

## Introduction

Welcome to this video on opportunities in the liberated company. I am going to share with you some ideas about organisational models which challenge existing paradigms, a way of being and doing which allows us to return to the efficient or competitive company and which is also intrinsically a vector for transition and respect for the planet. The postmodern organisation or liberated company as Isaac Getz calls it, harnesses its energy and encourages innovation by using simple ideas. Giving a rationale, being trusting and client-focused and, more broadly, having concern for things outside the workplace. Yet, everyone can't be post-modern. Nowadays, applying these basic principles to daily life means drastically changing companies and attitudes.

What indeed can we see? Companies have always competed, struggled, changed and reinvented good practice, but since the 1990s the pace has accelerated. There is greater pressure coming from all sides, greater demands, being endlessly repeated. Adopted too quickly means less well adopted by the workforce and these transformations are often short lived. They are also extremely wearing, talent is wasted, and a growing number of companies are suffocating. A crisis point has been reached, but entrepreneurs remain puzzled.

### 1. Why ?

Why? There are some reasons for this. Society has greatly evolved over the last twenty years. It has become extremely fragmented, diverse and exists in an uncertain environment. As for the business world, it has become financialised. Too often, economics alone have supplanted management and have prevailed over meaningful unifying projects for the workforce.

This world has also become globalised. The field has become bigger but the markets have become increasingly complicated and unpredictable. Also, companies have become networked. There is a greater flow of information, but hyper connections which are not well managed generate stress and increase intolerance. In this uncertain and complex world, there is a pattern of mistrust developing in companies, caused by the introduction of unclear monitoring and reporting systems which are becoming more and more coercive. With supervisors who spend an inordinate amount of time measuring and analysing less and less reliable data, with management systems at odds with the aspirations of the generation Y and succeeding generations. In this context, the feeling of helplessness increases under the pressure of contradictory orders, incidents of frustration, rebellion or conflict multiply within organisations and the number of burn outs increases at all levels of the hierarchy.

The company environment is no longer recognisable as the one we have known for nearly a century. Many improvements have extended traditional working methods with a high performance level, but now it is no longer possible to make just one more improvement. We are no longer in a modern society with an emphasis on rational and Cartesian thought. We have entered a new era. As Marc Halevy said, perhaps it's a new cycle which civilisations enter every five hundred years, and it's certainly a period governed by complex systems. This is why it is high time to start thinking about working differently, making a paradigm shift, without which, companies will start to lose their way, will suffer a crisis in commitment and thus an inevitable drop or fall in competitiveness.

## 2. How ?

How can this be done? In complex systems, only small, autonomous units can adapt and thrive like biological cells functioning autonomously, but linked to others to serve our organisms. So we need to move away from bureaucratic organisations where operational cells become more and more isolated in the execution of orders, coming from a brain which is often overworked and badly informed.

To do this, three principles must be respected to change attitudes and mindsets. First of all, you have to leave the cells alone, let go of them and have confidence in them. This calls for a change in attitude, but also an overhaul of processes notably the decision making process. The second principle is to return the technostructure of the company to operational departments rather than to let it be engulfed by the creation of working procedures and the monitoring of tasks. Ultimately, to simplify the work environment of autonomous cells, and thus to facilitate access to the information needed for a quick and efficient decision making. More importantly, we must redesign operations. The number of stages from the strategy level at the top down to the operational level of the company needs to be reduced. The more stages there are, the longer decisions take to be made and in an unpredictable world, this slowness is enormously damaging.

So, the agility of the operational centre, means creating the famous autonomous cells. A cell is a team on a human scale, which, where appropriate, is made up uniquely of workers or multi-skilled workers having dedicated tasks and resources, with a clear mission. Monitoring is not excluded, but it is carried out afterwards, in order to encourage initiative and commitment. Managers will also strive to no longer think on behalf of colleagues, but will rather give them the means to work effectively. Staff are not there to serve managers but the other way around. Finally, collective intelligence is to be welcomed, i.e. giving the breathing time needed to adapt and engage, but also to develop communities of interests and improve the practice of collaborative innovation. In short, you have to invest long term and give back to the heart of the company what led to its creation: the desire to do business. But bear in mind that organisations are holistic, each part of the system is connected to other parts, and wanting to push forward only one of these parts is bound to fail. Everything must be aligned, which requires vision and daring.

## Conclusion

To conclude, to enter the twentieth century feet first, we must get rid of our Cartesian and Taylorian responses to develop organisations adapted to complex systems. Moving from the "how?" company to the "what?" company from the bureaucratic organisation to the organic organisation, types of organisation where, as sociodynamics so accurately describes it, the holomorphic dimension dominates, where intrapreneurial values are shared by everyone, where collective intelligence is freed up to deal with the complexities of the job at the right level. In this type of organisation, the stakes and constraints from outside the company, its environmental and societal impacts are naturally adopted by the whole workforce.