information	Filtered, source of power	Transparent for all
Innovation	If there is a problem, the person responsible is blamed	Everyone has the right to make mistakes
Inspection	Inspect the product by a specialized service	Inspect the process by operators
Leadership	Command, control, manage staff and resources	Facilitate, unleash creativity, serve others
Local manager	Transmits orders from top to	Behaves like a coach who

	bottom	anticipates, listens to suggestions, helps and sets an example
Management	From top to bottom, I command, you obey	Responsibilities delegated to the operator (autonomy)
Market	Gain more share	Become and stay the best
Mission	Create more value for shareholders	Create more happiness and value for all stakeholders
Monitoring	Compliance, sales	Performance, profits
Motivation	Bonuses, stability, recognition	Self-fulfillment, pleasure, responsibility
Operator-manager relationship	The operator goes to see the manager	The manager goes to see the operator
Organization	Rigid	Agile
Penalties	Fear of the boss	Understanding of teammates
Personal development	Training	Education
Personnel	Human resources	Human wealth
Power	Centralized	Shared
Quality	Compliance, meet product requirements, multiple inspections	Commitment, meet customer requirements, operator self-quality
Recruitment	Correspond to the job description	Correspond to the state of mind of the team and the purpose of the company
Relationship at work	Executives are the experts. They direct and monitor	Operators know the work best and participate in decisions
Relationship with staff	Paid and rewarded	Respected, fulfilled
Relationship with the customer	Satisfaction	Surprise
Responsibility	The manager is responsible, the staff is accountable	The staff is responsible, the manager is accountable
Responsibility for quality	The quality department sorts, inspects, monitors, manages and decides	Everyone is involved in the processes and continual improvement
Skills	Specialized personnel	Versatile development
Small problem	Often ignored, forgotten, is never a priority, quality department	Any problem (small or large) is always considered by everyone as an opportunity for improvement
Staff commitment	Passive, minimal	Voluntary, deep
Structure	Pyramid, functions	Self-managed teams, commitments
Suggestions	To please the boss	To improve the process and the work environment
Supplier	Finding the lowest price	Long-term partnership
Target	Customer satisfaction	Stakeholder satisfaction
Unforeseen event	Fear, waiting for decision from hierarchy	Opportunity to learn, adapt and improve
Values	Know-how	Love-how
Vision and strategy	Developed and promoted by top management	Developed by collective intelligence and supported by top

		management
Way of managing	Management (maintain the system)	Leadership (enrich the culture)
Working hours	Fixed, time clock	Flexible, individual commitment

3.1.4 Specific cases

3.1.4.1 Scop

Another way of doing business

The Scop (workers' cooperative production society) is a participatory enterprise (personnel have priority over capital, which itself is subordinate to work). Examples Mondragon, Up (before Chèque Déjeuner).

Governance is democratic (during the general meeting each associate has one vote). Managers must be accountable to all associates. All financial information is transparent and viewable by everyone.

Each associate also has duties: he is responsible for his performance in front of the other associates.

The distribution of profits is equitable and fixed by law.

Freedom of membership is guaranteed (on average 80% of SCOP employees become associates after two years of seniority).

Possible weak points:

- heavy hierarchy
- large bureaucracy

3.1.4.2 Lean

Lean is like a muscle; more it is used, the more it strengthens. Jamie Flinchbaugh

Lean: *philosophy, approach, method, way of seeing, learning and thinking to achieve operational excellence*

A company that has adopted the Lean approach (see § 7.4) often uses the best organizational practices and tools from the past, among which the Kaizen philosophy (see § 7.2) has an essential place. Example Toyota.

Kaizen: *from Japanese kai - change, zen - good*

Continual improvement step by step to create more value and less waste. The Kaizen approach is based on common sense and staff motivation

Some necessary conditions for a company to embark with a prospect of success in the Lean journey:

- the approach comes from top management or their support is total
- be in a competitive market environment (want to make profits)

- have a customer orientation (know what customers expect in terms of added value in the long term)
- have as a strategic objective the reduction of execution time (hunting for waste, pull flow, reduction of batches)
- maintain a daily self-improvement system

You can check your top management's commitment to the Lean approach with a test in annex 01.

Continual improvement is like a heart that beats without rest and is an integral part of corporate culture. The opportunities for improvement are endless, but since time and resources are not, choose your priorities carefully.

Possible weak points:

- easy caricature (focus only on productivity gains)
- difficulty (75% failure rate of those who tried to implement Lean)
- low management involvement
- confuse the Lean toolbox with the Lean philosophy
- strong resistance to change
- poor preparation

More than 400 activities relating to the failures and successes of the Lean approach are listed in annex 02.

3.2 Liberated company

3.2.1 Principles

If you want to go fast, go alone. If you want to go far, let's go together. African proverb

Some principles and methods found in liberated companies:

- total involvement of top management (the first push comes from top management)
- sharing of the vision (we are all voluntarily moving in the same direction)
- the values are accepted (but limit values are respected)
- mutual trust:
    - give before receiving
    - serve before helping yourself
    - justice for all
    - exemplary leadership
    - mistake culture (no penalty if I make a mistake, but I learn from my mistakes)
- respect for staff:
    - treat each person:
        - like an adult
        - with his individual dignity
        - as a volunteer (suggest, propose and not order)
    - guarantee freedom of:
        - idea
        - speech (no taboo subject)
        - experience
        - action

- creation
  - process to manage conflicts internally when a commitment is not respected
  - launch stimulating challenges
  - admire the final fruit of his work
  - sharing of profits (or part of it because the balance between shareholders and others is always delicate)
  - compatibility of team members
  - decentralization of the organization (team autonomy)
- total transparent information (everyone has all the necessary information at all times)
- the efforts and results of the team are encouraged, rewarded and recognized (frequent celebrations)
- free and accessible training and education for all:
  - training is no longer an issue of power. No training to move up the hierarchy like:
    - manager for the first time
    - senior leader
  - competence is valued and encouraged
  - specific "liberated company" training courses often provided by interns such as:
    - conflict management
    - communication within the team
    - process soliciting opinions
    - team coach
- auto control. Everyone on their job is their own quality inspector:
  - I do not accept to take non-quality
  - I do not produce non-quality
  - I do not transmit non-quality
- approval of each new recruitment by the entire team concerned
- proposal and validation of investments by the team who will use them
- everyone's initiative is encouraged, recognized and supported
- signs of power and hierarchy are removed (chief parking lot, top management toilets)
- coffee and other drinks are free for everyone
- questioning is daily
- every day ask yourself what my contribution is to achieving the objectives
- with each decision, ask yourself whether it brings added value for the customer
- meetings are short (standing)
- innovations constantly flourish with the main goal of surprising the customer
- customer feedback during design is sought
- start-up spirit:
  - euphoric atmosphere
  - maximum autonomy
  - boundless trust
  - pleasure of teamwork
  - pride in innovation
  - sense of collective ownership ("our company")

Liberation does not eliminate power; it transforms it by sharing it and empowering all staff.

A happy workplace requires great self-discipline. Liisa Joronen

Freedom does not mean anarchy because when each person assumes their new responsibilities they:

- exercises meticulous self-control

- respects rigorous self-discipline
- commits to the team
- knows that you must be accountable to your team members

3.2.2 Share the vision

Vision without action is a dream. Action without vision is a nightmare. Japanese proverb

Some notions:

- our vision is what we want to become (coherent promise)
- our purpose (our reason for being, our mission, our goal) is to create added value and happiness for all stakeholders by adhering to our values and promoting sustainable economic development
- our values (what we believe in) are the basis of our relationships
- our strategy (our way of being) is how we achieve our objectives
- our objectives (results to obtain) is how we measure our success

When there is a genuine vision (as opposed to the all too familiar "vision statement"), people excel and learn, not because you tell them, but because they want to. Peter Senge

We can start by asking these questions:

- what is your core business?
- what are the unknown needs of your customers?
- what product (service) could surprise (delight) your customers?

Top management ensures the necessary conditions for the creation and approval of a company vision (with the active participation of all staff and, if appropriate, customers). Staff buy-in will be gained with a compelling explanation and in-depth discussion.

Each member of staff can choose their essential and desired values on a piece of paper, members of top management do the same and then the results are compared. A consensus must be found on a limited number of identity values.

For each value chosen, a survey can be carried out with all staff. The survey consists of establishing a more or less long list of all types of behavior on which a majority can be reached (see the fifty convincing examples in Laurence Vanhée's book *Happy RH*, pages 118 to 122). And then find a suitable way to communicate on this list.

Top management remains the guarantor of the vision, values and corporate culture. The vision cannot be imposed but the conditions that will help staff adhere to it can be changed.

More freedom, autonomy and responsibility lead to more happiness and performance because we know why we work.

Make money for a company is like oxygen for one person; if you do not have enough, you are lost. Peter Drucker

So money is a condition, it is not an end.

Some examples worthy of inspiration:

• AES' mission ("to serve society in an economically sustainable way with safe, clean and reliable electricity") and its shared values and principles:
- o integrity
- o justice
- o social responsibility
- o pleasure (freedom to decide)

• the 3M credo: "Hire the right people and leave them alone"

• the URISAIL management of Bretagne Ateliers:
- o User-friendliness
- o Rigor
- o Involvement
- o Simplicity
- o All together
- o Improvement
- o Longevity

• the vision of Chronoflex: "Together, every day, we consider our customers at the center of all our actions with the sole mission: our performance for your success!":
- o performance through happiness
- o cultivate customer love
- o respectful and responsible team
- o a spirit of openness and open-mindedness

• the best of Davidson code (60 pages):
- o Flat Management
- o A butterfly wing flap
- o State of (Financial) Independence
- o Respect is a two-way street
- o Tribal management
- o The Dav campus
- o Satisfaction V3
- o Tonight, it's an open bar!
- o A crazy idea

• Davita's essential values:
- o service excellence
- o integrity
- o teamwork (one for all, all for one)
- o continuous improvement (always asking yourself how to do better)
- o accountability of everyone
- o self-fulfillment (what we do is in line with our goals and dreams)
- o fun (we love our job and do it with pleasure)

• Favi's vision: "Always more, better for less, in the love of our customers, in Hallencourt and with respect for the land of our children" and some values:
- o man is good (respect for man)
- o love your customer (he's the one who pays me)
- o shared dream (image of the tree)
- o no performance without happiness
- o common goal
- o collective intelligence
- o the one who does is the one who knows
- o replace power with will based on the sharing of knowledge
- o morals:
  - ▪ good faith
  - ▪ common sense
  - ▪ goodwill
  - ▪ good mood

- Fish's "Love what you do" approach:
  - choose your attitude
  - where to play
  - brighten their day
  - be present
- mission "Building a better world by helping people find what they are looking for" and the 10 fundamental principles of Google:
  1. Focus on the user and all else will follow.
  2. It's best to do one thing really, really well.
  3. Fast is better than slow.
  4. Democracy on the web works.
  5. You don't need to be at your desk to need an answer.
  6. You can make money without doing evil.
  7. There's always more information out there.
  8. The need for information crosses all borders.
  9. You can be serious without a suit.
  10. Great just isn't good enough.
- Gore's culture, the "Earn money while having fun" objective, Theory Y (see § 1.3) and respect for its essential values:
  - innovation and creativity without barriers:
    - freedom of speech and to solve problems yourself
    - commitment, passion, good behavior
  - long term vision
  - corporate culture:
    - freedom
    - waterline
    - commitment
    - fairness
  - personal relationships based on:
    - trust
    - justice (fairness towards all)
  - network organization, consultation of other partners before undertaking an action likely to affect the reputation of the company
  - promote the professional development of other associates:
    - in-depth and shared knowledge
    - skills
    - responsibilities
- Happy's manifesto and its 10 points:
  1. Enable People to Work at Their Best
  2. Make Your People Feel Good
  3. Creating a Great Workplace Makes Good Business Sense
  4. Freedom within Clear Guidelines
  5. Be Open and Transparent
  6. Recruit for Attitude, Train for Skill
  7. Celebrate Mistakes
  8. Community: Create Mutual Benefit
  9. Love Work, Get a Life
  10. Select Managers Who Are Good at Managing
- the essential values of Harley-Davidson:
  - tell the truth
  - be fair (equitable)
  - keep your promises
  - respect the individual
  - encourages intellectual curiosity

- the transparency (participatory culture, trust,) of HCLT:
    - everyone knows the vision and understands their contribution to achieving the objectives
    - everyone has a deep, personal commitment to the company's goals
    - transparency is reciprocal with customers
    - customers must be satisfied but also delighted and happy
- Herman Miller's commitments:
    - share:
        - ideals
        - ideas
        - the objectives
        - respect
    - live, work and be safe
    - intelligently exploit resources
    - be eco-inspired
    - be stimulated by the community
- the constitution of Holacracy (and the comic strip on the igipartners site):
    - roles and people in charge of roles
    - circle structure
    - governance process
    - operational process
    - adoption issues and authorities
- the Culture Code (135 slides) from Hubspot "Create a company we love" and its 7 points:
    1 we are maniacal about our mission and our measures
    2 we strive to solve for customer
    3 we are radically transparent
    4 we believe in autonomy, not autocracy
    5 we are excessively picky about our staff
    6 we invest in individual mastery and market value
    7 we constantly challenge the status quo
- Imatech: "Doing the business the way we like it"
- Kiabi slogan ("Offering the world happiness to wear") and values:
    - do a job that I love
    - with people I love
    - for people I love
- the MEDEF manifesto for a new management and its principles:
    - give meaning and empower employees:
        - a shared ambition, clear objectives, an explicit business project
        - clearly defined organization and responsibilities, consistent with the business project
        - a managerial culture that builds trust
    - create a working environment favorable to employee engagement:
        - a respectful company concerned about its societal role
        - a management method attentive to the professional development of each person
    - revisit the methods of compensation and recognition:
        - fair and transparent evaluation procedures
        - promoting a participatory and rewarding culture
- Morning Star principles and values:
    - never use force towards others (conflict management process) and
    - always honor your commitments
- the Netflix culture:
    - Encourage decision-making by employees

- o Share information openly, broadly and deliberately
- o Communicate candidly and directly
- o Keep only our highly effective people
- o Avoid rules
- the 4 essential values of NixonMcInnes:
  - 1 achievement: short-term pleasure for long-term satisfaction
  - 2 autonomy: just do it
  - 3 transparency: be yourself
  - 4 ease: support unconditionally, share beyond expectations
- the welcome message at Nordstrom: "Our number one goal is to provide exceptional service to our customers. Set the bar high for your personal and professional goals. We have every confidence in your ability to achieve them, which is why our integration manual is very simple. We only have one rule…: "Use common sense in all circumstances"
- the Poult project "Building together a corporate citizen where freedom and trust in its people ensure performance and sustainability":
  - o its values:
    - respect
    - professional requirement
    - progress together
    - all winners
  - o its challenges:
    - make innovation everyone's business
    - create a company where everyone gives the best of themselves
    - create a living system capable of spontaneous renewal
- the fundamentals of Probionov:
  - o justice
  - o common vision
  - o ways to act
  - o see your results
- the four priorities of Richards Group:
  - 1 can we do a good job?
  - 2 can we cultivate difference?
  - 3 can we have fun?
  - 4 can we make money?
- the 5 production fundamentals of SEW-Usocome:
  - 1 clean, safe company, concerned about the health of employees and respectful of the environment
  - 2 empty, orderly and fluid company
  - 3 transparent and efficient company
  - 4 visual business
  - 5 calm and participatory company
- a single watchword at Sogilis: "Satisfy the customer by making yourself happy"
- Southwest's mission is "dedication to the highest quality of customer service delivered with a sense of warmth, friendliness, individual pride and entrepreneurial spirit"
- Spotify-style agility:
  - o continuous improvement
  - o iterative development (short learning cycles)
  - o simplicity
  - o confidence
  - o servant leadership
- Techné's sustainable development strategy and its 3 guiding principles:
  - 1 preservation of the environment

2 economic success

3 social responsibility

- the One for One concept of TOMS: "commercial company based on donations without depending on donations"
    - o for every purchase, TOMS will help someone in need (match each pair of shoes purchased with the donation of a new pair for a child in need)
    - o we believe we can improve people's lives through business
- Valve's newcomer manual (37-page pdf)
- Whole Foods Market declaration of interdependence ("community working together to create value for others") and
    - o its principles:
        - ▪ higher purpose and essential values
        - ▪ integration of stakeholders
        - ▪ conscious leadership
        - ▪ conscious culture
    - o its mission:
        - ▪ good (serving others)
        - ▪ the real (discover, invent, innovate)
        - ▪ beauty (pursuing excellence)
        - ▪ heroic (improving the world with courage)
- the Zappos culture book (more than 250 pages) and its 10 essential values to provide happiness to employees and customers:

    1 amaze the customer with the quality of service

    2 embrace and drive change

    3 be funny and a little unusual

    4 be bold, creative and open-minded

    5 grow and learn

    6 build open and honest relationships

    7 develop a constructive team driven by a family spirit

    8 do more with less

    9 be passionate and determined

    10 stay humble

- Zenika's values: transparency, sharing, conviviality

When the vision is shared by everyone, cruising speed is optimal because everyone is rowing in the same direction.

3.2.3 Sharing power

All decisions should be made as low as possible in the organization. Robert Townshed

Sharing power means delegating responsibility to others, maintaining an interest in the work and results, knowing when to offer help.

A decision is made either by:

- the leader
- consensus
- the process of soliciting opinions (everyone can make a decision but after consulting stakeholders and those who have expertise)

The advantages of the process of soliciting opinions (see Dennis Bakke's book *Joy at Work*):

- the people contacted are at the center of the process, feel honored and desired
- asking for advice is an act of humility, relationships deepen
- making decisions is excellent on-the-job education
- the chances of reaching the best decision are greater than a top-down approach
- it's pure pleasure for the person making the decision

The 7 possible levels of delegation (see Jurgen Appelo's book *Management 3.0 Workout* and the game "Delegation Poker"):

1 announce: I make the decision and announce it to the team
2 sell: I make the decision and try to get the team to buy in
3 consult: I consult the team then I make the decision
4 agreement: I discuss to reach a common decision (consensus)
5 advisor: the team consults me and makes the decision
6 inform: the team makes the decision and informs me
7 delegate: the team makes the decision without consulting or informing me

Some ideas for letting go:

- completely free the information
- regularly ask what obstacles need to be overcome to achieve great performance (nothing less than the best)
- invite staff into the discussion around objectives
- leave the last word to the team on:
  - short-term objectives
  - the means of measuring performance
- give a little more autonomy each time to:
  - the choice of actions
  - the distribution of tasks
  - team members
  - performance evaluation
  - the schedules
- use the pronoun "we" rather than "I"
- be reachable at all times

True story

Irv Refkin says "Trust makes money."

To secure and distribute the tools in his repair business, his assistant suggested he hire a storekeeper. Result: salary of $35,000 and queues in the morning to pick up the tools and queues in the evening to return the tools.

Solution: transform the tool store into open access and find another job for the storekeeper. Result after a year: a loss of 2000 dollars for missing or stolen tools and no queue in front of the store.

3.2.4 Enrich the corporate culture

No one can whistle a symphony alone; only an orchestra can interpret it. Halford Luccock

Corporate culture is a state of mind which depends above all on:

- specificities of the cultural, social and historical environment
- the tradition and personality of top management
- the temperament and particularities of the staff

Adopting the corporate culture means accepting:

- the style of life
- obligations and prohibitions
- rights
- anything that is strongly encouraged by the team

Our behavior, common language and actions are found in the outer (visible) circle of our personality, cf. figure 3-2.
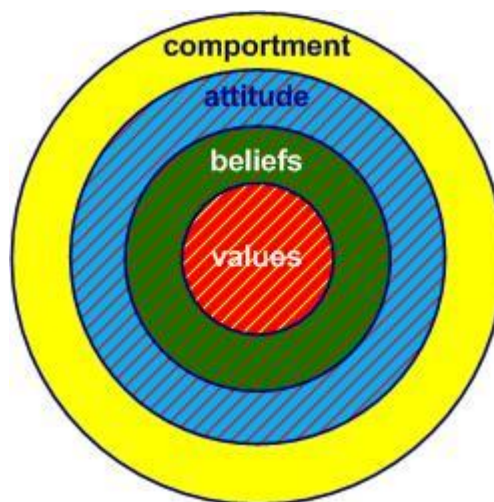
Figure 3-2. Personality circles

The (inner) circles are hidden and are:

- our attitude, our daily habits, our reflexes, our skills, discipline, practices and unwritten rules
- our beliefs, our way of thinking, our preferences
- our values, our motivations

Our attitude is the fruit of our values and our beliefs. Our behavior depends on our attitude.

We can choose the attitude we bring to our work. Stephen Lundin

Changing values, beliefs and attitudes is a very difficult task. But changing the environment can easily change our behavior (see § 6.3).

True story

In the early 2000s John Iwata, an advisor to IBM management, proposed allocating $5,000 to each manager for emergency expenses, without approval or explanation.

With its 30,000 managers, that amounted to $150 million in uncontrolled expenses.

But specific procedures must be put in place to control these millions, said people from the finance department.

No, said director Sam Palmisano. It's trust. It's a $150 million trust bet.

A year later it was found that only $150,000 had been spent.

Changing culture takes time and examples, especially to fight against habits and fear of the new.

Some ideas for enriching the corporate culture in the autonomous team and its natural leader (he stands out in the field through his kindness and dedication to serving the team):

- respect staff
- maintain mutual goodwill and trust
- be open to feedback
- let staff decide (freedom and responsibility)
- share values even with stakeholders
- honor your commitments
- love the customer
- learn from one's mistakes
- encourage collective intelligence:
  o creativity
  o innovation
  o initiative
- build close ties
- be concerned for the well-being of staff
- make work fun
- help develop a pleasant environment
- show solidarity towards society

To give your best, you must meet conditions such as:

- a fair and pleasant environment
- autonomy and freedom (I have a say in decisions)
- passion for work (I love my work)
- the desire to do better (I am proud of my work)
- my personal objective is consistent with the vision and values of the company

3.2.5 Implementation

Moving towards a liberated company is a learning journey in which everyone must find their own path

Transforming the company means changing:

- corporate culture
- the hierarchical structure
- the organizational system

This liberation is an ongoing process that requires a lot of:

- will
- participation
- effort and
- time

Each company is unique, which means that you have to find your rhythm to adapt the transformation of:

- corporate culture
- common values
- traditions

The initiative can only come from top management at its highest level, because it is the only one that has the possibility of fundamentally changing the basic structures. This implies:

- leave your ego aside for good (know how to be vulnerable)
- replace the habit of ordering with mutual trust
- share the vision
- ask yourself for each action if it is consistent with the vision
- have as a priority serving others
- delegate authority and apply the process solicit opinions (for any decision everyone must consult the affected people and people with expertise)
- establish one's moral authority through actions

Obtaining the agreement of the legitimate owner of the company is an essential condition for embarking on the release of staff energies.

The support of all staff will come little by little.

Asking lots of people regularly what can improve the work environment is a way to find out what people want (which will make them happier and therefore more successful).

Show where you want to go, explain why (it's often so as not to disappear), praise the project (it will be better than before), listen to opinions, discuss the first steps together.

A few steps to move forward calmly towards the liberated company:

- try to define:
  - vision:
    - where do we want to go
    - why
  - our reason for being (our purpose)
  - our corporate culture
  - all our stakeholders
- find out how to:
  - create more value for all our stakeholders
  - create a workplace full of love, joy and meaning
  - show more love and care to our employees, customers and suppliers
  - improve our hiring practices
  - move towards fairer remuneration, promotion and rewards practices
- identify and break down together one by one all the barriers to the vision (everyone is free to propose actions to challenge the hierarchy)
- tend towards a three-level hierarchy:
  - director (owner)
  - leaders (managers)
  - operators (associates)
- share the:
  - common values:
    - why are we together

- how are we together
  - o passion (who doesn't like listening to a great story?)
  - o power
  - o expertise of the profession
  - o benefits
- give meaning to work
- rely on collective wisdom:
  - o free:
    - speech
    - ideas
    - opinions
    - originality
    - imagination
    - creation
    - innovation
    - continuous self-improvement
  - o co-build without moderation
  - o reduce the fear of mistakes (this is always an opportunity for improvement)
  - o manage conflicts (if possible at least at the beginning):
    - at the source
    - internally
- establish mutual trust:
  - o enforce flawless justice (goodwill for all)
  - o seek to inspire more than to motivate (speak with actions)
  - o regularly evaluate remuneration together (salaries and others)
- release information:
  - o publish financial results
  - o communicate in both directions
- provide:
  - o means:
    - necessary financial
    - enough time
    - essential skills:
      - training of servant leaders
      - staff education (continuing training)
    - books on the liberated company (see § 2.2)
    - visits to liberated companies
  - o support at all levels such as:
    - mentoring
    - tutoring
    - support
  - o a work environment where you want to come and stay
- spread knowledge
- determine priorities together:
  - o define the steps
  - o adjust the sequence of actions
  - o distribute the work (who does what)
  - o delegate authority (who is responsible for what)
- bring teams into playful competition
- measure performance by the results obtained
- encourage online work outside the office (teleworking)
- include games and other informal entertainment
- celebrate and reward successes (even the smallest ones)

(Almost) true story

At the beginning of the 20th century two salespeople were sent to Africa to assess the shoe market. Their telegrams:

    - it's a real disaster. They don't wear shoes
    - this is a fantastic opportunity. They don't wear shoes yet

Some ideas for better progress:

- McGregor's theory Y is applied at all levels (see § 1.3)
- top management develops the necessary conditions:
  - vision:
    - creation
    - maintenance
    - understanding and sharing by all
  - for:
    - benefit from reciprocal goodwill
    - free information and exchange of ideas
    - create an atmosphere of staff recognition
    - that everyone can thrive (be proud of their work)
- everyone must be able to:
  - participate in decisions that affect their area of influence
  - understand the decisions of others (have all the information at hand)
- leaders regularly ask the question: how can we do our work better?
- delight the customer in a profitable way
- customer feedback goes directly to the team involved
- the autonomous team is the basic unit of the company
- the number of staff in the company is 150 maximum (everyone knows each other)
- responsiveness is strong (few procedures that are short and clear)
- listen to weak signals
- the staff:
  - takes initiatives
  - innovates, creates, tests, tries
  - have fun together
  - eliminates waste (anything without added value for the customer)
  - makes mistakes without fear (right to fail)

To err is human, but to persevere is diabolical. Latin proverb

 Pitfalls to avoid:

- going too fast (putting the cart before the horse)
- liberate the teams before:
  - gain the trust of all staff
  - train leaders and staff
- failing to convince managers (senior and middle managers):
  - benefits of self-management
  - not to be afraid of losing their power
- think that chaos will be stronger than self-organization
- stop improving
- delegate without staying in the field
- stay serious and formal (never have fun)

Minute of relaxation. Cf. joke "New manager".

4 Practices

4.1 Good practices

Theoretical knowledge is a treasure to which practice is the key. Tom Fuller

Some examples of good practices and testimonials in liberated companies (or on the path to liberation):

- 3M:
  - freedom to work on a project of your choice for 15% of the time (launched in 1948, example of the Post-it invented in 1974 by Art Fry)
- AES:
  - everyone is encouraged to become a leader
  - decisions are made by those affected
  - process of soliciting opinions (the opposite of the suggestion box)
  - multidisciplinary and self-managed teams
  - recruitment is carried out by the teams or their representative
  - transparency of information for all
  - synergy of values at work and at home
  - the sharing of values is intellectual and emotional
  - equal salaries (no hourly rate) plus bonuses offered by colleagues based on performance:
    - individual
    - of the team
    - of the company
  - annual staff satisfaction surveys with:
    - interpretation of values
    - evaluation of colleagues and leaders
  - risk management, social and environmental responsibility are part of the corporate culture
  - pleasure at work:
    - satisfaction and intellectual challenges
    - solicit opinions
    - don't take yourself too seriously
- AISECO:
  - employee commission based on customer feedback
  - salary of the manager voted by the employees
  - employees decide:
    - their increases based on results
    - who to hire and with what salary
- Alcoa:
  - risk of accident reduced by up to 0.1% thanks to activities:
    - see problems when they appear
    - resolve problems as soon as we see them
    - distribute acquired knowledge
  - continuous improvements for everyone in their area of responsibility are proposed and adopted
  - favorable environment for new ideas
  - be independent, respected and count on the spirit of mutual assistance in the team
  - diversity is encouraged at all levels
  - exceptional results are recognized and rewarded
- AMI:

- participative management (flexibility, agility):
  - no workshop manager
  - no purchasing service
  - no HR manager
  - no quality service
- autonomy, self-management. Workers:
  - buy the tools
  - manage:
    - work time
    - the needs for temporary workers
  - choose work outfits
  - share opinions and knowledge (multidisciplinary)
  - hunt down waste
- visual management (smileys)
- the customer is at the heart of the workshop
- beneficial partnership with suppliers (circular economy)

- Bretagne Ateliers:
  - for the candidate (80% of employees have disabilities):
    - natural abilities are detected
    - training is provided
    - the ergonomics of the workstation, the tools and schedules are adapted
  - trust in employees results in autonomous "villages" (teams)
  - each village is independent, has great power and chooses its:
    - values
    - missions
    - objectives
  - high responsiveness thanks to the versatility of the villagers
  - any idea for improvement is voted on by the members of the village then implemented by the supervisors
  - the implementation of each accepted proposal is the responsibility of its author

- Buurtzorg:
  - the team of 10 to 12 nurses is completely self-managed:
    - which patients to serve
    - work with which doctors, pharmacies, hospitals
    - rent and decorate your premises
    - task planning (flexibility)
    - vacations
    - the training to follow
    - hiring
    - daily mutual assistance
  - process of soliciting opinions (decision without consensus and without veto)
  - no leaders
  - no staff management

- Chronoflex:
  - few privileges:
    - no CEO office
    - no boss parking
  - transparent financial information
  - self-control
  - culture of error
  - decision-making process based on volunteerism and collective intelligence
  - the teams decide on:
    - investments
    - purchases

- hiring
- bonuses on:
  - individual profitability
  - team performance
  - overall profitability of the company
  - everyone knows their contribution and decides on their variable remuneration

- Davidson:
  - everything for the respect and well-being of the individual:
    - shared accommodation for young graduates
    - regular festive events
    - tablet for ideas in the cafeteria
    - nursery and concierge
  - promotes:
    - co-optation
    - internal promotions
  - a person responsible for atmosphere (it is no coincidence to be number one of the companies where it is good to work in France for 2015!)

- FAVI:
  - trust in staff is total
  - permanent search for customer love
  - the freedom to self-organize is limited only by two conditions:
    - limit values:
      - the man is good
      - customer love
    - interdependence in the team (less fatigue)
  - happiness at work:
    - abolition of all control (but self-control)
    - no time clocks
    - no barriers ("the devil is in the barriers")
    - autonomous mini factories per customer
    - freedom to do how ("it's the one who does who knows")
    - rotation of repetitive tasks
  - each mini factory manages its:
    - orders
    - costs
    - deadlines
    - sales
    - production
    - resources
    - training (10% of payroll)
    - production improvements
  - transparent information for all
  - jury of workers to reward the best action to increase performance (a car)
  - equitable sharing of results (same bonus for all)
  - no department:
    - staff
    - planning
    - launch
    - scheduling
    - methods
    - CAM
    - purchase
  - no:

- team leader
- workshop manager
- department head
- manufacturing manager
- technical director
- no time clock (nor bells)
- no boss parking
- unions

- Gamevy:
  - all owners
  - no investors or shareholders – our only goal is to please the customer and ourselves
  - no leaders
  - total freedom and transparency
- Google:
  - 20% of time is dedicated to personal projects (famous examples: Gmail, Google Earth, Google News, Labs.)
  - 10% of time is allocated to social projects
  - freedom in work:
    - flexible hours
    - minimal hierarchy, decentralized
    - everyone can propose:
      - an original idea
      - a solution to a problem
    - small self-managed teams
    - participatory innovation
    - spirit:
      - try and learn
      - I think I can
      - if you see an opportunity, go for it
      - throw early, throw often and throw fast
      - founders' trophy for any successful idea
  - real internal transparency:
    - "miscellaneous" list
    - current projects
    - achievements of the week
    - internal news and questions/answers of the week
  - any new project has an internal site (lots of feedback)
  - collective intelligence for decisions
  - exceptional working environment:
    - optimal supplies specially developed where the pleasant is added to the useful
    - rooms:
      - fitness
      - massage
      - hairdressing
        - spaces of:
          - entertainment
          - rest
          - sports
          - frequent parties
  - numerous benefits for well-being:
    - free food
    - financial assistance for young parents

- ▪ reimbursement for external training
- ▪ legal aid
- ▪ on-site medical services
- Gore:
    - o "start-up" spirit preserved (since 1958)
    - o units of less than 150 people to facilitate sharing:
        - ▪ skills
        - ▪ cooperation (sponsorship)
        - ▪ behaviors
    - o small teams where everyone knows everyone (responsiveness)
    - o any idea for a new product or improvement is directly proposed to those around them for discussion and support
    - o no bosses but natural project leaders, elected by the team (we want to follow them)
    - o self-discipline by all
    - o everyone contributes where they feel it is worth it
    - o freedom to request justification for any decision
    - o very little hierarchy
    - o no positions but commitments (power sharing)
    - o focused on creating value through trust in:
        - ▪ the staff
        - ▪ customers
        - ▪ suppliers
    - o half-day per week to "tinker"
    - o all employees (associates) are shareholders
    - o remuneration by team evaluation
    - o various freedoms such as naming the title of one's position (example of the hostess preferring the title "general of the armies")
- Groupe GT:
    - o very few hierarchical levels
    - o employee participation in the company (70% are shareholders)
    - o strong staff accountability
    - o merit pay
    - o Lean approach
    - o significant investment in training (own training institute and management school)
- Groupe Hervé:
    - o intra-entrepreneurship (autonomy of means and objectives):
        - ▪ consensus
        - ▪ cooperation
        - ▪ collective decision
    - o groups of 15 to 20 people:
        - ▪ conductor (catalyst, facilitator)
        - ▪ a priori trust
        - ▪ encourage diversity
        - ▪ pedagogy through error
        - ▪ participative management
        - ▪ accountability of each person (empowerment)
    - o collective intelligence
    - o monthly meetings to share experiences of happiness
    - o conflict management by peers and when necessary with external help
    - o transparent information (even on salaries)
- HCLT:
    - o everyone rates their leader, 360° evaluation (anonymous questionnaire)
    - o everyone can ask the CEO a question

- o caring internal forum dedicated to:
    - opinions on any subject
    - values linked to the passion of other members (at work and outside)
  - o the leader helps others do what they are best at because they are passionate and responsible
- Imatech: ▶
  - o trust – be worthy
  - o be a creator of value. Freedom to:
    - dare
    - make a mistake (right to make a mistake)
    - innovate
    - create your research team
    - dialogue
    - telework
  - o two limit values:
    - absolute respect for the customer
    - absolute respect for colleagues
  - o transparent information
  - o no function but missions
  - o each team defines its challenges
  - o facilitator managers (support, arbitration)
- Kiabi: ▶
  - o in the top 10 companies where it is good to work in France
  - o shared vision of the company by all staff
  - o participative management
  - o 72% of employees are shareholders
  - o accountability of everyone
  - o encouragement of boldness (new ideas and individual initiatives are welcome):
    - sites dedicated to:
      - o product categories
      - o overweight children
    - implementation supported by a project manager
      - o release of positive energies
      - o change of profession favored
  - o massive training:
    - 5% of payroll
    - internal training schools
  - o recruitment focused on personality, less on diplomas
  - o celebration of individual and collective successes
  - o participation in solidarity projects (Kiabi foundation)
- Leroy Merlin:
  - o vision developed by all staff
  - o all employees are shareholders (profits equitably distributed)
  - o sharing of strong values:
    - autonomy
    - commitment
    - simplicity
    - generosity
    - respect for others
  - o participatory management where everyone can:
    - get involved
    - dare
    - attempt
    - be proud of your contribution

- reap the benefits
  - passion and pleasure at work
- Lippi:
  - free spirit "living together"
  - shared ideal
  - a priori trust
  - autonomy of employees (adults and managers)
  - multiple training courses open to all
  - more initiative, less control
  - everyone is responsible (considers themselves an entrepreneur)
  - culture of:
    - decision
    - test
    - mistake
  - 360° evaluation
  - focus on what is good every day
- Morning Star:
  - no managers
  - no purchasing department
  - no staff department
  - everyone is responsible (self-organization)
  - team self-assessment
  - objectives are negotiated between team members (to end up in transparent "commitment contracts")
  - communication and coordination of activities with colleagues, customers, suppliers
  - everyone finds joy and excitement using their unique talents
- Netflix:
  - freedom to take unscheduled vacations (with the agreement of the team)
  - flexible hours
  - types of behaviors encouraged:
    - relevant judgment to make the right decisions
    - coherent communication with respectful listening
    - impact on results
    - curiosity
    - innovation
    - courage
    - passion
    - honesty
    - altruism
- NixonMcInnes:
  - we are not afraid to make difficult decisions (but while respecting our values)
  - true democracy
  - collective decision-making
  - measuring happiness on a daily basis as one of our basic indicators
  - celebration of failures because they are opportunities to learn
  - no accounting secrecy
  - salary increases reviewed by a grassroots elected group
- POULT:
  - autonomous, voluntary and responsible teams:
    - decisions on:
      - salaries
      - investments
    - initiative released for new projects

- learning in action:
  - freedom to experiment
  - right to make mistakes
- teams by product family:
  - choice:
    - goals
    - schedules
  - self-quality
- transparent information
- few hierarchical levels:
  - former managers become coaches, facilitators
  - the director became site facilitator
- internal project incubator
- network organization
- team bonus (no individual bonuses)
- rotating leadership
- no management committee
- training to work in a team
- helps start-ups
- opening to the outside:
  - projects with young innovative companies
  - sharing experience and good practices with partners
  - partnerships with universities, higher education schools and laboratories
- Premier (before Meddius):
  - ROWE (Results-Only Work Environment) in which only results count:
    - each employee becomes a partner
    - timetables do not exist
    - complete freedom to do the work:
      - how
      - when
      - where
- Probionov:
  - war on stupidity
  - no management committee
  - no budget (but financial projections)
  - no post content
  - no managers (but facilitators)
  - hunt for signs of injustice (office supplies under lock and key)
  - self-control
  - autonomy
  - total financial transparency
- Procter & Gamble (P&G):
  - sharing all information (good and bad)
  - everyone has multiple skills
  - responsibilities assumed at the lowest level
  - same uniform for all
  - no boss parking
  - freedom is limited only by provisions related to security
  - the team:
    - plans production
    - hires newcomers
    - evaluates:
      - team members
      - the leaders

- decides the:
    - amount of increases
    - training program
- half-hour meeting between the members of the outgoing team and the following team

- Richards Group:
    - free, direct communication
    - very little hierarchy
    - barrier-free workspace
    - fruitful collaboration
    - change job (profession) without danger
    - no departments
    - no staff department
    - no managers
    - no titles

- SEMCO:
    - teams of 6 to 10 people built voluntarily by product, by machine and by market (total independence)
    - determination of objectives by the team
    - units of less than 150 people so that everyone can participate in decision-making
    - freedom of hours (when, how much) provided that this does not disturb other members of the team
    - no barriers so everyone can live their passion at work
    - maximum reports in one page format (A 4)
    - minimal hierarchy (three levels)
    - six month plan
    - rating of managers every six months by employees
    - no limits on spending but pressure from team members
    - rotation of staff (including managers) on a voluntary basis
    - training without moderation
    - all employees are trained in accounting basics (understand for whom and why)
    - reduction of unnecessary rules (permanent questioning)
    - employees participate in the hiring of their future colleagues (with a helping hand to internal applicants)
    - the level of remuneration is:
        - proposed and validated by the team
        - linked to the commitment to achieving objectives
        - self-regulated by results and the fact that we must be accountable to the entire company
    - the remuneration levels of employees and managers are displayed internally
    - freedom to write whatever role they want on business cards

- Service Public Fédéral de la Sécurité Sociale (Belgium):
    - culture of a priori trust
    - no assigned office but a set of shared spaces
    - flexible hours
    - 90% of staff can telework
    - leader with functions:
        - communicate the vision and values
        - monitor results (quality, quantity, behavior)
        - make life easier for the team (fair and pleasant working environment)
    - the teams set their objectives which are:
        - quality
        - quantity
        - attitude

- o individual commitment in front of other team members
  - o Director of Happiness (instead of HR Director)
  - o simplify everything that can be simplified
- SEW-Usocome: ▶
  - o all driving forces of our growth to continue to grow together in France
  - o "Perfambience" (I am responsible for the good atmosphere!):
    - improved working conditions (ergonomics, gym)
    - training to increase operator autonomy
    - respect for others
    - reflection, simplification and action groups (workshops) for less hierarchy and more agile decisions
    - no barriers
    - everything to release energies and knowledge
    - mini factories
    - energy savings
- Sogilis: ▶
  - o autonomous and self-managed work cells
  - o freedom to choose the project you want to work on
  - o no timetable
  - o the cells meet each candidate
- SOL: ▶
  - o family atmosphere, liberated
  - o permanent search for customer love
  - o employees have chosen the configuration of their head office:
    - open-plan space
    - the offices are nomadic (you are free to choose)
  - o vote for the color of the uniforms (yellow for sunshine and happiness)
  - o clean during the day to communicate with customers
  - o train yourself to be able to sell consumables
  - o autonomous teams per client
  - o monthly customer satisfaction measurement via five emoticons then work to improve each non-excellent point
  - o self-confidence is promoted by many means
  - o bold spirit QSE (quality, safety, environment)
  - o freedom of schedules
  - o autonomy - each team sets its targets:
    - sales
    - degree of customer satisfaction
    - benefits
    - amount for training
    - self-assessment score
  - o flexibility – the team leader manages his workforce
  - o no control but responsibility of each
  - o transparent information for all (Intranet)
- Southwest Airlines:
  - o sharing of:
    - objectives
    - knowledge
    - know-how (flexibility)
  - o mutual respect, caring attitude, relational skills
  - o corporate culture based on the quality of relationships between leaders, employees and business partners
  - o awareness of being part of a big family
  - o leadership (credibility, trust)

- o exceptional coordination within and between teams
- o measurement and evaluation of performance between teams
- o intensive communication
- o any problem is considered as an opportunity for improvement
- Sun Hydraulics:
    - o no organization chart
    - o no titles or job descriptions
    - o no offices or barriers
    - o no project planning formalities
    - o no performance criteria
    - o various freedoms (everyone is responsible):
        - ▪ decisions
        - ▪ purchases
    - o trust in collective intelligence
    - o long and thorough recruitment of the right person
- SYD Conseil:
    - o material conditions of well-being:
        - ▪ spacious and pleasant spaces
        - ▪ ergonomic furniture
    - o strong social, environmental and societal commitment
    - o report of astonishment
    - o flexible hours
    - o humanist management:
        - ▪ trust
        - ▪ autonomy
        - ▪ self-determination
    - o transparent communication of results
- Techné:
    - o principles of participative management:
        - ▪ trust
        - ▪ respect
        - ▪ permanent and transparent information (accounting data is available live on the Intranet)
    - o the walls belong to the employees
    - o freedom of expression
    - o shared responsibility
    - o self-managed teams
    - o no time clock
    - o profit sharing
    - o all consumption (energy, water, etc.) and non-quality costs are displayed to encourage greater savings and self-control
- Teractem:
    - o justice and a priori confidence:
        - ▪ deletion of statuses
        - ▪ no organization chart
        - ▪ no function sheets
        - ▪ no controls without added value
    - o personal development at your own pace
    - o autonomy (experiment and even make mistakes)
    - o be serious without taking yourself too seriously
    - o team bonuses
    - o no leaders but coaches (facilitators)
    - o values:
        - ▪ professionalism

- listening
- rigor
- team spirit
- innovation and
- commitment

- Toyota:
  - management fully trusts the wisdom of all employees
  - the long term is a priority in all activities
  - all staff participate in the hunt for waste every day
  - "do more with less" is a state of mind for everyone
  - four essential capabilities:
    - reveal the best knowledge of the system and identify problems through direct observation
    - solve problems by those involved to acquire new knowledge:
      - find the root causes
      - implement actions
    - spread the solution found and the new knowledge learned
    - continually improve the first three capabilities (search for the ideal situation)
  - flexibility, agility, versatility of staff
  - any activity includes a test to report a problem
  - tasks are standardized (best known method)
  - small teams with a facilitative leader who, among other things, explains the why and suggests the how
  - pull production
  - staff are trained, responsible and learn every day:
    - daily tasks
    - problem solving
    - process improvement
  - use of the toolbox without moderation
- Treehouse:
  - four day week
  - no managers (after a vote of 90% of staff)
  - freedom and responsibility to choose the subject of one's work (but one leaves a project after the team's agreement)
  - freedom to choose your working time
  - natural leadership (a project team is formed on a voluntary basis and the leader is naturally followed by the other members)
  - project information is transparent
  - everyone can propose an idea for a new project
- Vagas:
  - everyone assumes their responsibilities when making decisions
  - obligatory consensus for decision-making
  - spirit of shared values around a common project
  - the teams analyze the evolution of key performance indicators every two weeks and look for opportunities for improvement
  - focus on process (results will follow)
  - empty chairs in meetings (for any employee wishing to participate in the project)
  - no hierarchy (horizontal company)
  - transparent information for all
  - no managers but natural leaders
  - new candidates are validated by consensus by the people who participated in the recruitment activities
  - everyone is evaluated annually by their team members
  - freedom and autonomy of employees

   o balance between professional success and personal achievement
• Valve:
  o no managers
  o flat organization
  o no job descriptions
  o the offices are on wheels to choose each day in which team to contribute ("we vote with our feet")
  o 100% of your time is devoted to your self-managed projects
  o freedom to create without fear of failure (each mistake is an opportunity to learn)
  o deciding what to work on can be the hardest part of your job
  o natural leaders to serve the project team
  o no fixed hours
  o annual anonymous evaluation by other members (to know where to improve)
  o rank assignment by other team members (to be paid correctly in relation to the value contributed)
• Whole Foods Market:
  o unreserved confidence in:
    ▪ the teams
    ▪ management
  o transparent information on:
    ▪ salaries (with a ratio of 19:1 maximum)
    ▪ daily financial accounts
  o freedom and responsibility of the teams, they are the ones who decide on:
    ▪ promotions
    ▪ hiring new members
    ▪ selling price of products
    ▪ orders
    ▪ the arrangement of shelves
  o rewards are team based
  o the teams try to do the right things at the same time to:
    ▪ satisfy customers and
    ▪ increase profits
  o competition between teams
  o no unions
  o teams report results regularly
  o every meeting ends with voluntary kind appreciation
• Zappos:
  o at the end of the employment training if you decide not to stay (not to adhere to the vision, the values) you will be paid 3000 dollars
  o freedom to do, to take risks and to make mistakes (without going as far as insolence)
  o teams are self-organized
  o the role of each person is called into question according to the evolving needs of the company
  o every morning when you log on to your computer, a photo of a colleague appears and you have to choose between three names. By responding (regardless of the right or wrong choice) the employee's presentation sheet appears
  o all employees have a Twitter account
  o encouraged skills training (the more competent you are, the more you are paid)
  o encouraged employee eccentricity (expressing your true personality is a condition for more innovative solutions)

4.2 Solve problems

Where there is a problem, there is potential for improvement. Masaaki Imai

The problems can be classified into:

- external:
    - product returns
    - complaints
    - grievances
    - customer questions
    - hazards, risks
- internal:
    - defaults
    - nonconformities
    - failures
    - anomalies
    - incidents
    - accidents
    - malfunctions
    - scraps
    - hazards, risks

A problem can be compared to an illness. To heal you have to go through five stages:

- establish the diagnosis (identify the symptoms)
- find the causes
- choose treatment
- apply the treatment
- observe the treatment

For a problem that appears in production or during a service, we can transpose these steps into:

- describe the situation (identify and define the effects)
- look for root causes
- choose the solution (without forgetting to assess the associated risks)
- implement the action plan
- follow actions

Do not confuse root cause and source of the problem (the place where the problem manifests itself).

Some classic problem solving tools with common points and specific points are PDCA, A 3, DMAIC and 8 D (see § 8.3 and § 8.4).

Analyzing the necessary information helps us understanding the meaning (the why) of each decision.

Working as a team and using the weighted voting method without moderation is a guarantee of making the right decisions and obtaining good results.

An example of decision-making using the weighted voting method can be found in annex 03.

Some conditions conducive to solving problems:

- have the necessary skills

- break down hierarchical barriers
- communicate freely
- leave aside the "a priori" and prejudices
- adopt the principles and language of the systems approach
- open the spirit of innovation
- don't be afraid to make mistakes
- know that results will be rewarded

The WWWWHHW, brainstorming (see § 8.4) and the Ishikawa diagram (see § 8.2), will help us identify and visualize the root causes of the problem.

The tool most often used to classify causes by priority is the Pareto chart (see § 8.2).

Choosing an appropriate solution can be done using a tool like the decision matrix (see § 8.3) to definitively eradicate the problem.

An activity in which the leader excels is teaching the tools, methods, best practices and tips to find the root causes of each problem that arises. Even if sometimes the solution is not obvious and requires a lot of effort, time and will.

Each failure has a root cause. Connie Borror

Failing to apply familiar solutions to problems is well illustrated by the joke of the drunk looking for his keys under a lamp post. When a passerby asks him what he is looking for the answer is. "My keys to get into my house". The passerby asks. "But where did you lose them?" to which the man replies. "In front of my house". "But why look here?" "Because I can see well here!"

Some basic truths about problems:

- a reported problem is better than a hidden problem:
    - don't be afraid to reveal a problem
    - do it in the simplest way possible
- a young problem is better than an old problem:
    - resolve problems quickly
    - monitor the actions implemented
- a single problem is better than a recurring problem:
    - choose the best lasting solution

4.3 Future of the quality

Quality is when the customer likes the product and the employee likes making the product

Thinking that doing quality means obtaining a certificate is a practice of the past. Sometimes it is necessary but it is by no means sufficient. This can be a good start, but it cannot be an end in itself.

Soon risk management will be widespread. Little by little, efficiency, performance and excellence will be essential. Compliance obligations will be replaced by the evaluation of the means put in place and the measurement of the results obtained. From constraint the notion of quality must become an axis of progress. Moving towards integrated QSE management (quality, safety, environment) facilitates the response to various regulatory requirements and makes it possible to optimize (simplify) the management system.

Operational excellence (the EFQM approach) has become popular as a way to self-evaluate and compare yourself to the best, you should not deprive yourself of it, it can only be beneficial.

The sustainable development concept helps us to have a global approach to the business environment. We can look to the future with confidence by meeting the expectations of all stakeholders. To do this, we must review our copy (vision, mission, values, strategy, policy, etc.) and find new compromises on new bases.

The future of the quality department is summed up in its purpose: to permanently reduce the gap between the quality achieved and the quality expected by the customer or in other words to do better, cheaper and faster than competitors thanks to management by quality.

From quality department we move towards a network:

  • support
  • orientation
  • coordination
  • backing
  • help
  • mutual aid
  • animation
  • sharing

Just as internal audits are carried out by members of all departments, problem solving, handling of customer feedback and nonconformities must be done by the teams who are at the origin of the root causes.

Some differences between quality management and management by quality are shown in table 4-1 (see also table 3-1).

Table 4-1. Management of and by quality

Domain	Quality management (system approach)	Management by quality (excellence approach)
Purchasing	Forecasts	Customer demand
Goal	Improved effectiveness	Improved efficiency
Approach	Changes	Improvements in small steps
Documentation	Static	Dynamic (visual management)
Requirements	Product, system	Customer, company
Hierarchy	Organization in silos	Transversal structure
Way to explain	How	Why
Measurement	Compliance with requirements	Evaluation of results
Orientation	Products, customers	Market, sustainable development
Problem solving	Quality department	Team members
Responsibility for quality	Quality department	Team members
Style	"Carrot and stick"	Team involvement
Management system	Policy, management review	Vision, mission and shared values

We can find differences between manager and leader. The manager is rather classified in the traditional company, the leader is rather classified in the liberated company.

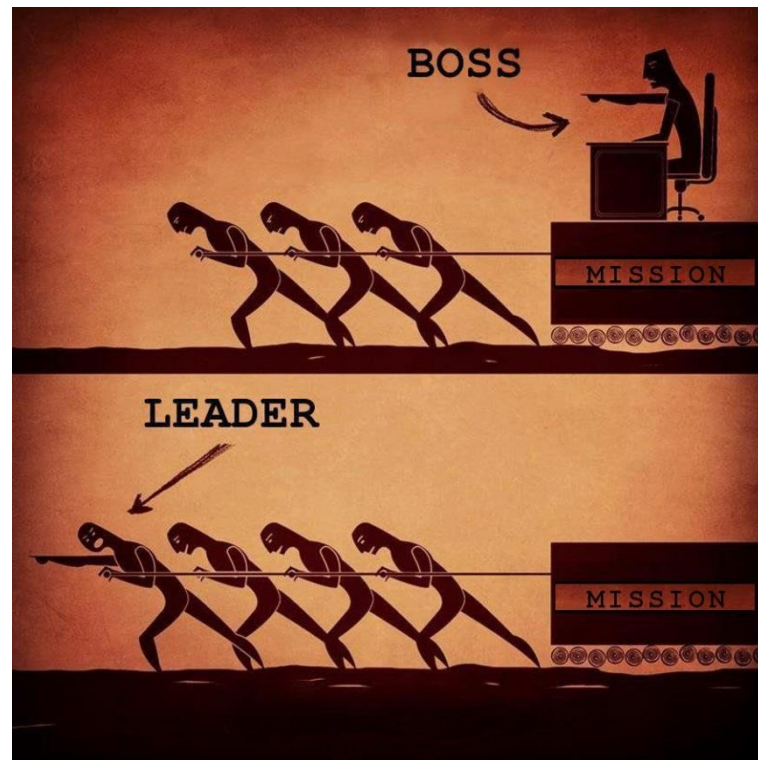Figure 4-1 shows the boss (manager) compared to the leader (from the page):

Figure 4-1. The boss and the leader

Table 4.2 shows some differences between the manager and the leader.

Table 4-2. Manager and leader

Manager	Leader
The manager takes care of the how	The leader explains the why
The manager commands	The leader asks questions
The manager says "I"	The leader says "we"
The manager filters the information	The leader shares the information
The manager evaluates suggestions	The leader encourages suggestions
The manager is focused on actions and performance	The leader is focused on people and autonomy
The manager plans	The leader experiments
The manager tackles the effects	The leader tackles the root causes
The manager does things right	The leader does the right things
The manager accepts and maintains the status quo	The leader manages change and innovates
The manager relies on control	The leader relies on trust
For the manager people are a resource	For the leader people are unique
The manager determines the rules and methods	The leader creates favorable conditions for people to give their best
The manager is responsible for achieving results	The leader develops the vision of the future, shows the right direction
The manager spreads the corporate culture	The leader builds the corporate culture

Minute of relaxation. Cf. joke "Every Wednesday?".