

# NEW WAYS OF WORKING

## REINVENTING THE COMPANY

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### AUTHORS

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**Collective transformation to unite performance, innovation and commitment.**

NeW Ways of Working is a transformation approach brought about by digitalization. Companies are driven and inspired by trends and pioneering approaches such as the symbol of the liberated company whereby everyone can build their new operating models by activating drivers, such as management practices and the physical workplace, in a coherent manner. We believe this is the best approach today to achieve sustainable performance, underpinned by constant innovation and real team commitment. Our three-pronged action plan is focused on corporate-culture hacking to radically simplify processes, the realization of new management paradigms in practices and the implementation of working environments promoting NeW Ways of Working.

## WORKING AND MANAGEMENT METHODS NOW RUNNING OUT OF GAS

Because the world today is *Volatile, Uncertain, Complex and Ambiguous* («VUCA»), digital transformation is not only faced with a strategic challenge but must also be able to adapt to the new rules of the game. This is being felt by managers and expressed by collaborators notably in internal studies carried out and in their lack of motivation and disinterest, which can sometimes go as far as boreout. As such, the operating and management methods of major groups have reached their limit. Many new-generation recruits born and raised in the instant access environment with horizontal networks and availability of new technology information are often surprised, and even appalled, when they enter corporate life.

Not all major groups will be replaced by digital players and start-ups. Despite growing trends in the uberization of work, salaried employment will remain the main working model in the next five years.

However, the vertical corporate operating model, with its extremely centralized

decision-making processes, hierarchical relationships, barriers and command & control approach is on its last legs. Its limitations have been identified and exposed: the gap is growing between those who conceive and command and those who implement, between work that is invisible and the loss of reality, and between loss of confidence and disengagement.

All economic and social transformations carried out during periods of crisis cause in-depth corporate change. What we know now will also give rise to new types of organization.

We have to reinvent management, imagine new ways of working (NeW WoWs) and free up leadership.

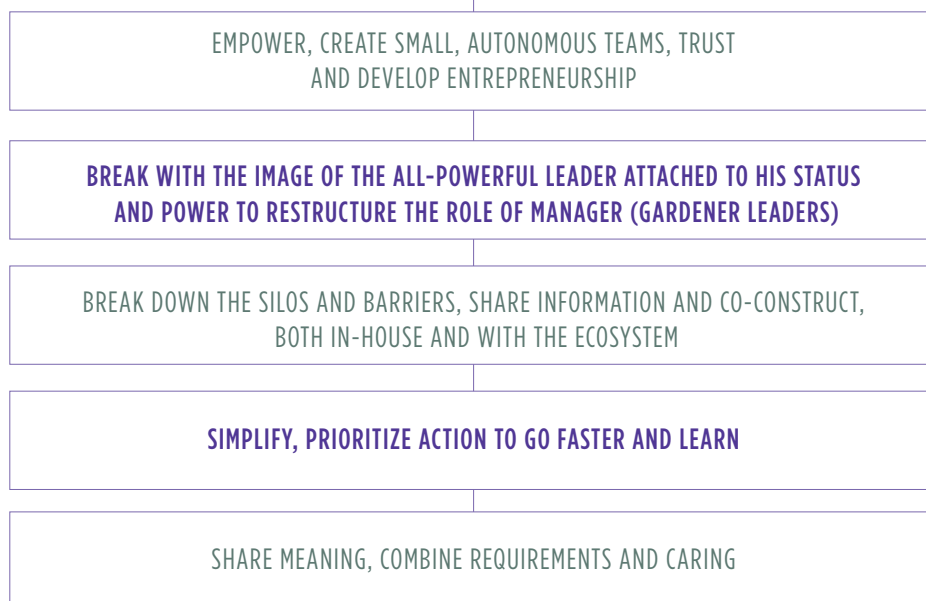
## SOME PRINCIPLES UNDERPINNING THE COMBINATION OF PERFORMANCE, COMMITMENT AND INNOVATION

Numerous articles and reports have already been written by specialists on the subject who have analyzed the practices carried out by start-ups and by companies with open-minded management teams which have opted to adopt these new ways of operating.

Our strategy draws on these publications, as well as on our discussions with sociologists, philosophers, management researchers, agents working in the field, corporate executives and managing directors of major groups. An overview of these authors and their publications is given below. In practice, we have tested this management and human transformation for ourselves and with our clients. The objective is clear: to become a more efficient, agile and innovative company in this complex and uncertain world, and to ensure that our employees are fully committed.

To achieve this, many players (startups and established firms alike) are developing new, more horizontal operating methods that foster direct relationships between employees, endow greater responsibility to autonomous teams and transform the role of the manager. The manager's role is no longer limited to implementing processes, controlling how solutions are applied and to supervising but rather to enabling collaborators to grow and helping them find solutions. This boosts employee confidence, gives meaning to their work, lets them find pleasure in the workplace and gives them a feeling of fulfillment.

Focus is required in several areas, notably to:



### UNDERTAKE TRANSFORMATION

How these principles can actually be applied to major companies has yet to be determined. There are no rules, or ready-made models and methods. To ensure in-depth transformation this means that one should achieve a balanced combination of approaches that are both vertical (and set to last) and horizontal, rather than plunging head first into an organization in start-up mode.

Ensuring and leading the efficient integration of this working method transformation is a major challenge for company leaders and managers. To achieve this, players must foster the cohabitation of two categories of employee: the «*corsairs*», who are strong advocates of the liberated company (*entreprise libérée*) and new operating methods, and the «*marines*» firmly attached to their corporate role and to what the boss says.

To set things in motion, we recommend undertaking the following three actions:

1

#### INSTALL CORPORATE HACKING

Experiment, implement test & learn and give employees the opportunity to invent NeW WoWs and hack outmoded corporate-culture practices. This means authorizing, fostering and promoting the implementation of radically simplified processes and working and management methods.

2

#### SHAKE UP MANAGEMENT CULTURE AND PRACTICES

Rethink management vision and practices and, above all, translate these into daily approaches and practices.

3

#### ACTIVATE THE «NEW WOW READY» WORKING ENVIRONMENT

Reap the rewards of the potential offered by new technologies and workspaces. New working place environments and technological tools are powerful catalysts for new practices.



## OVERVIEW OF AUTHOR PUBLICATIONS

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A list of publications of several well-known authors on the subject and excerpts from their works is given below.

The aim here is to illustrate, not to criticize, recommend or promote

« *“The current rules of management are both useless and unpleasant.”*

*“Here, I’m speaking about a crumbling management structure; one that is extremely fragmented by specialization. Everyone is assigned a specific task that they can achieve without understanding the complexity of the mission as a whole. To perform efficiently, we direct all of our attention on the job at hand, not on the other people involved - like surgeons who cover their patients with sheets when operating so that they can focus their attention on the operation.”*



The current rules of management

MARIE-ANNE DUJARIER  
the critical eye of a corporate  
sociologist

*Le management désincarné,  
(Disconnected Management),  
Edition La découverte, 2015*



*Yesterday's hierarchical structures are becoming increasingly inadequate. The system of stacking management layers has become inefficient in today's fluid working environment where innovation through work is the main source of differentiation, indispensable for corporate survival. We are entering the era of real-work management, underpinned by specific competencies, autonomy skills and dexterity of employees, rather than the general standards laid down by the bosses.*



Real-work management

**PIERRE-YVES GOMEZ**

a teacher-cum-researcher tries to understand the reality of working in a company

*Le travail invisible. Enquête sur une disparition, (Invisible work: an inquiry into the disappearance of hierarchical corporate structures) François Bourin Editeur, 2013*



*The job of manager is particularly difficult since his role is precisely to make others work. Well, let me tell you... others... would rather not work. Fulfillment at work is a source of happiness that everyone in the workplace seeks and the manager is a professional specialized in realizing the desires of others.*



The manager's job

**ANDRÉ COMTE SPONVILLE**

Giving meaning to work: a philosopher's point of view

*Le bonheur, désespérément, (In desperate pursuit of happiness), Edition Librio, 2000*

« Within the self-governance framework, hierarchies and boss-to-employee relationships no longer exist. This may seem crazy and even unbelievable since we all have the idea that, in a work-related structure, there has to be a boss, an ultimate decision-maker, without whom we couldn't get the job done. However, I finally realized that while structures need organizational mechanisms, this is not necessarily true at the hierarchical level since the good old pyramid-type structure works well within a controllable framework. Regarding more complex systems, however, bosses are no longer capable of integrating and dealing with all the issues involved and the hierarchy thus becomes an obstacle.



#### Self-governance

FRÉDÉRIC LALOUX

“What pioneers can teach us”

*Reinventing Organizations : vers des communautés de travail inspirées. (Shifting towards the inspired work-community)*  
Editions Diateino, 2015



Top executives used to exercising power and control are being asked to become servant-leaders, a transformation achieved by working on themselves through coaching. As for managers, they are required to forsake their position as operational employers and become facilitators; a change in mindset that could actually cause some to lose their sense of purpose. While employees implicitly call for more freedom and responsibility, there are the rare few who refuse all responsibility. An environment of trust and freedom of action fosters staff initiatives and enhances the sense of self-fulfillment. The result: increased commitment and pleasure for employees in the workplace and, above all, a better financial performance overall.

#### The servant leader

ISAAC GETZ author  
of the best-seller on the  
liberated company

*La liberté, ça marche.*  
(Freedom Works) Edition  
Flammarion, 2016



Entrepreneurship to help major groups transform

PHILIPPE SILBERZHANN  
entrepreneur-cum-teacher of  
entrepreneurship

*Pour se réinventer, les grands groupes doivent adopter l'effectuation. (To reinvent themselves, major groups have to adopt the effectuation principle): Harvard Business Authors: Philippe Silberzahn and Xavier Metz, Review France.2014*

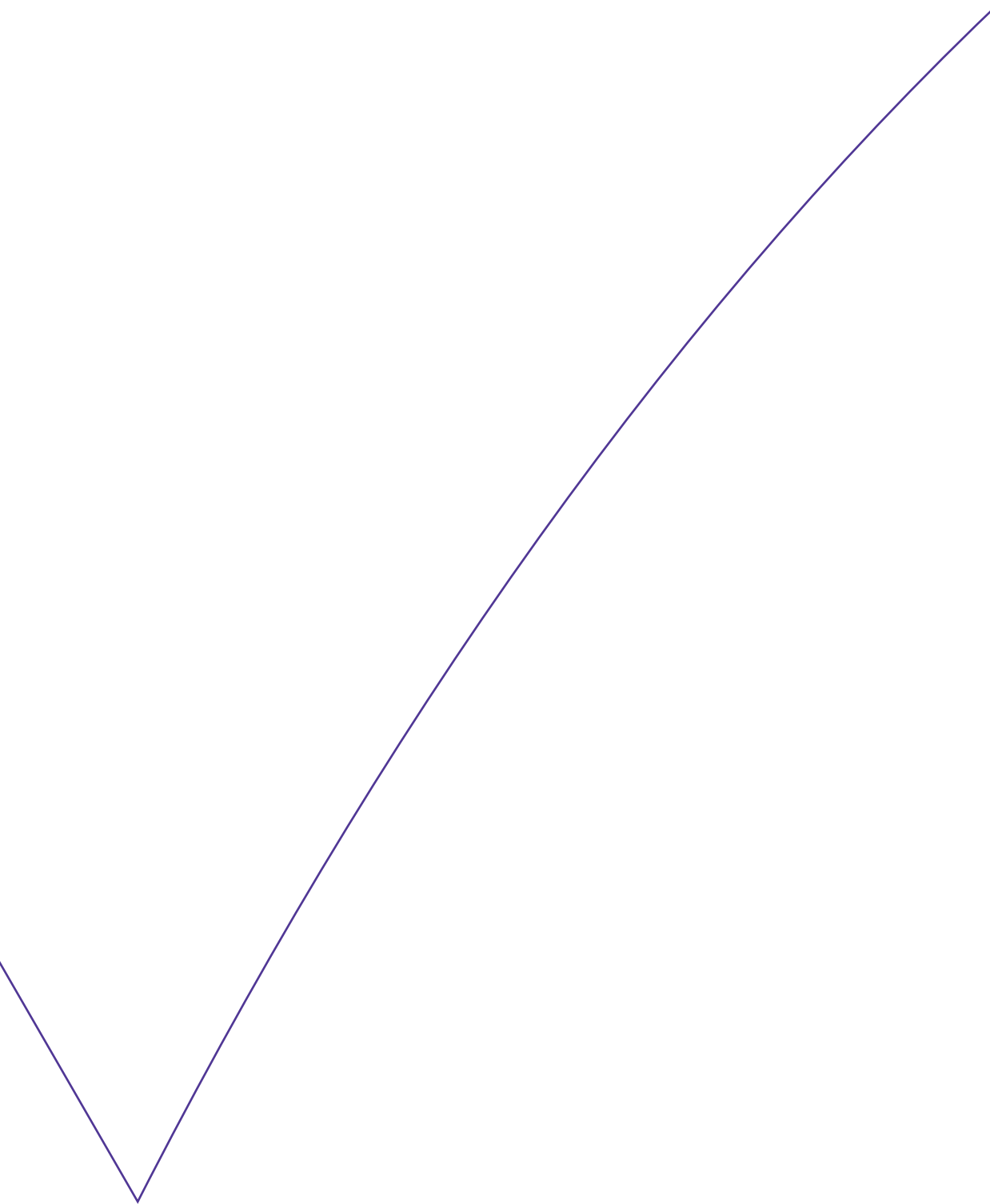
« Before adopting a solution, one must understand what's involved, namely: what is the real difficulty facing major groups, and if they are constantly talking about innovation, why can't they manage their own transformation? The problem is much more complicated since it is related to group culture and identity. Waiting for some miraculous solution is a waste of precious time. Basically, these groups have to retrace their steps, reconsider the very nature of innovation and entrepreneurship and acquire a sound understanding of the logic involved so that they can reconstruct a dedicated strategy. »

« Because companies are so competitive and the working environment is changing at such a rapid pace, it is no longer possible to work as before. This is exemplified by Charlie Chaplin who, in his movie classic, "Modern Times", automatically repeats the same meaningless gestures. Indeed, if this is my job, I am only realizing only 10% to 20% of my potential. The remaining 80%, making up all of my creative potential, remains untapped. Changing the rules and wanting everybody to come to work and give their all creates a collective environment that promotes innovation and identifies critical problems more quickly. »

Meditation as a means to achieve a sense of fulfillment at work

JON KABAT-ZINN ou le regard d'un médecin coach.

*Au cœur de la tourmente, la pleine conscience : MBSR, la réduction du stress basée sur la mindfulness, (Cultivating mindfulness amidst the turmoil through Mindful Based Stress Reduction) Edition de Boeck Supérieur, 2016*



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