

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management



Diploma Thesis Title:

Liberating and Agile management

The agility and liberating management as a solution against the ills of company?

This Diploma Thesis has been written and defended at the **CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE** in **CZECH REPUBLIC** under the Double Degree Agreement between the Czech University of Life Sciences Prague, and the **GRENOBLE ECOLE DE MANAGEMENT**. In accordance with the Double Degree Agreement, this Diploma Thesis is fully recognized as part of the MSc programme study at the Czech University of Life Sciences Prague.

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DIPLOMA THESIS ASSIGNMENT

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Economics and Management

Thesis title

Liberating and agile management

Objectives of thesis

The objective of the thesis is to demonstrate benefits of adoption of liberating and agile management based on the analysis of real-life examples.

Methodology

Theoretical part: critical review of recent development in the are of liberating management and agile management, comaprative analysis of various approaches, synthesis.

Practical part: to provide an in-depth analysis of a selected company with the use of liberating and agile management framework and based on the analysis to demonstrate strengths of this framework helping companies to achieve better performace levels even in the period of economic crisis.

The proposed extent of the thesis

60-80 pages + apendices

Keywords

Liberating management, agile management, human capital, workforce

Recommended information sources

BARRAND, Jérôme and DEGLAINE, Jocelyne.(2013). Développer l'agilité dans l'entreprise De nouveaux leviers d'action et d'intelligence collective. ESF, 247pg. ISBN 978-2-7101-2486-3
FAVI, 2015. Information about company Favi. On Favi official Website. Available from : <http://www.favi.com/>
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Liberté and Cie, 2015. Information about liberating management. On Liberté official Website. Available from :<http://liberteetcie.com/>
RÜLING, Charles-Clemens and ROBBINS, Stephen.(2011). Management l'essentiel des concepts et pratiques. Pearson, 538 pg. ISBN 978-2-7440-7676-3

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Prague on 24. 03. 2016

Declaration

I declare that I have worked on my diploma thesis titled “Liberating and agile management ” by myself and I have used only the sources mentioned at the end of the thesis.

In Prague on date 17/03/2016

Deully Corentin

Acknowledgement

I would like to thank prof. Ing. Ivana Tichá, Ph.D. and companies FAVI and Decathlon for their advices and support during my work on this Thesis

Summary : The main objective of the thesis is to understand the liberating and agility management. After finding that the managerial models such as Taylorism, Toyotism and bureaucratic system explained and developed by Fayol and Weber are no longer suitable for employees, companies, consumers to sum up for the company and the welfare of economic agents which composed it. The hierarchical managerial models have caused many problems in the business world such as stress at work, burnout and sometimes suicide... . Economic agents have no longer pleasure in work, confidence is gone, the responsibilities are limited and therefore the creativity and innovation also. The liberating and agility management can resolve these problems by putting human beings at center of the company in order to satisfy their need and therefore the consumer need later because "happy employees equal happy customers ». Within this diploma thesis analyzing a FAVI company released since 1980 by its liberator leader Jean François Zobrist is taken as an example. Moreover, this company being released which is in the automotive industry allows us to see how agile and liberating management has allowed this company still exist despite of the financial crisis of 2007, which significantly negatively impact the automotive industry in the world.

Key Words : Liberating management, agile management, Human capital, workforce, happiness at work, employee satisfaction, customer satisfaction

Souhrn:

Hlavním cílem této práce je pochopení liberálního a agilního managementu. Bylo zjištěno, že manažerské modely (jako například Taylorismus, Toyotismus či byrokratický management), které představil pan Fayol a pan Weber, již nejsou vhodné pro zaměstnance, firmy, ani zákazníky. Nejsou tedy vhodné jak pro celou společnost tak ani pro spokojenost jednotlivců, kteří jsou její součástí. Hierarchické styly řízení způsobily v obchodním světě mnoho problémů, jako je stres v práci, syndrom vyhoření a někdy i sebevraždy. Zaměstnanci již v práci nejsou spokojení, ztrácí důvěru, jejich odpovědnost je omezená, a proto kreativita a inovace klesá. Liberální a agilní management může vyřešit tyto problémy tím, že se zaměří prioritně na zaměstnance a na jejich potřeby. Následně, i potřeby zákazníka, jelikož spokojený zaměstnanec znamená, že i zákazník je spokojený. V rámci této diplomové práce se autor zabývá společností FAVI, která byla zliberalizována roku 1980 liberálním manažerem Jeanem François Zobristem. Tato společnost, která je součástí automobilového průmyslu, názorně ukazuje, jak agilní a liberální management umožnil této společnosti stále přežít navzdory finanční krizi v roce 2007, která měla negativní dopad na automobilový průmysl na celém světě.

Klíčová slova:

liberální management, agilní management, lidský kapitál, pracovní síla, spokojenost v práci, spokojenost zaměstnanců, spokojenost zákazníka

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Introduction

How to get humans, employees at the heart of the company for their happiness ? and Happy Employees Equals Happy Customers ? These questions are fundamental for me and it is my work road from my first experience in the world of work within a fast food of the company Mc Donald where the human was not happy to work. My management license in a faculty specializing in human capital and my traineeship of one year and a half in the Human Resources of a company which began to be a liberating company allowed me to develop my thinking and develop answers about these subjects. Maybe I am running after a chimera and some people will tell me but I think above all that it is a social and economic challenge against a Taylorian management model with many problems. Subsequently, my works and traineeship have learned that the customer is in the middle of everything . The customer must be satisfied, fulfilled, happy even marvel to create with him a satisfied - satisfied relationship and improve the trust and unfortunately that our studies do not necessarily teach or just by quick theoretical studies. Today, our generation wants to control everything by some of the administration process and close it with a stifling management and the human is not very important and we just need to look the balance sheets and income statements of company because Humans is nowhere. Man has disappeared in favor of best practices , standards to be considered for what he brings more than he performs is probably one of the ways to explore . By challenging the current managerial system is a new management paradigm that I will develop in this diploma thesis by the development of the agility and liberating management inside company to increase the customer satisfaction. However, the paradox of this thinking is that the challenge will probably be made by managers who have been stigmatized and have implemented old Taylor systems. Today, the strategic vision comes down to liberate the energies that are already available in every company. To sum up the equation is easy :

$$\text{wellness} / \text{work together} / \text{responsability} = \text{performance} / \text{customer satisfaction}$$

Thesis objective and methodology

Objective :

Show by my research inside this diploma thesis that the classic managerial system must change to adapt to the needs of new generations which looking more en more for great place to work. So the agility and liberating management is a way for this goal because happiness employees will be a satisfied customer

Initially the company is small and agile. Everyone is talking and is a great family. However after with more and more structures, services, the company supports collapses under its own weight, and this at a maximum of 40 years for 99% of companies. Problems are becoming more and more important in the world of work so we must change the management even the pyramidal organization model. Lack of autonomy, dialogue, sharing responsibilities in a word "freedom" suffered by employees today

Methodology :

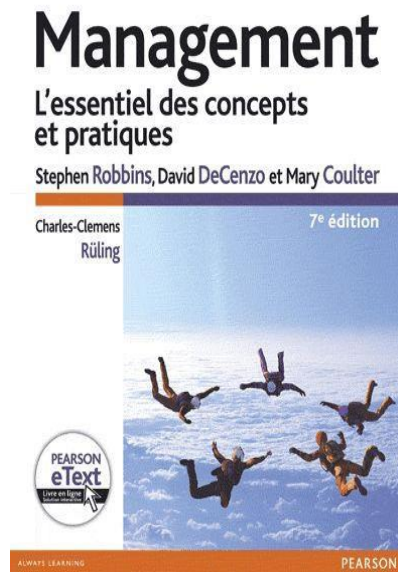
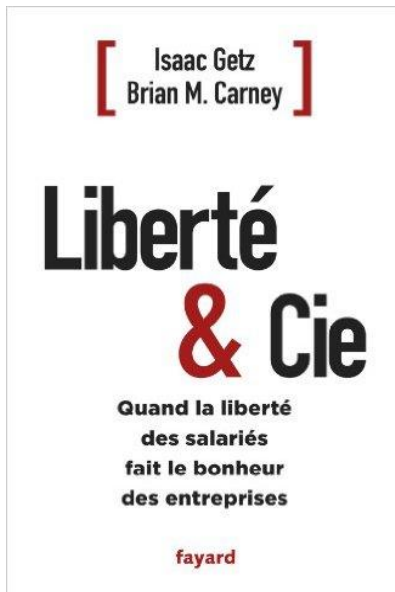
Literature survey :

- Liberté & Cie by Brian Carney and Issac Getz. Copyright in 2013

- Développer l'agilité dans l'entreprise by Jerome Barrand and Jocelyne Deglaine.

Copyright in 2013

-Management L'essentiels des concepts et pratiques – Stephen Robbins, David DeCenzo and Mary Coulter. Copyright in 2011



First of all, theoretical part of this thesis is based on the analysis about analysis of Human capital is important for the study of agility and liberating management which were developed by this model. It is therefore important to study this model where Human is a factor of economic growth by for example education, training, individual and collective performances developed particularly by economists and theorists of the Chicago School. the theoretical analysis of this model comes mainly from my classes and license readings specialize in Human Capital and also from the book (Management L'essentiels des concepts et pratiques – Stephen Robbins, David DeCenzo and Mary Coulter. Copyright in 2011)

I have been reading a lot of articles about agility and liberating management and particularly since one year with my intership that why I chose this subject.

Thanks my experience in Decathlon Human Ressources with my coach who is specialized in this subject one of this sentence is « marvel our customers and employees by liberating management » that why my work in Decathlon was everyday oriented to this topic. So for me it is was easy to know my diploma thesis topic and that why I created it and thus to elaborate

a plan respecting the instructions and expectations of the faculty and of my supervisor or « coach » you will know why supervisor it is not the good word.

To write this diploma thesis, I had essentially use resources from two books about these business model and use a piece of information from internet because many people begin to talk about this new management systems for example in LinkedIn and in some French business school which are also be a good source of information during my research period. It is a new topic and some company use these management that why it is difficult to found data information. Unfortunately, for example Decathlon doesn't disclose its figures like financial statements. All my analysis are about many research from internet and video of one famous researcher Izaac Getz and a deliverer boss Jean-François Zobrist who I meet last year with my Decathlon coach and I advice everyone to meet him or watch these videos about liberating management and trust in company. In addition, this book also allowed me to analyze a theoretical point of view of the different management models as Taylorism and Toyotism which influenced managers and their management styles within existing businesses. Concerning the part of the agility and liberating management my main tools of analysis was books (*Liberté & Cie* by Brian Carney and Issac Getz. Copyright in 2013 and *Développer l'agilité dans l'entreprise* by Jerome Barrant and Jocelyne Deglaine. Copyright in 2013) these books explain the creation, characteristics and development of these new managerial currents. Then, my experience in a company which become a liberating company enabled me to meet famous liberators leaders in France at conference as Alexandre Gerard and Jean Francois Zobrist. Also, document and video from Internet as the company website FAVI also allowed me to increase my sources of information on the subject.

For the analysis part I initially analyzed and made the observation about our society and its characteristics, and the expectations of employees and businesses by the agility model to understand why the management model 'how' is more suited to the expectations and therefore need to adapt and this thanks to information from the internet and the book: *Développer l'agilité dans l'entreprise* by Jerome Barrant and Jocelyne Deglaine. Copyright in 2013). More precisely about the part on stress at work and the expectations of X,Y generations and company I have been in contact with a French firm specializing on the subject with which I worked in human ressources the last year and I used their information about it. (IFAS expert of the human enterprise). In addition, the French site of INSEE and société.fr allowed me to collect and analyze economic information from the automotive sector and companies such as

Favi and Lebronze. The website « société » lists some of the balance sheets and income statement for many French companies, which allowed me to analyze long-term view of its business and the economic evolution of these before and during the financial crisis which impact a lot this sector. The website « INSEE » is a very famous tools in France it is the « Institut national de la statistique et des études économiques » which collects, produces, analyzes and disseminates information on the French economy and society by statistics and economic studies that why I used it for several analysis.

One of the difficulties meet is about resources, theories and research for the agility and liberating management. Considered the 2.0 Management of the 21st century, there are very few economist, theorist putting available information on the subject. For instance information is most often experience feedback from liberator leadeur. This lack of theoretical information strongly impacted my research to write this diploma thesis. Moreover, the economic details of analyzed companies exist but there is no or sometimes few information about consumer satisfaction and sometimes those of employees for example with the company Lebronze.

Literature Review

In this part, following my different reading. We will see the fundamental and classic management models and the new model of agility and liberating management. It is important to explain many concepts, history and definition of these concepts. It is important to speak of human capital because it is this concept that allowed me to develop later liberating and the agile management. Much of the information in this section are inspired by my courses at the faculty specializing in human capital. The second part on the different types of management is important because it helps to remember what the dominant concepts within existing companies and why these concepts arrive breathless. Information about this part come from all of my classes during my schooling. Finally, the last part of the liberated and agile management explains the concept of a theoretical point of view in the two books I have read and studied in order to write this thesis

1) The Human Capital

First of all in this section we will see the general term that is the Human Capital. I had the opportunity to make my license within a faculty of economics and management specialized in this subject. This allowed me to have courses focused in this subject and to meet researchers who write their research in this area. First let's define what human capital to the OECD: Human capital includes " all the knowledge , qualifications, skills and individual characteristics that facilitate the creation of well-being , social and economic . "" Human capital is an intangible that can advance or sustain productivity , innovation and employability . " Human Capital think that each individual has the knowledge, skills, qualifications , and that doing so will improve the well -being so why we need to control it and not let him free ? So liberating and agility in company are inside a larger term which is Human capital, That is why it is essential to me to explain it briefly. Moreover, many research related to Human capital can explain and solve in part the slowdown in economic growth in connection with the Taylorist system in most western countries since 1973. This slowdown has had consequences as the rise of unemployment and more and more stress at work... the accumulation of human capital would indeed productivity gains conducive to growth and employment. Then,

investment in Human capital, improve economic prosperity , employment and social cohesion by promoting well- being and great place to work in many companies.

A) Economic history and appearance

For Professor Olivier Monso at ESN-Lyon, since Adam Smith, most economists agree that the skills of a country's workforce represents one of its most important competitive strengths. In his book *Wealth of Nations* (1776), Adam Smith, who questions the relative differences in wages, already identified improving employee skills as a fundamental source of progress economic , as he points out in the book *V the limits of a division of work* that hinders the exercise of the intellectual faculties of employees and affects other community spheres of life. As we will see later it is this thinking is a for the release of skills but here we focus about the larger concept of Human capital.

For the author Charles-Clemens Ruling in the book *Management l'essentiel des concepts et pratiques* the origins of modern Human capital theory were developed during the 1960s by the famous Chicago School while Theodore Schultz and Gary Becker, created their theoretical and empirical analyzes of the relationship between capital investment human and the wage. The concept of Human capital was created when the Taylorist model begins to have the first problems for example the crisis of specialized labour.

After Schultz and Becker some economists like Freedman, Romer , Barro and Lucas , develop and explain that Human capital is a determinant key of economic growth . The education is the main factors, which is in the middle of human capital analysis with others determinants such as family and health ...

The education includes initial training (school and university) but the concept of "human capital" can extend to 'informal' learning and especially to apply to continuing education.

Another economist who is Joseph Stiglitz defines human capital as "the set of skills and experience accumulated that have the effect of making employees more productive."

Many theories of growth which every student studied during studies have during a long time ignored the theories of Human capital. Thus, for example to the neoclassical economist , the contribution of labor input to the production of wealth is exclusively quantitative.

For neoclassical economists work is thinking by the increase in the workforce and human behavior (creativity , performance ...) will then just influence the level of growth at the

marginal. Workers have a role undifferentiated labor force, because they are mostly unskilled. The work is seen as a homogeneous factor.

Thus, Robert Solow introduced a third production factor : the "residue" or " residual factor " determined by technical progress and scientific knowledge, creative ability of human by as much agility "exogenous" elements improve the efficiency of production factors and announce a significantly different approach to the work now apprehended factor also in its qualitative way. Thus, each worker has an equity capital that comes from his personal gifts , innate , and training. Its stock of intangible capital can build up or wear.

B) The rationality principle

For Stéphanie Fraisse-D'Olimpio professor at ENS Lyon the rationality is an important element in the human capital approach. Everybody is able of rational calculations. For the economist Gary Becker, his analysis assumes a rationality of economic agents investing in human capital. Indeed, any investment induces a choice and thus opportunity costs . The investment or not in Human capital is the result of a cost - benefit calculation on the part of economic agents, assuming it has all the information needed and he did the right expectations. The economic agent acts as a true homo-economicus it is for that we must give the necessary information for its decision and choice.

Becker said as we can see on the book of Charles-Clemens Ruling about management the Human capital investment increases employee productivity and therefore profitability. This investment mainly through training and Gary Becker in two kinds: general education (general human capital) and specific training (firm-specific capital).

-The General education acquired in the education system, increases agent productivity in any business as it remains attached to the worker who can assert on the entire labor market.

-The Specific training increases conversely worker productivity in the company that formed but little or no outside it.

The company as a rational agent has interest to fund specific training but not general training because the employee could then offer his work (now more productive) in another company.c

C) Relation with liberating and agility management

Here relation between liberating and agility management and human capital is important because theories and economists of the Chicago School were the first to consider the human as a factor of production (Before Capital, Labor and Land). So Human is an important factor of production and significant which allows productivity, creativity and innovation by education and professional training. For instance Favy company allows to their employees to be trained through evening classes at the university by volunteerism. Moreover groups by self-train through the exchange of knowledge and skills and created the collective development. Human capital investment is profitable for rational agents because it allows better economic results for the company and happiness of economic agents

2) The different theoretical models of management

The work can be studied from two way, an economic angle and a sociological way. Indeed work is a factor of production. It is a source of benefit, but it also has a cost (salary). Moreover, the work is a human activity and when there is human factor at work there is management. In France and in many developed countries, the organization of work was inspired by the principles of Taylor, Fazol and Ford.

The postwar boom have seen their managerial practices, principles challenged by many companies and to be replaced. The search for New Labour Organization Forms (NFWO) as the liberating and agility management are part

That why in this part I think it is important to talk about differents management theoretical model which are the most used by company « How » in the world and by who they were created.

A) Taylor management model

Frederick Taylor starts working around 1890, comes relatively late in the industrial revolution. His theory is the “one best way”. The objective is more production with the same workforce. How can they increase their production? This type of management is focusing on maximum output cost reduction. People have to spend 12 hour per day in the factory and they should give the best they can. The deal is to manage them as well as possible. There are a lot of workers to manage, there are divide in team and there is a supervisor who has to be sure that the work is good. Each supervisor takes his order from the boss. The issues in this system is the character of people because they can be lazy or not in a good mood. Taylor thinks that people can not waste energy at work. The deal with scientific management is to obtain regularity in the quantity of work of the workmen.

The base is observation and experiment. Based on his researches, you refer to the standards that he made and so you can give the worker an optimal tool and an optimal output. It gathers the great mass of traditional knowledge and the physical skills and knack (tour de main) of the worker. The laws, rules and formulae are applied to every day work. They invariably result first in producing a very much larger output per man.

A lot of people were against Taylor’s ideas of management which was classified as inhuman, but he always defended it and his key argument to prove his method is good is the science “card”. Science is objective and workers get more efficient with these methods so they can work more and by consequence being paid more.

Taylor equips the room with a system of papers (pointage) that they have to bring to their supervisor at the beginning and at the end of the day. It has to organize and plan the department. The workmen are paid in function of their quantity of work. Today many companies use Taylor management is one of the most famous even if there are many problems with this management model.

B) Fayol management model

The attached document explains who was Henri Fayol, and one of his most important work in connection with the current management or are listed the 14 principles of management and the role of the manager within organizations. Henry Fayol, offered fourteen principles of management for the first time in 1916. During the period of 1920-40 in the U.S. many authors did hard work in developing and testing various principles of management which I develop

He is a French engineer in mining. He was a manager. Fayol was more social instead of Taylor. This is one of the key differences between the two. The body corporate is the key of the management for Fayol. He established 14 principles of management which are in the book of Charles-Clemens Rülling about management:

- Division of work : produce more and better work with the same effort
- Authority and responsibility: authority is the right to give orders and the power to exact obedience. Responsibility considers the acts of every single person. If something goes wrong there is a need of sanction
- Discipline: obedience, application, energy, behavior, marks of respect
- Unity of command: an employee should receive orders from one superior only
- Unity of direction: one head and one plan for a group activities having the same objective
- Subordination of individual interest to general interest: you have to have an equal balance between personnel interest (ambition, needs...) and general interest (firms interest)
- Remuneration of personnel: the price of service rendered
- Centralization
- Scalar chain : the chain of superiors ranging from the ultimate authority to the lowest ranks
- Order: a place for every one and every one in his place (the same for materials)
- Equity: the company have to treat their employee as good as possible
- Stability of tenure of personnel: security of employment

- Initiative: one of the most powerful stimulant for an employee
- Esprit de corps: union is strength

Moreover Fayol think the company need to have a scientific thinking problems of organizations. Fayol's writings have greatly influenced our contemporary management and especially that of public administrations. One of the characteristics of Fayol management is based on the principles and procedures and we know today all the criticism that result. This type of management is one of the most studied in French business schools.

As we can found in many management book and website Mindtool there are in Fayol management six primary functions of management, which go hand in hand with the Principles, are as follows:

- 1.Forecasting.
- 2.Planning.
- 3.Organizing.
- 4.Commanding.
- 5.Coordinating.
- 6.Controlling.

Students, future manager therefore studying management based on controls from the beginning of our studies by the book Management L'essentiels des concepts et pratiques – Stephen Robbins, David DeCenzo and Mary Coulter. Copyright in 2011

C) Weber management model

As written by Charles Clemens Rüling in his book on management Henri Fayol and Max Weber have a more European and contemporary approach of the management than Taylor and especially about administrative work, this is why it important to what the Weber management model

German sociologist Max Weber wrote in 1922 fundamental book "economy and society". In Website DCG-JESF and in the book I read (Management L'essentiels des concepts et pratiques – Stephen Robbins, David DeCenzo and Mary Coulter. Copyright in 2011) there are a analyzes of the basis of the authority. There are three main types of legitimate authority:

-Traditional authority. This is related to the person and that such authority is based on habit,

on passed down from generation to generation values.

-The charismatic authority. This is based on personal qualities of an individual

-The rational or legal authority. It works on a system of goals and functions studied rationally.

The last type of authority allows him to define what is for him the archetype of a rational and effective organization: bureaucracy. This one is not just in public administrations but also in many companies. It is characterized by the following elements defined by Weber's theory :

- Individuals are organized in a clear hierarchy,
- Every job has formally defined a sphere of competence,
- Candidates are recruited on the basis of their technical qualifications,
- They are paid by a fixed salary,
- Promotion depends on seniority and the judgment of the superior,
- Each employee has a strict control of their work.

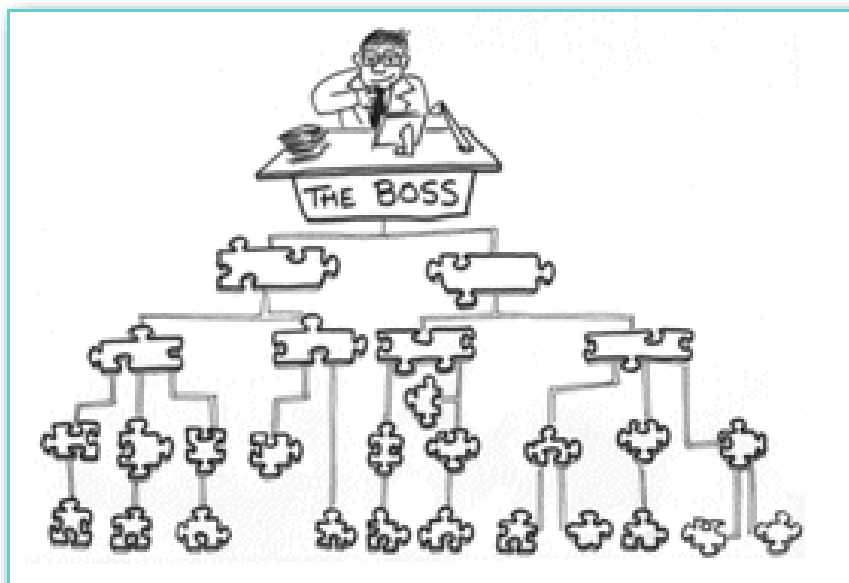
In this model we can see that everything is planned and partitioned by rules or organization takes over the person. This Website explain the Weber management and characteristic by bureaucracy (<http://www.performancezoom.com/max.php>) For Weber there is an perfect organization which is the bureaucracy which is the sign of the rationalization of the modern world. The bureaucratic ideal of Max Weber being replaced by the personal preferences of decisions and impersonal process. He explains that unlike feudal organizations that rely on relationships with related personal favoritism give to vassals. Bureaucracy thinks everyone impersonally and equitably perfectly with regulations and standards. Weber does not consider that relationship between manager who have responsibilities and employees can be personal and fair.

One of the characteristics of these managerial models and management based on the hierarchy between employees. That why I will explain this famous management characteristics.

D) The hierarchical model

As Jean-Marc Schoettl professor at ESCP, MBA from the University of Massachusetts and a PhD in Science from the University Paris-Dauphine organizations the hierarchical management is the management of top to the down. To sum up this part in these currents classic management the organization is the source of productivity. Employees have no initiative, organization is all and one of the result is the the hierarchical pyramid system

Hierarchical management in company « How »



For Jean-Marc Schoettl “in hierarchical management, the manager has direct authority over the team. For each team member, the manager defines the tasks and objectives; it provides the means and provides support; evaluates performance; it affects compensation and professional development. Hierarchical manager is motivated by achieving collective results. For this responsibility, it must organize, direct, plan, controlling and developing the team” as we have seen in the model of Fayol and that for converging the common efforts towards customer satisfaction.

“Maslow's pyramid and hierarchical pyramid are very similar because it is mainly to satisfy his need for esteem and achievement that the CEO and manager needs this pyramid... For some people the creation of these pyramid and this model is a part of our nature because even if we are civilized beings we have a reptilian brain. This reptilian brain pushes us like animals to behaviors such as seeking power, need to dominate! ”

For example, according to the website cadreo and one of their survey in France 48% of companies have a functional hierarchical organization (Pyramid model). This system, theorized in the early 20th century by Henri Fayol, is a traditional division of labor by function. This organization is pyramid structure with on the top the leader and then down many functions found in most companies with manager and employees.

E) Toyotism management model

Toyotism is a way of work organization which was created by Japanese engineer Taiichi Ohno. This management was established in the Toyota company in 1960. Stephen Robbins described in the book about Management and with the website Henry Ford about management concept the best-known characteristic of this model which are

- The just-in-time: production system where the goal is to synchronize and precisely adjust the flow and the number of parts with the mounting pace.
- Kaizen: the principle of empowering : the teams define standard production time and to divide the various operations of manufacture of a product to work more efficiently-and certainly faster.
- Autonomy of machines : equipment machines with stop easy option, inexpensive, which allows to supervise several machines by the same operator
- Kanban: label system (paper sheets) which indicates the number of pieces to produce or deliver, thus avoiding any excess production

For the Japanese engineer Taiichi Ohno this method is called “the 5 zeros method”

The result of management is called the Lean management it is management without waste. In this model employee autonomy has improved. However the management and control for the productivity also high like Taylorim and Fayol models. Employees are not free in their actions

After having spoken about classic methods of management I will start to explain the new model by the agility management, there is in my home university Grenoble Graduate Business School a section specializing in agility management and I was lucky to discover this topic during a presentation lecture two years ago and I won a book about this topic at the end of this presentation. Since this presentation I first read the book and I am interested more and more about this topic that why my diploma thesis is about it. As summarized in the book which one I am inspired "Developing agility in the company" written by Jerome and Jocelyne Barrand Deglaine agility is an approach that is oriented around three major areas to meet a common sense : anticipation, cooperation and innovation.

3) The new management model: Liberating and agility management

A) The agility management

But what is agility? How to define it? Today many companies need to think about their activities and ask the right questions. To my mind the agility is one of the keys to place the collators in the middle of the organizations and find collective performance to satisfy growing customers. About a historical point of view this is the beginning of 1990 that the term "Agility" is beginning to be known in the management world. This term was born as a result of a meeting in 1991 bringing together several researchers and practitioners wishing to offer a new way of production against the crisis that suffers the old model so it is the born of "agile manufacturing". According to researcher Steven Goldman agility of a company is oriented around 4 majors strategic priorities reflect the 4 dimensions of agile competition he explains in the book « Développer l'agilité dans l'entreprise »:

-The customer happiness: The search of a satisfied customer with the products and services not offered with the company to maintain a real relationship satisfied-satisfied and sustainable over time.

-Co-operate to improve the competitiveness: Improving internal relations and business with external actors (customers, suppliers and even competitors)

-Get organized to manage change and uncertainty: Create an environment, a flexible structure which anticipates and allows rapid changes in resources of the company by autonomy in decision-making teams.

-The importance of people and information : Foster collaborative spirit and release the information, initiative and create a good place and environment for the development of everybody because Human are for Olivier Barbot who is professor at ESCP the main source of "differentiation and business performance of the company" .

Conversely mass production companies, which are focused on operations and short-term performance. Agile companies have a long-term strategic vision and thanks to the 4 dimensions explained above.

10 years after meeting in 2001 an Agile manifest was created to define 4 important values inked concretely in the four dimensions of agile competition which they are explained by the authors of agility book Jérôme Barrant and Jocelyne Deglaine :

- Team : " Individuals and interactions over processes and tools

-The Application of effective operational tools , enabling efficient transfer of skills within the team by communication .

-The Cooperation " collaboration with clients than contract negotiation "by its in-volvement in development with continuous feedback .

- Acceptance of change " adaptation to change more than following a plan " to be flexible to allow for the changing demands of the customer throughout the project . See the change as it as a competitive advantage and not as a threat.

For Jérôme Barrant *« Agility by its principles and values promote humanism grows increasingly within companies of all sizes and all sectors although it s slowly »*. The highest priority of agility model is to satisfy the customer and the way to do that is to satisfy the staff too because satisfied employees make happy customers.

as the authors explain in the book *« Agility is not a major innovation in the management but it is more a resumption of the common sense and responsibility in how to act individually and collectively to develop our human organization in a world which change a lot. Managerial agility requires real challenge pondering deeply about the modes of action and decision of some organization. This requires a real commitment to change relational or managerial posture and this also helps make concrete and operational theme of collective intelligence through the creation of a common sense. »* Finally, in an agility company economic result is not a goal but a consequence. If there is the respect of people, of employees, costumers,, suppliers then we can only have good economic results.

In conclusion According Laurent Sarrazin Co-founder, Associate, Director & Organizational Agile Coach by an interview in Les Echos

« The agility, and more generally of new management methods like agile management, provide tracks demonstrated to solve the equation of the performance of the company and the management problems and pleasure of employees and therefore customers. » In the Agility company customer experience and customer satisfaction are in the middle, are the DNA of the company and do not forget to also send its own employees to do its best ambassadors. For Laurent Sarrazin *« adapt to change is more profitable than resist it, the risk of wear or worse. The goal is an organization where all trades self-organize around a shared value chain. »*

B) The liberating management

The concept has been discussed by T. Peters in 1992 in his book "Liberation Management" and he joined the work of the school of human relations in the 1960s. However, the economic crisis and fear about bad manager and increased of stress work have have revived the subject. The company of the 21st century does it exist? The greatest wealth of the company are employees, the brain released, it should not be the jail and be unhappy. The power of free collective intelligence allows the common sense, the company's vision. Federate by the « why » and relase by the « how ». This is the foundation of "Management 3.0". After Taylorism and the rise of the connected enterprise 2.0, here came the new management, a new form of organization more agile, responsive and efficient

For this topic I was inspired by the book of Isaac Getz and Brian M.Carney which was one of the best seller for management book in France. Doctor of psychology and management, Isaac Getz is a professor at ESCP Paris and visiting professor at several US universities (Cornell, Stanford). He advises many business leaders in France and Europe. Brian Carney is a business journalist. He leads the pages "debates" of the prestigious Wall Street Journal.

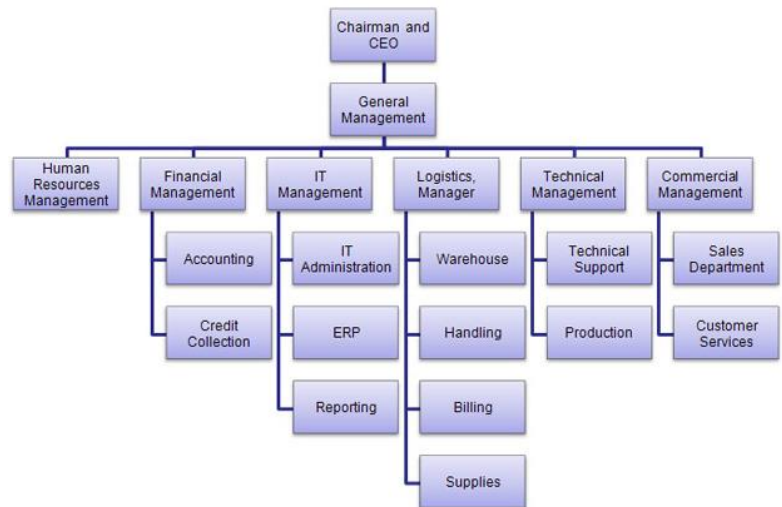
C) Traditional companies "How companies"

How to define companies 'how'? Isaac Getz the author of the book « Libert  & Cie » explains the Companies "how" which are companies that are influence by the scientific organization of work created by Taylor with for example procedures and controls of each work operation. Every worker has limited and repetitive work that are consistent by the wishes, the order of the supervisor, hierarchical manager. In summary there is a lack of employee autonomy that why worker become automatons in a bureaucratic and hierarchical organization. In Taylorism and Toyotism companies everything is calculated to perform even the gestures, everything is measured, controlled for instance by the Lean Production and the business creation process

How companies "how" do they appear? For Issac Getz and Brian M. Carney the companies « How » have emerged during the Industrial Revolution because the growth was important due

to numerous innovations. « Following numerous hires during the 18th and 19th centuries, companies had controlling and disciplining workers because majority of them were illiterate and rural artisans so they had no idea of what is the factory work ».

The work of each employe was like in the example « pin manufacturing » of Adam Smith with the division of labor where each employee's role is to perform a specific fraction of the production process and be an expert of this.



Thereafter creates the work of foremen and the goal of this work is supervise process and the work of each worker. Then, the clocks and many monitoring tools were created and destroyed the full autonomy of employees.

Then « How » companies have developed the bureaucratic model which I explain in the Maw Weber Management model. For authors of the book « The bureaucratic model is not necessarily bad because it has allowed companies to grow during the various industrial revolutions thanks in part to high productivity and innovation ». However, this economic and managerial model had a significant cost which the more important is a human cost (By the way during this period even children worked with bad conditions) as I will explain after and analyze in the stress section.

The bureaucratic flowchart in « how » companies

For Jean François Zobrist the CEO of FAVI company which I will analyze the flowchart of « how » companies suggests that workers are:

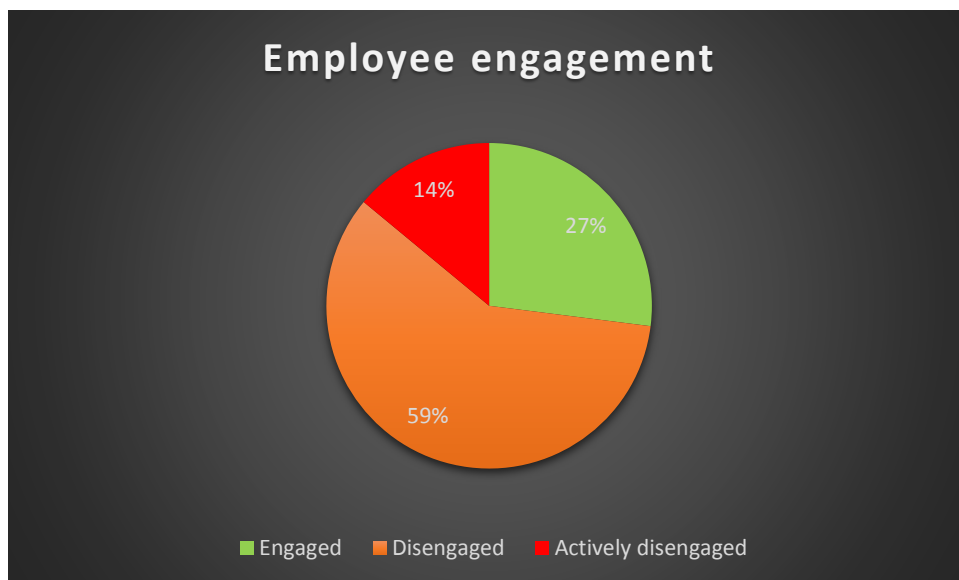
- Lazy that's why one supervisor manager has to impose higher level of work
- Irresponsible that why there are controllers
- Robber that why in many companies the materials and tools are not accessible by workers

To conclude for companies how "man is bad" as the philosopher Hobbes said « *Homo homini lupus est ; A man is a wolf to another man...* » But for Zobrist « man is good and he does not need carrot and stick but he need a vision the Why » .That is why liberating companies make a difference and we will analyze this after.

Rather suitable for single-product companies, pyramidal hierarchical functional organization model is contested for years. It would not be appropriate to the speed of our economy and would not promote internal communication. Nevertheless, in our liberating and agility model we are looking for an organization with more and more relationship between employee so more internal communication

For Issac Getz one of the main threat of « how » Company are the Hidden costs (which are not included in the balance sheet and income statement) « relating to bureaucracy for instance absenteeism, stress and illness, sometimes missed innovation opportunities because of lack of freedom and autonomy ». The exact cost of missed opportunities by employee disengagement is difficult to know. However Gallup survey shows that 73% of customers abandon their relationship with a company because of indifference or cranky employees of client services.

Graph 1 : Gallup Survey about employee engagement



Source : Liberté & Cie

Then, the survey Gallup has an other survey about employee engagement in USA in 2006. Only 27% of employees were engaged for their company, 59% were disengaged and 14% were actively disengaged. Alexandre Gerard who is a famous liberator in France with Chrono

Flex company says « Imagine every day in a company of 100 employees 14 people to wake up in the morning to fight against their company... the bureaucracy, the rules, the controls, stress, expectations of the new generations are the consequences of this problem ». Company « How » do not give the meaning, the company vision to their employees but just tell them what and how to do their work that why employees are disengaged they are not goal. So company « how » will manage the company against employees who are actively disengaged but other employees will also be penalized.

D) The liberating and agile companies "Why companies"

How to define companies "Why"? W.L Gore liberator from the company Gore-Tex defines his freedom company like this *"no established or assigned authority; sponsors, not bosses; natural leadership defined by the voluntary accession by other (followership); an individual communication to individual; the objectives set by those who have to perform it; spots and functions organized through commitment by employees... To sum up it is a culture where there is the least possible tension and there is absolute trust between employees "*

Create a common vision is one of the important criteria of the freedom company. Because freedom does not mean anarchy, a freedom company must have a common vision. Isaac Getz says manager does not say "do what you want, do what you think is best," because with that you will have anarchy inside the company and employees begin to act in their own interest and not that of the company. For Brian M. Carney freedom at work is neither hierarchy nor anarchy. So company must create a common vision and very often is : get world-class results. In addition, conversely company "how" that often promises freedom of initiative and autonomy but employees must have the permission of the hierarchy before making a decision, the freedom company let employees make decisions themselves with the vision of the company and that without approval of the hierarchy. Freedom is before all do not tell employees "how" they do their work. However, Jean François Zobrist says « worker must not close their eyes when an other worker used a measure does not serve the interests and the company's vision because it causes anarchy, not freedom... Nevertheless freedom within a company is not become to anarchy when there is the "why" of employees and the company's vision ». The "why" means the strategic vision of the company. The objective of the release of a company,

a working place is not to return to a state of nature or the individual without chains of society where the human are totally free and individualistic existence.

How companies "why" do they appear? Here I will summarize why freedom companies by liberating management appear. For Authors Isaac Getz and Brian M. Carney when they analyzed many released company and when they talked with manager liberators two characteristics and two desired appeared all the time :

The two characteristic are the **frustration** with the problems associated to companies "how" and **admiration** of freedom values in the world and from liberators leaders who want to create the best happiness company. Liberators managers and leaders were all referred to the exasperation that had proven seeing large companies cut the spirit of initiative and creativity of their staff.

- **Appropriating the vision of a global company.** That is, access to a global level by the market dominance and record economic results that make them envious competitors. That requires employees take ownership of the company's vision and it is an endless goal for freedom leader. In the liberated companies it must always be a vision globally. Company must be dreaming employees.

To sum up here one of the sentence of Chris Curran who work in a vineyard released in California and it establishes a link between freedom and world-class results *"We can have the best grapes in the world, but if you work in bad conditions, we will not make great wine. Everything depends on the culture, on the working conditions, the ability to personally make some decisions and be freedom to express his art, his work and his passion "* This vineyard was designated Best New vignole in US in 2006 by Food & Wine and wine product is among the top 100 global wine (in 50th spot) according to Wine Spectator.

The culture of happiness leads to world-class performance. The authors of the book explained to enjoy, happiness, Workplace Quality of Life, the wisdom which has the leader and liberators manager allows the development of employees. Wisdom can be defined as "Acting knowingly while doubting what one knows." this is explained by the wise knows the limits de his knowledge. For Getz "The corporate culture that helps employees to acquire the wisdom and they can released their ideas without barrier. The wisdom help employees to work in team like brainstorming". For the philosophers Platon and Aristote wisdom is associated with

happiness and quality of life so wisdom is a is an indispensable part of everyday life if you want happy employees and happy customers

« All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood ». The Universal Declaration of Human Rights of 1948

- Create the values of freedom, creating an environment based on freedom. Very often managers think their employees understand but often they understand what they want and understand that without listening, without listening their needs. Create an environment where people as equals is part of its values of freedom.

In this part I explain the example of the famous company Harley Davidson. This company was almost bankrupt and with liberating management and freedom it has managed to maintain and generate profit margins of 30% and that in an American auto industry which was in decline. The company rethink labor relations Labor- Boss this by working with the unions to think from the business transformation and that by equality and human relationship. So that everybody is equal so they decided to remove the function of barriers in order to establish an egalitarian relationship with the end of benefit for instance : the large private and big offices, privileged parking, material symbols, expensive furnitures , drivers, wearing a tie, the clocks.. for example at the Harley Davidson headquarters there are no door. Harley Davidson was a large industrial company with an important union so relations with some employees were difficult. However, if you want equality of all employees to have a liberating company you must also think unions as equal partner and it was a success.

"People are not opposed to change; they oppose when you want to change them " so you have to give their freedom, the choice to change

For Isaac Getz in companies how “information is intended firstly for important people (directors, managers...), and after the information down to the least important (employees). In freedom companies there are not less important people, each employee is important” because everybody is equal so information must be given for everybody in the same time. The

information that flows freely from each employees, teams within companies released allows to creates innovation and very good financial results.

Unlike many traditional CEO of « how » companies, liberating leaders do not believe world class results are achieved by the constraint. According to them it is the result of a good free and equal environment.

The authors of « Liberté & Cie » show a postulate about employees for liberating management:

- The employees want to be considered as independent individuals able to take responsibilities
- The employees want to develop on the inside of their jobs and make new experiences within the company, exciting and challenging tasks are more important than the status and official titles.
- The employees wish to have more possible of freedom but admit the necessity of a clear organization which is structured
- Allow employees self-direction and developed by themselves with that they become natural leaders. (No boss will take the lead, it is necessary that each employe who analyze a problem have the opportunity to manage it.

E) Company « why » VS company « how »

To conclude, happiness at work is precisely one of the differences between cultures 'how' and cultures 'why'. In companies 'how' we can not imagine being happy at work and this is why many employees are not only unfortunate but are subject to a chronic stress that we have analyzed and the consequences which follow on their health and on the business. The liberated companies are created to find happiness by autonomy and responsibility at work to the universal needs we have explained in the Maslow pyramid. The company released start with the the thinking of the role of employees in its success and performance is the most

important even if the role of liberator leader is important. The leader's values, creativity and wisdom are key elements of success.

Conclusion part :

In this part I talked about the human capital which is considered like one of the first economic trends and management to put the human and the importance of it within organizations and company. Moreover, it seemed to me important to recall the various current management such as Taylor, Fayol, Weber and Toyota because today it is these currents that are most implemented within existing companies in the world. However, we have seen why these management have emerged and the implications for human within companies. Nevertheless solutions and types of humanistic management exist as the liberating and agility management. So we had seen how and why this type of management emerged and their differentiated characteristic tha type of managements such as Taylor and Toyotism

Own Work analytical part

1) Analysis of a society and these characteristics that has changed

What is the context in which agility and liberating management was created? With globalization, ICTs our society evolves under the pressure of international technological and economic changes. The study of societal change and its consequences are so important to understand why we need to change our management system.

A) Society of consumption which become a society of information

First of all the transition from a consumer society to an information society which can prove to be an industrial revolution given the job creation and the changes that ICTs and generated a major change from the end of the last century up today. We are in a world where ICT have move and change since the 1960s for instance by the democratization of computing, diversification of tools. A real-time communication with the acceleration of communications (ADSL, fiber) and exchange tools and connecting more and more present and powerful. We are becoming a society where we are more and more connected and in real time. This means that our consumer and information system has changed and is about to change as the Internet offers many opportunities. This will lead to a big transformation of the economy through greater labor flexibility for exemple reduced time, information increasingly available and free, services and products oriented information. Moreover, one of the paradox of this new society is that we are increasingly connected and connected with others via networks but we lose the physical contact ...

Then, Today the consumption has changed and customers want to consume feelings, in other words life experiences . We are looking less and less a product for its physical sense but for the emotion that gives us and that is why businesses use personalization and keep changing their products. We are in industry process and we must reconfigure our continually processes based on customer needs and that by sharing it liberating , releasing the information.

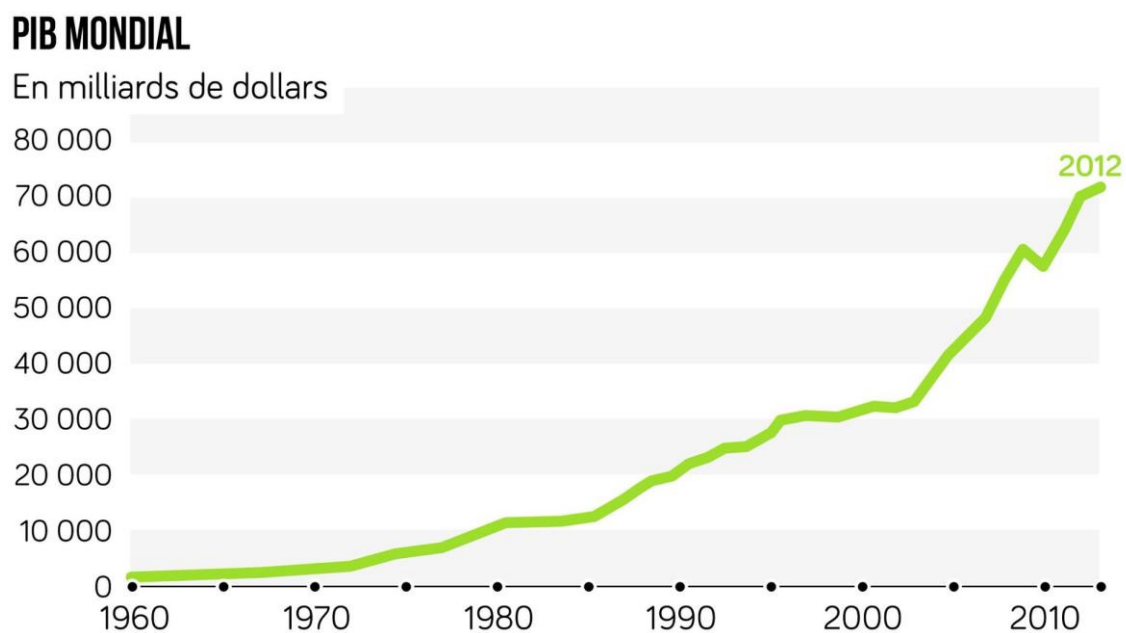
B) Society of short-term vision replaced by a long term system vision

The current functioning of our societies based on material development has largely deteriorated and reduces the natural capital of our planet. social inequality and environmental damage are the direct consequences of this model. Continue on this way would be suicidal. The limits of our planet are finite and in order to survive, humanity must adopt lifestyles and development compatible with the limits of nature. The transition to this type of society, described sustainable society through the invention of new ways of thinking and action.

Then, during many years our capitalist economic system doesn't think the fact that resources are not infinite. Nevertheless, since the end of the last century some meetings were created on this issue, for example, the first COP (COP-1) held in Berlin in March 1995 and the last was in Paris in 2015 (COP21). The second point is the obsolescence principle used by companies for customer benefit and bought it to always ensure mass production and without thinking about sustainable development and therefore the recovery of obsolete products. Today more and more common as the theory of decay and sustainable development can recognize these problems and are supported by consumers worldwide and mainly in developed countries. This thinking about end of the world can only lead to a creation of a new organization in companies with an economic vision, long-term social and societal rather than a short-term profitability.

ecological impact and economic development are linked: the world has never as much product today. We see it very well on the curve below: Since 1960, world GDP has risen steadily - except in 2009 because of the financial crisis. Global warming is a fact, our planet is deteriorating, this environment is under unprecedented pressures that directly affect humanity.

Graph 2 : World GDP



Source : INSEE

The current development of economic activities affect the evolution of natural stocks. It relies on the use of non-renewable natural resources such as oil, that are running permanently unable to recover.

By implementing a long-term vision we talk about sustainable development is the ability to meet the needs of the present without compromising the ability of future generations to meet theirs. The concept of sustainable development implies a new approach to growth, sustainable growth.

The concept of sustainable development is based on three dimensions:

-An economic dimension: it must be economically efficient;

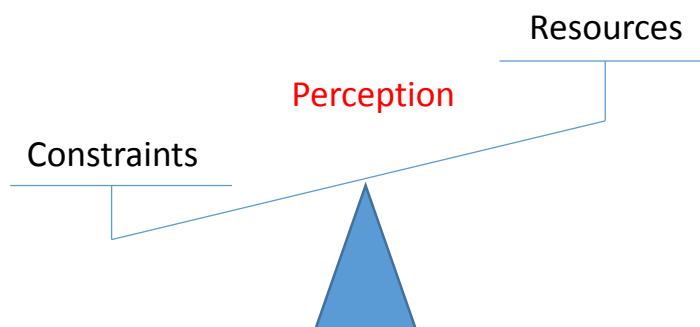
-A social dimension: it must be socially just;

-An environmental dimension: it must be environmentally sustainable.

The concept of sustainable development will change this view, including social and environmental objectives. It is now considered to occur one must rely on four types of capital: natural, physical, human and institutional. To stimulate sustainable growth, which produces well-being. In addition, it is important to support consumers in their choice. Choosing a sustainable lifestyle should be facilitated, encouraged and become the social norm. Consumers and businesses that take more account of sustainable development. Today all companies speak about sustainable development and put forward to attract the sympathy of the consumer who wishes to do something to save the planet. Companies encourages each employee to be careful, the agility management is used by this type of method

C) Society with stress at work

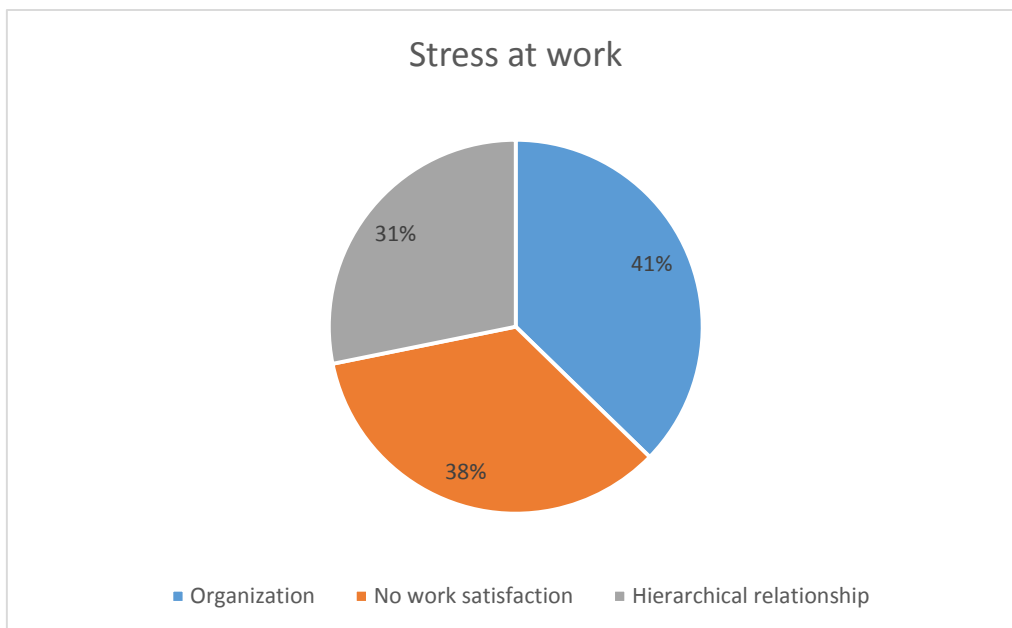
Stress at work is defined as " When a person experiences an imbalance between what we ask him to do in the workplace and the resources available to do them"



Since the 80s, there was a rise of psychosocial risks and therefore work stress among French companies, but also in all European countries. Thus, 47% of French employees say they are often an experience stress at work and 33% of employees have a psychological difficulties. The consequences for individuals, society and the economy are heavy: the medical costs would is about 413 million euros and absenteeism 279 million. The stress at work is revealing, not of individual behavior and minimal, but a social problem. Sometimes associated with an individual or isolated cases, work stress is a problem of organization of

work within the company and communication between employees and the hierarchy, rather than inadequacy of the employee to the position and tasks requested. So we must now rethink the relationship between employees within the company and between employees and hierarchy.

Graph 3 : Stress at work



Source : IFAS expert of the Human enterprise

Stress factors also include all the constraints and all the interpersonal conflicts that prevent employees to make a good work. Employees fleeing people and stressful situations so the absenteeism and reduced productivity at work increases.

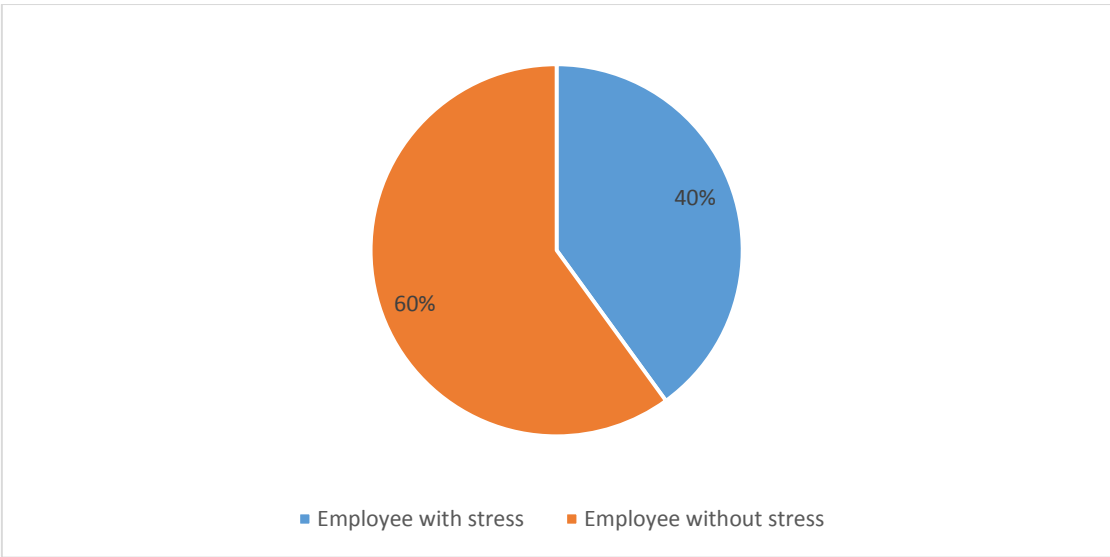
However how to reduce stress at work? the feeling of salary to control totally his work is one of the solutions we will analyze later by the liberating management.

Three psychologist, Hans Bosma, Stephen Stansfeld and Michael Marmot studied during 5 years stress levels of about 10,000 british bureaucratic worker.

The results are that : employees who feel they have a little control over their work have a 50% risk to suffer more cardiac risk than other worker who control their work. To conclude for them the freedom of choice is a universal human need inside the Maslow pyramid. Stress

affects 4 employees out of 10. The stress is clearly increasing in the higher classes (47%) and senior managers (57%)

Graph 4 : State of stress employee



Source : IFAS expert of the Human enterprise

Stress factors also include all the constraints and all the interpersonal conflicts which prevent employees to do a good work. For Zobrist to be abused by his superior the first cause of stress and thus finally very bad result.

Work stress is everywhere and estimates made by a number of Member States of the European Union vary from 2.6 to 3.8% of their GDP, 185-269000000000 euros per year for the all Member States. (European Agency for Safety and Health at Work, 1999 The economic effects of occupational safety and health in the Member States of the European Union. Bilbao, European Agency)

D) Society with a new generation X and Y

Each generation is a reflection of the time that it grew up. Inventions, new technologies, major political and economic crises are just a few of the phenomena that shape the characteristics, aspirations and values of the generation. Here we can see it is important to analyze the expectations and needs of this generation. Management must therefore adapt to this generation and these needs to enable happiness employees and finally happiness customers

Generation X (1959-1977)

- Working as a key growth openness to change, research challenges, need to learn, grow, experiment, wages are not the main driver.
- They do not want tasks but responsibilities.
- Want to participate in decision making and goal setting.
- They do not want authority with the hierarchical structures. To sum they do not want a "boss".

Generation Y (1978- 1994)

- They want to understand the meaning and contribution to others in the company, in the world. To sum up give meaning to Action
- They Want management life balance with work, family and leisure
- Misunderstanding the need for punctuality, courtesy of traditional period, the wearing of costume. Rebellion against authority
- Generation who manage the technology and the significant flow of information
- Pursuit of pleasure in work, a rhythm and quick results, a challenging job in a great place to work
- Independence to the employer: the company must have something to offer and not the reverse.
- Need a coaching by a mentor, a coach and not a superior.

- They want team work and evolve with it by a collective work.
- Have a good relationship with his superior, it contributes to the quality of authentic relations based on trust. They hope an honest relationship and immediate feedback

We have observed in the literature review part Taylorism and Hierarchical management is the most standard management current. However here the question is managerial systems for example the Taylorism are adapted to the needs of these generations ?

I think the answer is no because liberating and agility management are more suited for these generations which have close characteristics.

Company no longer have a choice with younger generations who aspire to move the lines and change the rules, they must continue to use innovative ideas in the human resources management by new management as such liberating and agility. For instance in 2025 generations Y represent 75% of worker in the world.

To conclude it is possible to summarize the society evolution by some characteristics which are the concrete consequences of it.

E) Characteristic of this society

-The complexity is the product of multiplying and evolving connections between actors that circulate around and within the company. The company is considered as a complex system by the number of variable and actor in the making and it can't be completely mastered . However people have this need to control their environment.

-The uncertainty is the feeling that danger , the risk is increasing. The recent crisis in 2008 is one example as a result of this many people were left in the dark to see their jobs become permanent . Moreover, today the purpose of the business game is not just to be as profitable but to be as quickly as possible and this therefore increases the uncertainty . The ROI is the single decision-making tool for many businesses and projects.

-The interdependence because the mass economy created this dependency between different actors in the internal hierarchy and in the external of the company. With the increasing of

interdependence lot of companies need to be more transparent by being collaborative internally as well as externally. Today we live and we work in a vertical system domination and not in an horizontal cooperation.

-Individuality : The individuality which one of the first theorist and economist was Max Weber in his work on the capitalist system. This was later developed and materialized by the Taylorist system by the establishment of a hierarchy (white and blue collar workers) .One of the current thinking is that Everyone thinks the world and acts in the world according to his own vision as a dominant vision is needed and that each access to knowledge, it is in the free flow of information , to choose, prioritize . To sum up the sociaty is composed of free and autonomous individuals

- No confidence : The Confidence in the work doesn't exist and now company multiply invasive processes, such as reporting systems or evaluation in order to obtain its employees behaviors consistent with objectives. Multiplication of this produced the opposite of what was sought because business leaders no longer control their organizations. Today, without confidence there is more fear and more stress. business leaders maintain the illusion of leader who knows everything, who controls everything. This way produces discouragement, underinvestment in work and cancels the collective actions. An example is the clock in bureaucratic organizations because the hierarchy has no confidence

These four characteristics should be considered by managers in companies to adapt. The released and agile management takes these and the needs of new generations and will thus enable them happiness.

2) Analysis inside liberating and agility management company

A) More and more company which want to become « Great Place To Work »

As we have seen, in the current economic and social context, companies seeking to develop and communicate their employer brand to attract and retain talent people. So they put forward their HR practices and seek to be approved by different labels as for example Great Place to

Work or Top Employers. It is interesting to understand why a company want to become a Top Employer and want improve the employer brand by this way.

When I was working at Decathlon one of my work was about this subject I had to creat the Decathlon record so I was in a conference Great place to Work France where many human ressources managers were to talk about this topic.

Today be a great place to work for many company is become a neccesite for to attract more young generations, because that as explained above they research a company where it is good to work to reduce the stress and be free. Also this label is an internal audit for the company with a SWOT and thus allow to retain employees and finally share good practice between companies to innovate and create difference against competitors. All these initiatives allow to improve the well-being at work because when you feel good in your company, you invest more and the results are better for the employees and customers satisfy

The companies have a commitment and develop the corporate culture, for example:

- Investing in human capital to create real added value to customers
- Balancing work and personal life
- Give employees the best working environment

All these characteristics are in relation with the expectations of employees and current generations so companies need to improve about it.

As we have seen the liberating and agility management are in relation about these expectations and characteristics.

B) The worker motivations inside this company

What is the motivation ? It is difficult to talk about of the satisfaction of employees and customers without mention motivation. The motivation is not a personality characteristic because everybody is motivated by something. Motivation is the result about meeting between a person and a situation at one time and it can change at any time

When a person is motivated, it invests more, working harder, longer time. So the motivation is like a need satisfaction process.

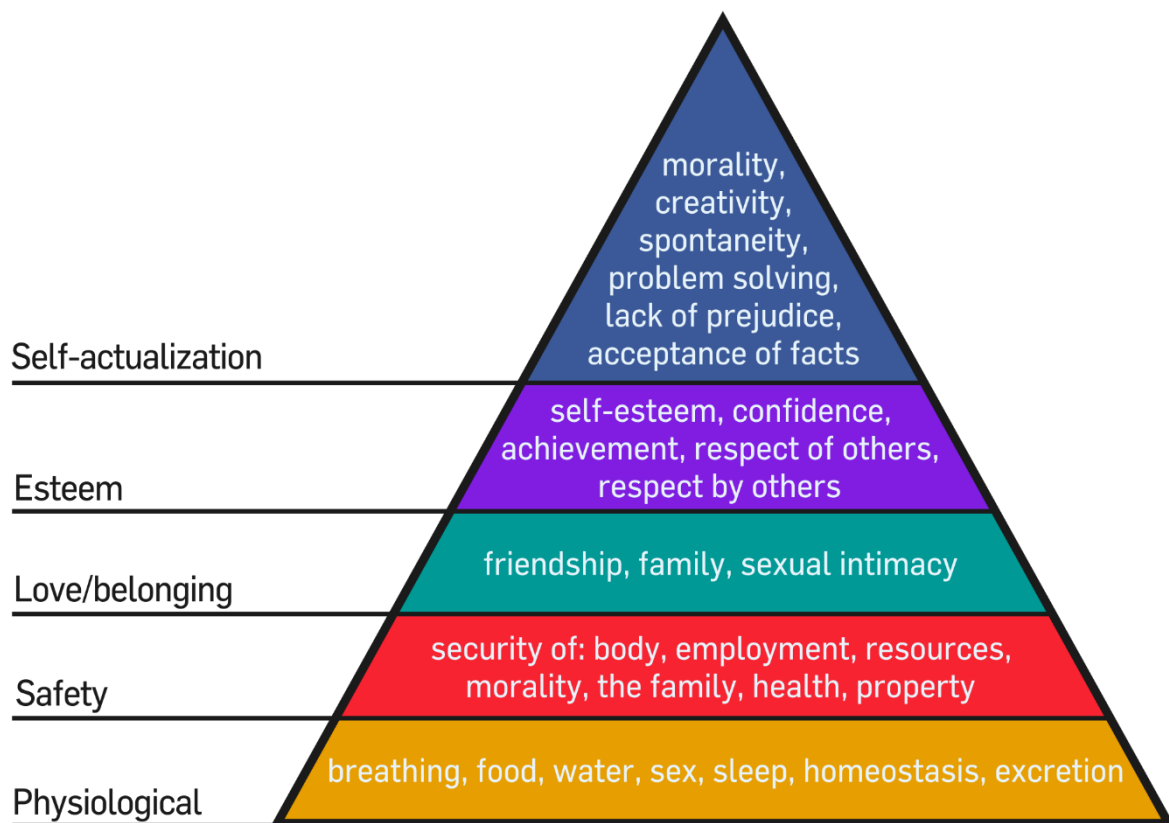
Graph 5 : Motivation process and reduction of stress



Source : l'essentiel du management

But how to motivate people? We do not motivate them because man is motivated by nature. The psychologist Maslow said in 1943 that the man not only looking for the body appeasement but also for the mind appeasement. Man is also motivated to eliminate the tension created by its unfulfilled psychological needs

Graph 6 : The Maslow Pyramid



As we have seen above, generation X and Y are looking more and more for mastery of pleasure in many of our activities as our hobby or our work. Here we assume that freedom and agility have many benefits for worker by their motivation and thus the satisfaction of them who subsequently will increase the customer satisfaction.

For example autonomy at work is sought by the X, Y generations and promoted by the liberating management is an important motivational way. Autonomy allows to employees to use their creativity, imagination, knowledge and skills in a significant efficiency goal. The company is more flexible and that have many good consequences by the way like increased the productivity, improved the quality, the well-being of employees thanks by satisfaction and motivation and finally the customer satisfaction.

Within companies released the "mind mapping" is highly use. The Mind mapping allows each employee to establish his own card motivators and then present it to the rest of the team. This also serves to foster internal communication but also the happiness of each employee. Moreover, in the liberated companies in addition to motivate employees individually by taking responsibility the manager must manage the environment by creating optimal conditions for the employee motivates himself and above all sustainable

C) Agile and release manager's role

What kind of managers-leaders we need it to get employees who self motivated and coordinates their professional activities for their happiness and happiness of consumers? After this last student year many student of this universty will perhaps become manager and me too so I think it is important to analyze it.

Every smaller organizations as start-ups to hundred companies ranked by Fortune magazine, have everyday business problems. So companies asked "Who is the manager I need to manage these problems? " The liberated companies do not do this because in most cases the selected managers will forget the needs of employees and their well-being for a lasting solution.

The current situation is actually it is not possible to delete the management and manager inside company because the manager have a vital role which is that of coordinating the business activities. So when you use the liberating and agility management you must develop managers-leaders liberators from the start because they will help you during all the liberation of the company. Although liberating management allows teams to be autonomous company needed leader manager so I analyze the role of these managers. The manager is like a leader, he invited everyone to autonomy. He manages the relational processes and facilitates the flow of communication and informations. The manager-leader becomes a participant among the other serving the company and the common sense. He also becomes the main employee of reflection and collective learning sharing the vision and its implementation. It also becomes a facilitator of relational processes.

The manager's role is to:

- Build a business environment where every employee is free to make decisions and make sure they understand the company's vision and they must realize it.

- Delete constraints, barriers instead of hardening them

- Being the guarantor of the company culture, give meaning to employees' work.

- Communicate and share the company's vision and values is one of the key roles of a liberation leader. It must constantly provide new information about the company's vision and values

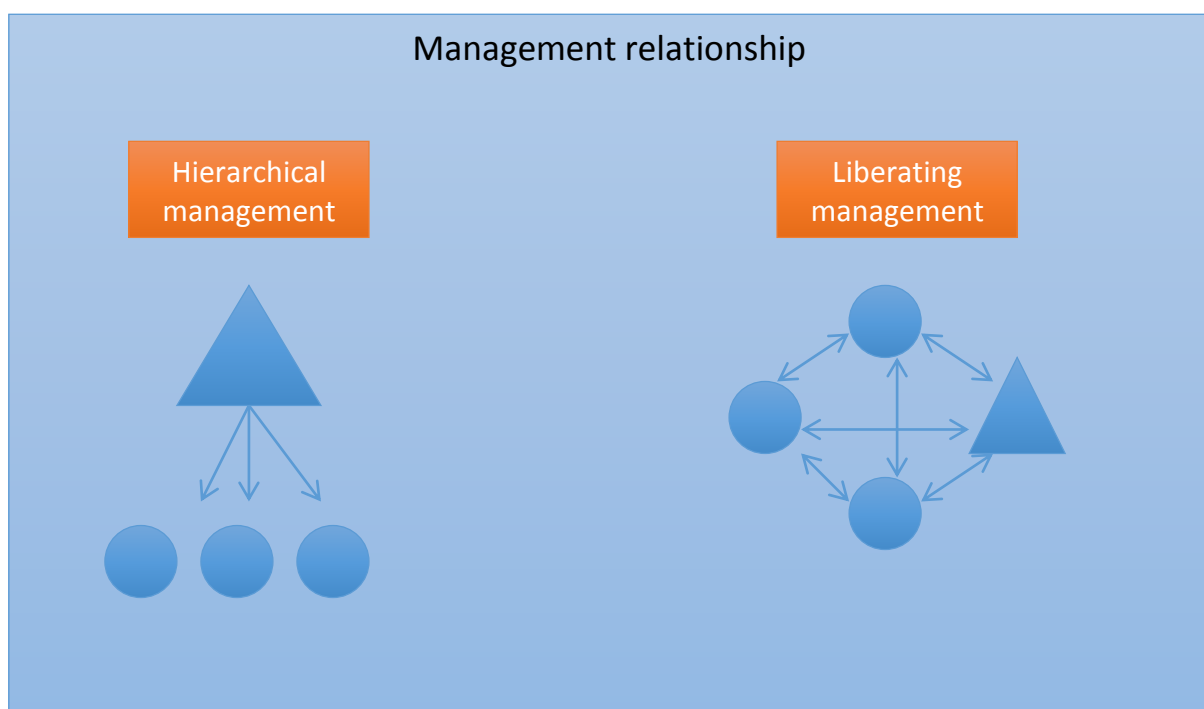
- It is important that a liberator leader stop to "say" and start to listen. He must subordinate himself to his employees. He needs to observe and listen as did Zobrist in the company Favi when he was nominated CEO because during 4 months he just observed and listened to employees' work because the last CEO was still here.

Then, a manager should not tell employees how to make their work, controlling, reward and punish. They must facilitate, guide and help employees to measure their own results. People do not believe and do not interpret what leaders say but what they do in every day life. If everything that the leader satisfies the need of employees it will win their respect. Each liberator used some different approach, designed to measure for each company by the liberating management and this according to its history and its difficulties. However the principles of equality and vision values were always used. The liberator leaders see workers not like just hands as Taylor or Ford thought He creates and develops a relationship of trust so he will integrate the employees to the company and this project and let them freedom to achieve the goals. In other words give autonomy, responsibility and recognition to employees be smart and let employees make errors instead of threats, sanctions and other repressions ... The manager allows free speech and listens to employees. This management allows to be more agile and responsive

The CEO must train, support, give meaning to the managers because they will give up many tools which they used as reportings, controls

To sum up, Everyone is good at something, to do something, manager and leader in freedom company believe in that. In the company Favi CEO Zobrist strongly encourages employees to escape from a business, a job where they feel they are not happy or improve themselves. Manager allows this by giving the means and the environment suitable to the development of employees (Work training and evening classes at the university in summary « education « explain in the Human Capital and used to create comparative advantages) to have the freedom to choose what employees want to do inside the company or sometimes outside of it. Another leader liberator Jeff Westphal of the company Vertex always said the first day for new recruits « Welcome to Vertex, you are free to leave » so the manager must be the guarantor of this freedom and the environment created during all his career

Graph 7 : Management relationship in « How » and « Why » company



- In companies « how » the rules, working methods and decisions are made and laid on top of the hierarchy. In these organizations, the relationship between managers and the workforce is limited because manager told what to do and how and without feedback. Employees are judged, controled.

-In companies 'why' which are released it is a collaborative management. The manager work to meet the needs of employees and the decisions are made in groups together in equality for the company's vision.

D) Three mains characteristic of agility and liberating inside company

Following the observation that we saw of the society in the previous section and given the current environment it has become necessary for businesses and the employees who are inside to develop their agility for the objectives of the performance and welfare inside the organizations. For this it is necessary to rethink the corporate strategy to adapt, innovate and act together.

In this part I will explain the 3 main areas of the agility and liberating management which are all the time defined by customer culture.

- The anticipation analysis

Today companies tend to reduce hierarchical levels or organize into autonomous entities (development of local decisions) . So now anticipation is not the problem of only the highest decision maker but the problem of a whole in the company. The anticipation must become a behavioral value of everyday way of work for every employees in their organiza-tion.

Anticipation the ability to make decisions with full knowledge and understanding of the risks but also internal and external consequences of our decisions.

To sum up anticipation to reduce uncertainty in order to develop capacity for fast action and reaction and to anticipate the consequences of our decisions and actions.

- The cooperation analysis

« Whenever the people are well informed, they can be trusted with their own government"
Thomas Jefferson, Autor of the declaration of Independance and Third President of United States

Cooperation means how to work with someone. More you have information and knowledge and more you can go up the hierarchy. The hierarchy power behavior follow the behavior of old warriors system: a chef is always right, he gives orders and give the information to the needs of his subordinate, and finally subordinates obey without comment. Making a review or critical may seem like a sign of rebellion or even unacceptable betrayal. The top man in the hierarchy by his charisma and strength thus imposes the rules of the game and everyone must follow, under penalty of exclusion. Nevertheless, today with the internet and the development of ICT everyone can have access to information "information which is a rare toothed originally became bloated and accessible for all" and therefore each can be competent in a specific subject and play on the system in which he lives. So the humility to know that we just mastered a part is important and reinforces the work with others to put forward a logic that is not hierarchical but cooperative business. Today's environment requires not only cooperation but also really and truly care about each other, without which the system can not survive, because it needs the contribution of each. The key is based on everyone's satisfaction in a lasting relationship to help to build a common sense. Cooperation in which 2 issues: common sense and people we work with. The goal in the sharing of common sense and the search for the satisfaction of the other (benevolence) under the base of qualitative and quantitative criteria in time.

By honesty with the customer you can build trust and cooperation with it. For instance in the company Favi one team had problems with a machine and that during an important customer demand period by Nissan and Renault. One day this team left the Favy factory to go to the customer factory and to explain the difficulties which they had. This meeting has strongly their relationship and it become a satisfied – satisfied relationship between us.

To sum up the cooperation: to share and not to dominate the relationship "satisfied - satisfied" and start working with each other but even more for the other

- The Innovation analysis

Joseph Alois Schumpeter (1883 – 1950) was the first economist who explain the role of innovation in long-term economic growth.

Innovation is the foundation to stop the steady economy principle and acquire new competitive advantages

There are 5 types of innovation :

- The manufacture of new goods
- The new production methods
- The opening of new markets
- The use of new raw materials
- A new organization of work

In the agility management innovation must be thought by every employees within the company, for example through projects led by multidisciplinary teams that integrates the customer within them. In these projects the information circulates freely and transparently so that trust develops unambiguous. The innovation allows to outrun competitors and get closer to customers

The innovation to invent continuously the world of tomorrow and to satisfy each client by customization, no more, no less and at the right time

To sum up a new « why company » must improve these 3 characteristics within their organization (the ancitipation, cooperation and anticipation) so as we have seen in the theoretical part to allow the performance, employee happiness and thus consumer happiness and releasing it the organization and skills of everybody inside the company

3) Analysis of one agile and freedom company : FAVI

A) Presentation of the company FAVI

FAVI is a limited company with board which was created in 1957 in HALLENCOURT in France, it is specialized in the sector of the foundry of non-ferrous metals. FAVI is a company subcontractor in the injection of copper alloys. The company is leader in the manufacture of sanitaryware, with for example some customers like car companies such as Volkswagen and Renault Nissan.

The company Favi was especially known by the arrival of a new director Jean François in 1983 and the freedom of this company. After his experience in the army Zobrist has implemented its experiences in the corporate world. Jean-François Zobrist, developed in the 80s an organization focused on the customer, where the structure is deleted against the listening and the full autonomy and responsibility of teams. A management which always search for the love of the customer, trust and innovation

Jean-François Zobrist was during about 30 years at Favi and since he is invited for many management conferences in the most famous French business schools (like HEC, GEM, Audencia)

Favi Company – Jean-François Zobrist



Zobrist everyday did the daily rounds of FAVI factory to listen employees to and discuss with them, he sought happiness. This is why I decided to analyze this company where happy employees equal happy client

Zobrist as liberators leaders have radically transformed management practices of their business and have done most often by no-using threatening tactics.

In my research I found on the website "société.fr" simplified income statements and balance sheets of the Favi company so I will analyze it.

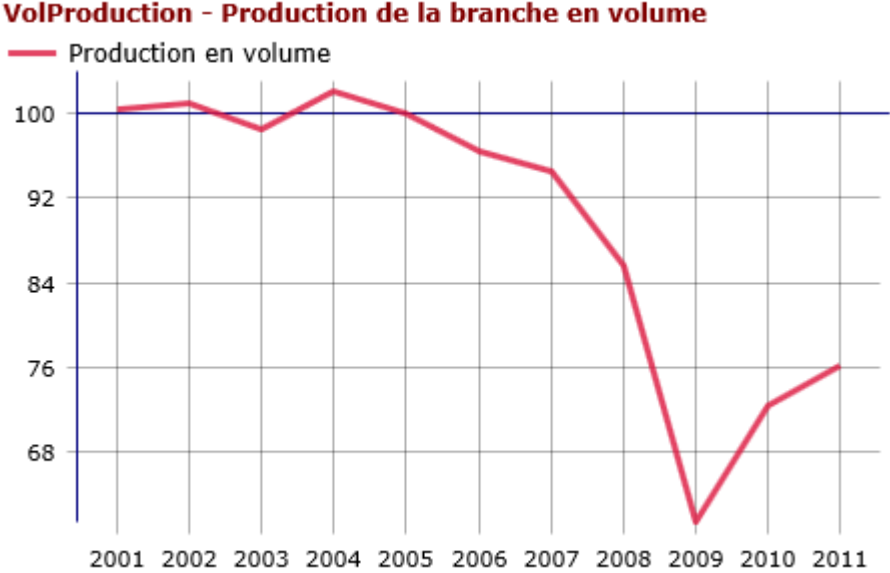
Despite the talk about human happiness, company still think about profitability for shareholders. The liberating management allows to earn money obtain substantial margins despite a difficult industry sector which is the subcontracting for automakers.

The cyclical nature of the activity of FAVI, dependent on the automotive market, resulting in the evolution of sales and results, which is why on long-term analysis seems more relevant. And that why first of all I will talk about the automotive market in France and Germany were the both biggest Favi customers are (Renault and Volkswagen)

B) The Automotive industry sector

In the European market, the French groups have the 2nd (PSA, 10.8% market share) and third place (for Renault, 9.7% market share) leading manufacturer behind Volkswagen Group (25, walksAnd 4% share in the continuing substantial increase in Dacia (+ 24% to 359 100 units reaching the end of 2014 nearly 3% market share).

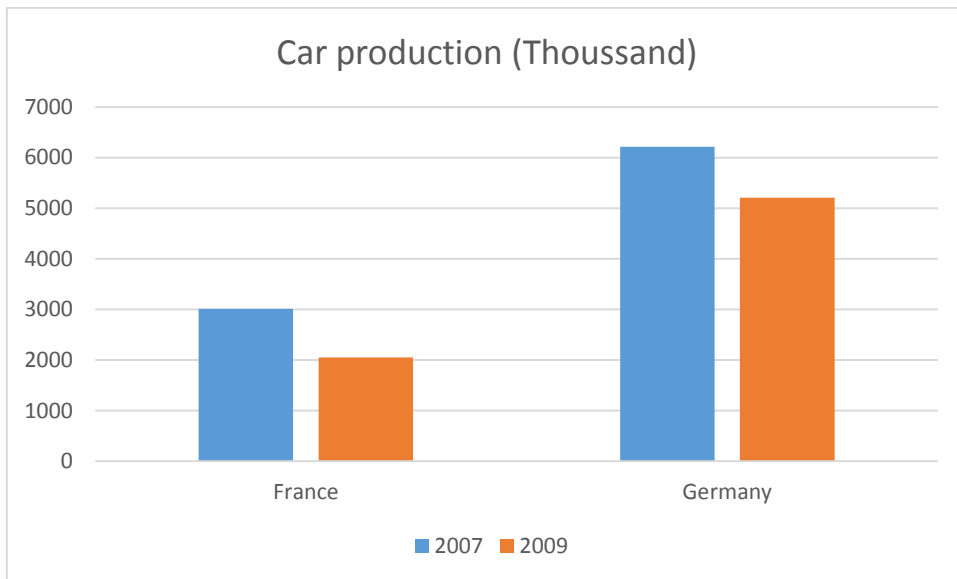
Graph 8 : Automotive sector production in France



Source : INSEE

Here we can see the volume production of the automotive sector with a base 100 in France. The automotive industry had begun to significantly be affected by the crisis in autumn 2008. Production of automotive industry rebounded strongly in 2010 (17.9% by volume), it slows in 2011: + 5.4%. It was affected by the end of the scrappage device and breaking of supply chains following the Japanese earthquake. These two consecutive years of increase, however, not allowed to return production to its level before the crisis.

Graph 9 : Car production in France and Germany



Source : INSEE

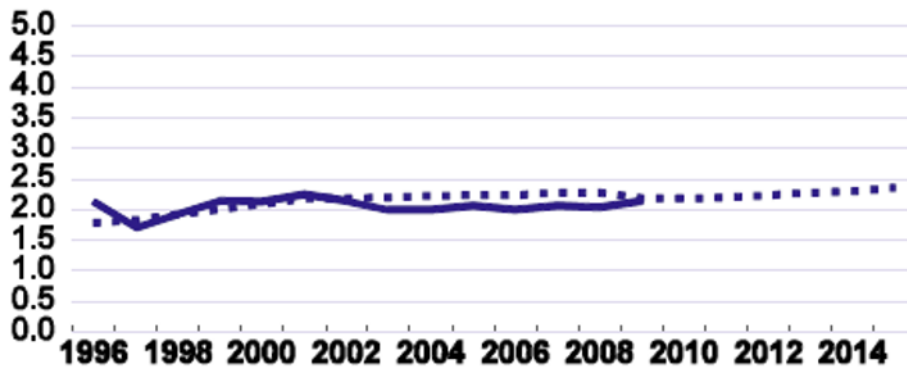
Here we can see strongly the impact of the crisis in the automotive sector with a 32% drop in car production in France and 16% in Germany. It is important to remember that Volkswagen (Germany) and Renault (France) are the two largest customers of the company FAVI and lower production to strongly impact FAVI.

The European Union of 28 Member has a little more than 16% of the global market. Within the European Union the car market jumped 6% in 2014, 12.5 million units, after five years of decline. It is however still 20% below the level reached in 2007 (15.6 million).

In 2010, the global automotive industry has regained a level of production record with more than 77 million vehicles, an increase of 25.7% over 2009. This record level erases production cuts due to the crisis. In France, the auto industry has been one of the hardest hit sectors during the crisis: production fell by 20.7% in 2009, partly because manufacturers have drastically reduced their stocks. Supported by the boom in automobile consumption in France in 2009-2010 related to the scrapping premium, and a rebound in exports, production rebounded 12.8% in 2010; 6.4 million vehicles were produced by the French car manufacturers.

Graph 10 : Car sales in France (Million)

France

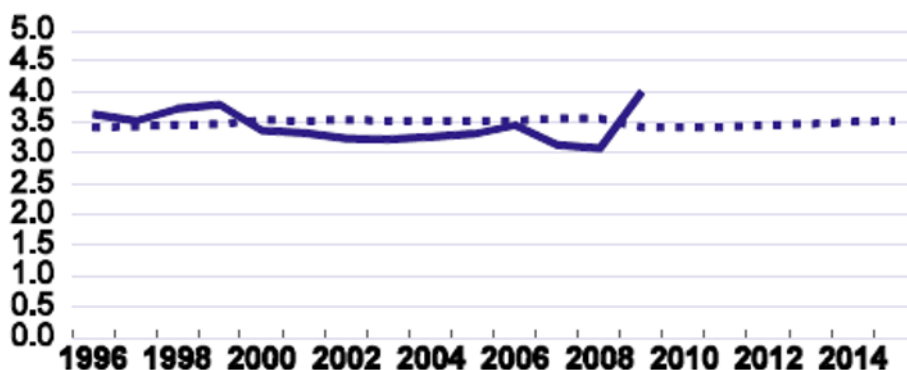


Source : INSEE

Here we can see that car sales after a sharp decline in 2007 in the two main countries where sold customer car FAVI. Sales pick (solid line) from 2008 and forecasts (dashed) are positives which is a good way for the company FAVI which is highly dependent on the automotive market and car sales. In France After a sharp increase in 2009 (+ 10.1%), registrations of new cars fall (- 2.2%). However, they remain very high at 2.3 million registrations.

Graph 11 : Car sales in Germany (Million)

Allemagne



Source : INSEE

The crisis has accelerated the relocation to Asia of production and markets: in 2010, more than half of world production was achieved in Asia against less than 30% in 2000 and the Asian market is the world market. This can be considered as a threat to the company FAVI for relocation.

C) Favi economic analysis

Despite the talk about human happiness, company still think about profitability for shareholders . The leaberating management allows to earn money obtain substantial margins despite a difficult industry sector which is the subcontracting for automakers.

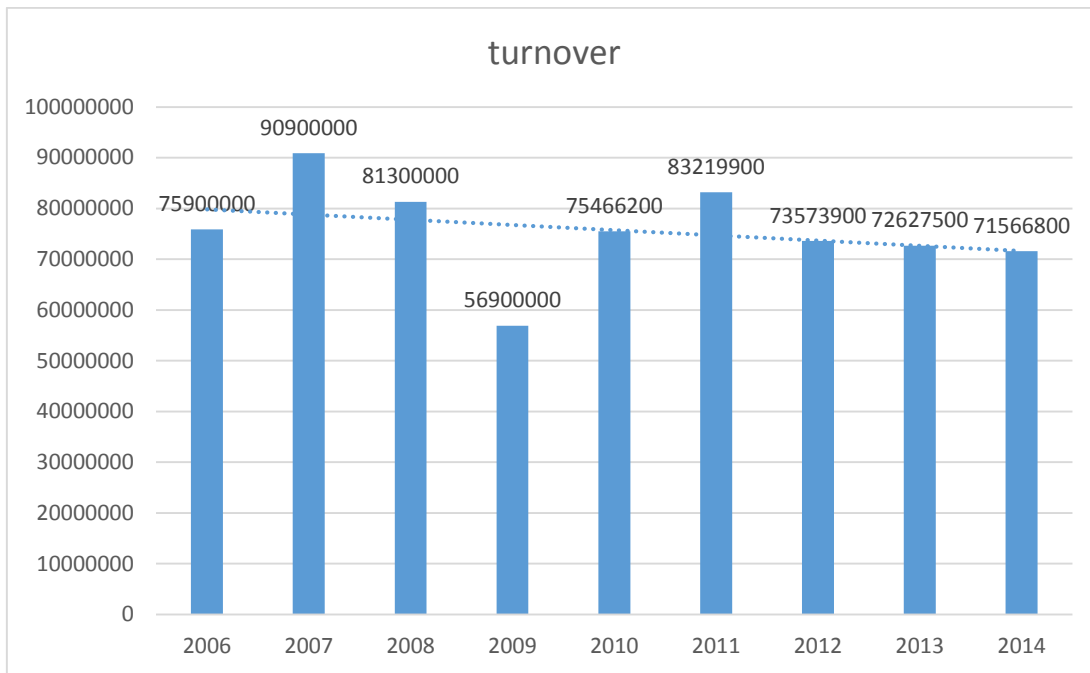
The cyclical nature of the activity of FAVI, dependent on the automotive market, resulting in the evolution of sales and results, which is why on long-term analysis seems more relevant.

Table 1 : FAVI income statement

Source : Société

Graph 12 : Favi Turnover

	2006	2007	2008	2009	2010	2011	2012	2013	2014
Turnover	75900000	90900000	81300000	56900000	75466200	83219900	73573900	72627500	71566800
turnover evolution	/	20%	-11%	-30%	33%	10%	-12%	-1%	-1%
net profit	4100000	5800000	4400000	1900000	4463000	4733500	3403600	3058700	2829000
net profit evolution	/	41%	-24%	-57%	135%	6%	-28%	-10%	-8%
Staff	454	440	437	425	409	410	394	388	385
Staff evolution	/	-3%	-1%	-3%	-4%	0%	-4%	-2%	-1%



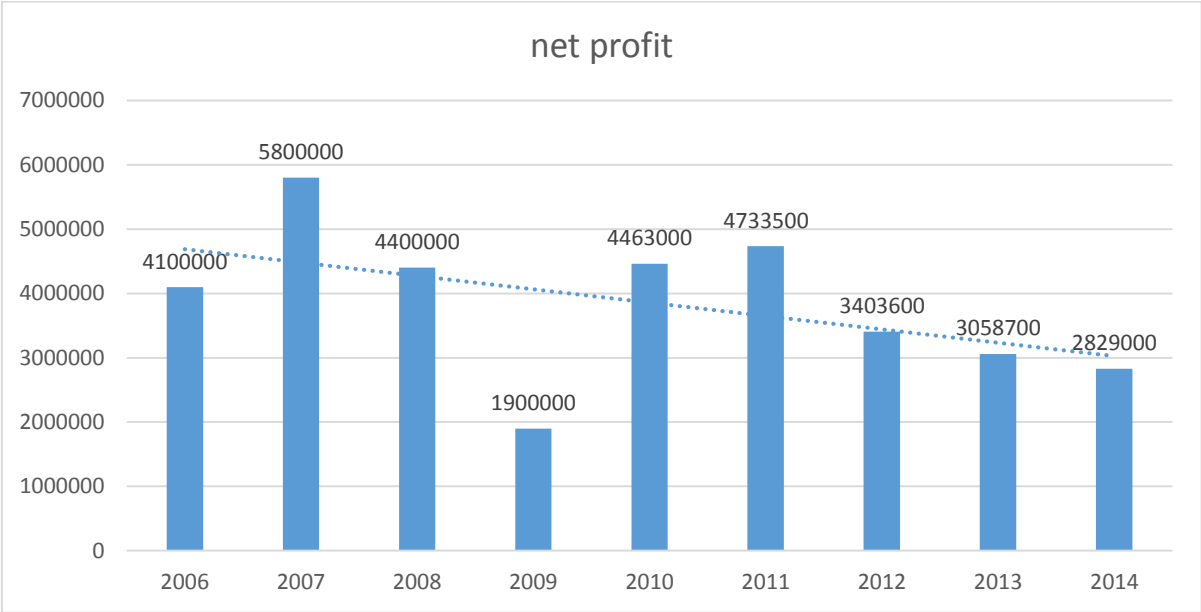
Source : Société

About the Turnover graph it is possible to see turnover increasing until 2007 with about 91 million but after it we can see the impact of the financial crisis that was important in the automotive sector with a turnover fall up to 56 million in 2009. As we know during this period the automotive industry, both European that American is the first major victim of the financial crisis. The speed at which the sector is suffering the consequences of the economic is amazing. Sales collapsed on both sides of the Atlantic. Many companies plant closing announcements and no manufacturer can escape a drastic move of its earnings. The automotive industry is extremely sensitive to variations in consumption and credit is harder to get for customers and companies. As we can see between 2006 and 2009 the turnover-decrease about 25% by the way François Zobrist leave the company in 2009 but thanks to the vision and the freedom environment in Favi the turnover increase (135%) the year just after in 2009. Favi turnover of 135% in 2009 is because the company has gained many market share because of many competitors in the sector have disappeared or Favi bought them due to the financial crisis. Since 2009 the French growth automobile sector increase very slowly that why the turnover increase about in 2010 with 33% and since 2013 the turnover is stable even if the growth of it since 2009 has increase of about 20%. This rise up is very uncommon in this strongly sector affected by the crisis as we have shown above. The company Favi through his release exports of auto parts in the world in spite of the crisis. The economic downturn has

allowed it to acquire 70% share of the market because many of the competitors stop their activities

However the turnover is not enough it is important to analyze the net profit which shows the company's health

Graph 13 : FAVI net profit

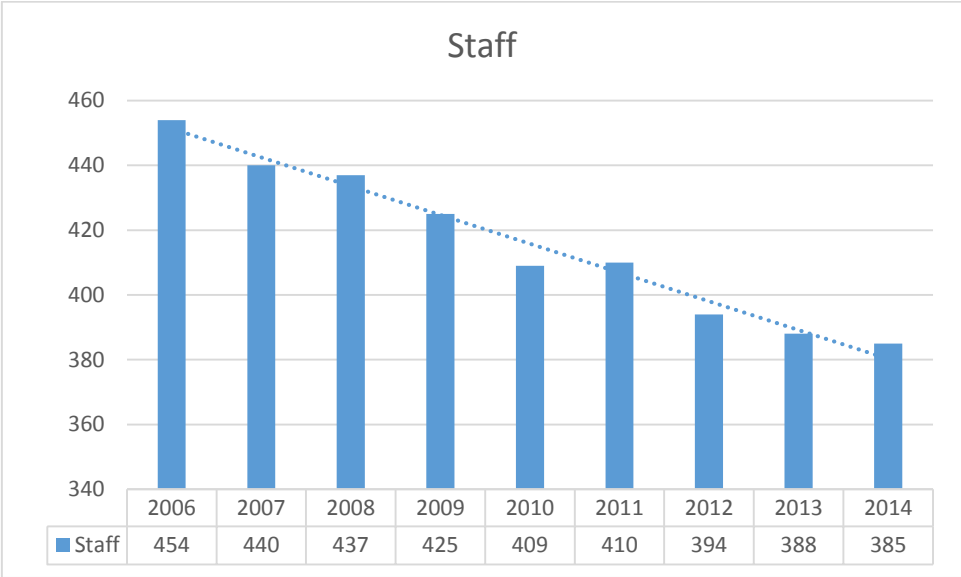


Source : Société

On this graph we can see the biggest net profit was in 2007 with 5800000 euros but unfortunately with the financial crisis in 2008 the net profit growth decrease of -24% and -57% in 2009. Nevertheless, such as explained above the net profit is still positive and that uncommon during the crisis. Thanks to agility and liberating management with creativity and freedom Favi is still competitive and has competitive advantages to meet customer need (which are cheap and good quality product). Then, even if net profits are positive despite the crisis and many years net profits are not as high that in 2006 because between 2006 and 2014 they are decrease by about 31%.. So for employees and shareholders who are invested in this company it is not a good thing.

In my diploma thesis I always talk about the importance of Human inside company so it is important to analyze the staff evolution during the crisis.

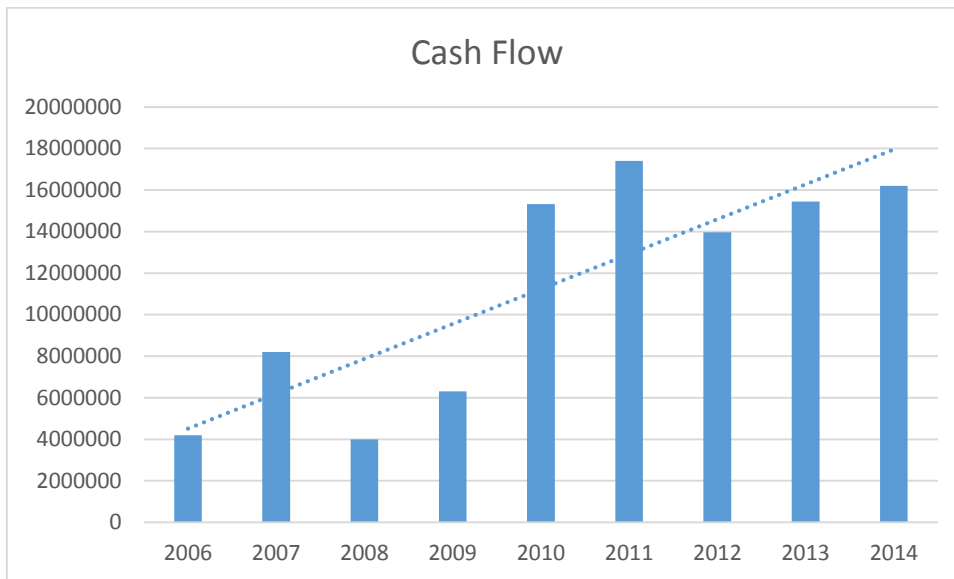
Graph 14 : FAVI staff



Source : Société

One of the characteristic of Freedom Company is that employees are faithful and the quit rate in the company is low. Here we can see on the graph above the Favi staff evolution. During 8 years the company lost 69 employees for a workforce from 454 employees in 2006 to 385 in 2014 so it is an average decrease of about 15%. The financial crisis has affected the company because some employees were not replaced. But the crisis is not the only consequence because there were also departures for retirement and resignations following the departure of Zobrist

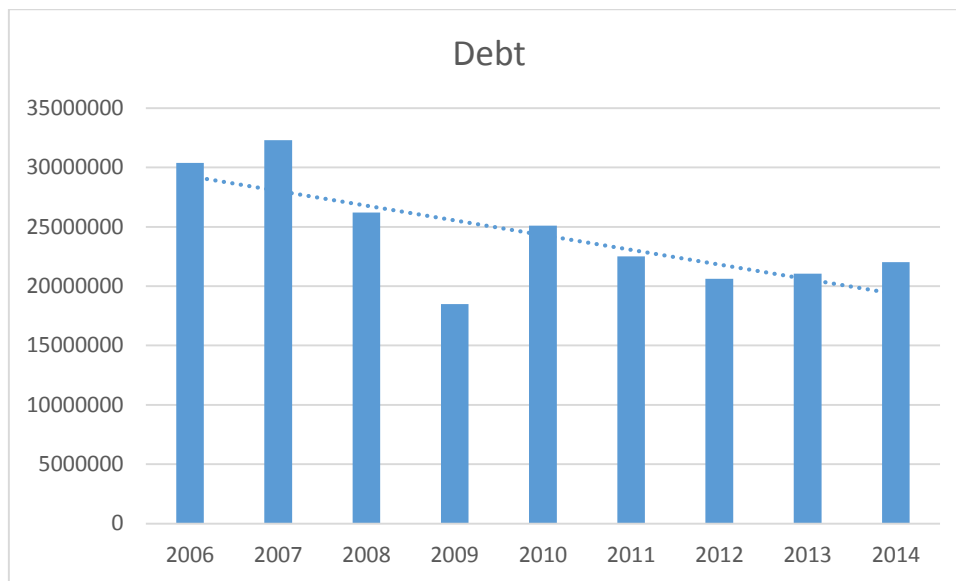
Graph 15 : FAVI Cash flow



Source : Société

Here we can see that between 2006 and 2014 the cashflow of the company Favi has an important increase of 286%. This highly positive cash flow is an advantage because it allows for example for FAVI to be able to invest capital without credit in the bank and also when company has expenses which were not provided by the company so they are able to spend money. The financial crisis had greatly damage the cash flow of the company FAVI with a sharp decline between 2007 and 2008 of 51% and it had never been so low with 4.000.000euros. This decrease is largely due to the loss of many customers and requests to drop that was not in a previous budget. . The liberating and agile management within the company has allowed the company to be more reactive the following year with such as we can see an increase of the cash flow of about 58% and between 2009 and 2010 a significant augmentation of 143%. This important increase is due to an anticipation of the negative effects of the crisis and thus to lower risk taking by the company in a difficult and multinational industry.

Graph 16 : FAVI debt



Source : Société

The results that we have analyzed above allow for 40% of the amount to be reinvested in the company in debt and acquisition of new equipment. . That is why between 2006 and 2014 the debt burden in FAVI has been reduced by 28%. As we can see there is a largest decline between 2008 and 2009 with 29%. However the company is indebted to us in 2010 with a 36% increase is due to the new investment to have the new ISO standards. ISO standards required by automotive customers are major costs for FAVI but they are a guarantee of quality. FAVI is the first European foundry certified ILO OSH 2001 that allows a competitive advantage against its competitors. Thus in 2014, debt represented only 42% of total resources, against 68% in 2003. And at the same time significant hardware investments were made.

A company like FAVI who masters its debt and deleveraging is a possitif point for employees as for shareholders who invested and will invest in a company with financial ratios like that. And if the development of the company is an important way for employees, at the end, those are the shareholders who will benefit from the improvement of their heritage and the reduction of debt

A) One Favi competitor : Lebronze Alloys

Within this section we will discuss an economic point of view one of the competitors of the company FAVI which not using agile and liberating management. This study will help us or not to see if the management in place by the company FAVI has enabled it to obtain competitive advantages and therefore resist during the crisis.

Lebronze Alloys was founded in 1934 by René Loiseau. As the company FAVI. The company is Lebronze Alloy Supplier of automotive manufacturers and suppliers. Making it one of the main competitor of the company FAVI nationally and international

The first observation that I have made and that information about the company figures and economic ratios are easier accessible within a company released than a business "how" as Lebronze Alloy.

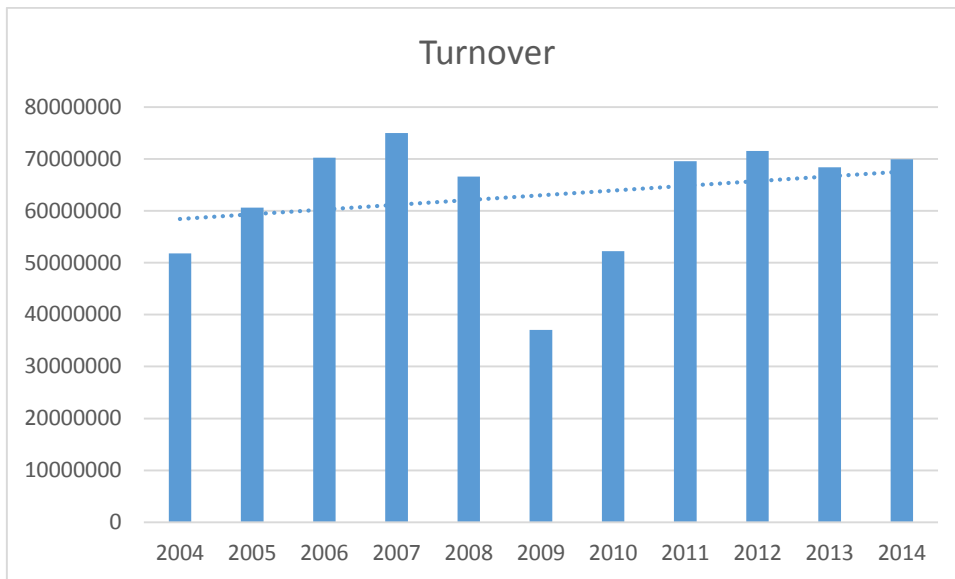
The company LeBronze communicates only on its net result and do not disseminate information about its turnover, its staff and that is why my analysis will be made exclusively on the net result of this company.

Table 2 : LeBronze Income statement

Colonne1	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Result	-100000	-4600000	-200000	-4800000	-300000	-940000	1520000	4749000	4127000	2384000	3164000
Turn over	51800000	60600000	70200000	75000000	66620000	37080000	52250000	69564000	71532000	68361000	69904000
Staff	430	433	418	400	362	329	300	293	296	315	333

Source : Société

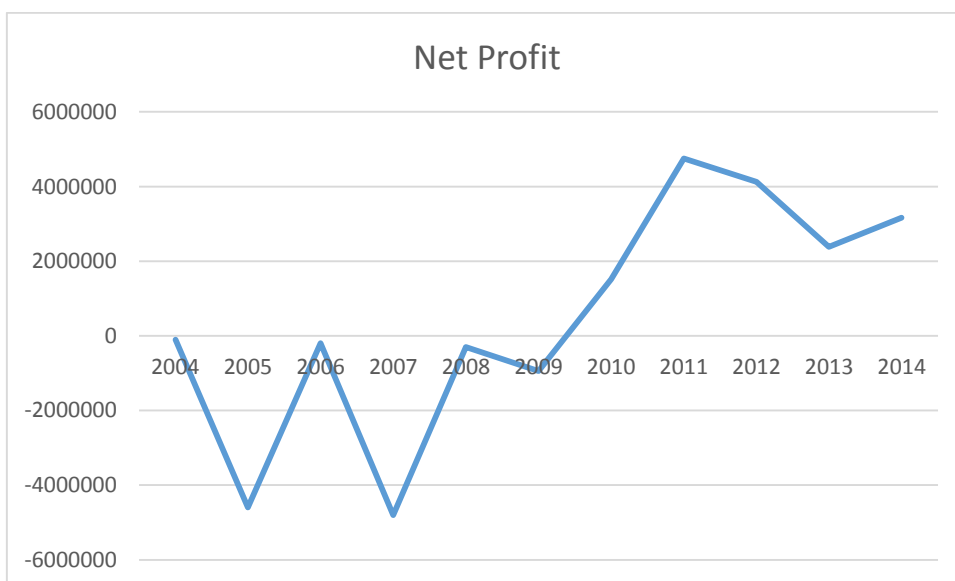
Graph 17 : LeBronze Turnover



Source : Société

With this graph we can see that the turnover of the company Lebronze remained stable between 2004 and 2014 with an increase of 35%. Nevertheless it has experienced a sharp decline between 2008 and 2010 with two successive drops of 11% and 44% which significantly will impact the result. These sales decreases strongly the cause of the financial crisis and in anticipation of the fall in demand in the automotive sector by the manufacturers and customers of the company Lebronze

Graph 18 : LeBronze Net Profit



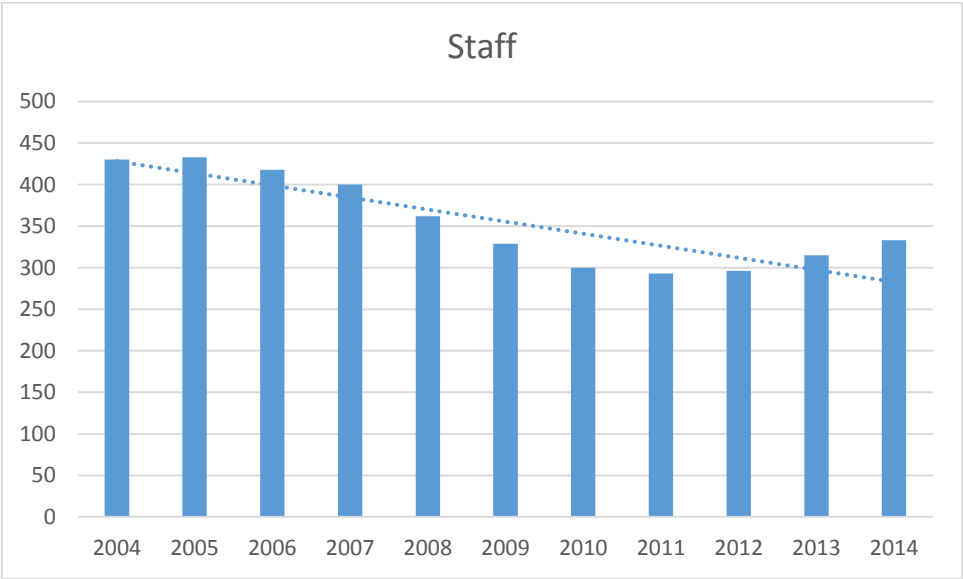
Source : Société

The result as shown in the company FAVI is an important point for the company and its shareholders. Here we can see that the company Lebronze has experienced difficult periods with negative results between 2004 and 2009 .. From 2010 we can see that the result of the company become positif with a peak in 2011 with 4,749,000 euros and it drops to 2384000 in 2013 to increase thereafter up to 3.164 million in 2014. The company Lebronze has struggled to adapt to a changing environment linked to the crisis and this may be the cause of a hierarchical management model based taylor which innovation, creativity, freedom of the employees are not put forward to aquérir productivity gains and to find solutions to the crisis. Conversely, as we have seen during this period FAVI his competitor was able to increase its market share

The crisis experienced by the automotive industry has significantly impacted the company and the management in place failed to be responsive, adapt and respond to changes in demand. Here we wonders if a liberated relationship with for example trust with better communication between all stakeholders could not have better results such as the company FAVI.

Here we can also think that because of the negative results of the company and very variable results workforce, staff employees in the company evolved every year and this could be negatively and not to install a trust inside this company.

Graph 19 : LeBronze Staff



Source : Société

In this chart we can see that the size of the company Lebronze fell by 23% between 2004 and 2014. The company has grown from employees of 430-333 in 10 years a decline of almost 100 employees (almost 10 per year). We can also see the largest decline are between 2007 and 2010 with about 10% per year this decline is the consequence of the crisis is a lower demand in the automotive sector as indicated in the sector analysis . We can see that there has been less effective in the fall of FAVI company with a 15% drop between 2006 and 2014.

D) The comparative advantages of the company FAVI

We can assume that the management techniques implemented in the company FAVI allowed to perform better than its competitor in its workforce, its results and we can analyze it by productivity and operating profitability ratios

Table 3 : Comparative ratio

Lebronze	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
productivity	120465	139954	167943	187500	184033	112705	174167	237420	241662	217019	209922
Operating profitability	1%	-6%	1%	-5%	0%	-5%	3%	8%	8%	5%	5%
FAVI											
productivity	/	/	167181	206591	186041	133882	184514	202975	186736	187184	185888
Operating profitability	/	/	10%	12%	8%	3%	6%	9%	6%	6%	6%

Here if we analyze the economic ratios related to the income statements of companies we can see that the company FAVI has a productivity (Turnover/ staff) than its competitor each employee is more productive in FAVI and therefore produces more turnover than its competitor. The released management in place allows us to say that employee productivity is higher. Also operating profitability is sought by shareholders and managers is also higher in the FAVI company with close operating profitability of the industrial sector between 6% and 10% in spite of the crisis financial. The operating profitability Lebronze is sometimes negative although it increased in recent years and is approaching that of the company FAVI as we can see in the chart above.

Above we analyzed the impact of management released an economic view point and we have seen it to enabled the FAVI company to adapt during the crisis that strongly impact the industry but as is, it is most important employees and their happiness? There is a year the French TV Channel Arte show a documentary called "happiness at work".The company Favi was one of the examples cited several times, for example Favi is a company with about 400 employees there is no labour union (which is very rare even not impossible in France)

Examples of employee testimony in this business :

- For them the union is not necessary in an operation like theirs
- Favi has become a human-sized company, or everyone trusts
- Employees who do not fit the system leave of their own choice
- Everyone meadows to make efforts when it comes from the collective, not the hierarchy
- Each employee is responsible and autonomous thus manages her own happiness

In this video we can actually see that the management set up within the company changed the work and lives of employees who are happy to work with a currency that is always the same "man is good, we must trust him and you have to work and love for the customer "

As we can see on the company website Favi it is said "For customer service since 1957" as this is what we read "Our requirement in the field of product quality, safety and health of Men, is accompanied by a strong commitment to sustainable development. In addition we can find a "word of the team" section with employee quotes such as "It is a pleasure to work with FAVI company with which I could access different formations and that has give me confidence in allowing me to start up a production line. " by Emilie who is Operator-adjuster on MOCN. Humans and their happiness are everywhere and it is really the feelings we are experiencing watching the video « Le bonheur au travail ARTE ».

About 3 characteristics of liberating and agile management as we saw in Paravant (anticipation, cooperation, innovation). We can see in the video and on the website of the company FAVI how these three characteristics are set up within the company.

Cooperation is the most showed characteristic because since the liberation of liberating managers and teams they cooperate together to ensure better economic performance.

Moreover, Jean François Zobrist created mini-factory in the bif factoryt FAVI to facilitate the cooperation of employees between them. Then, the hierarchy is almost over and it helps to

build human relationships and trust at work. The cooperation also exists with suppliers and customers as a mini-factory is connected to a single customer which improves trust and responsiveness and the information flows freely. When the FAVY factory or mini-factory have a large order from client, sometimes employees even come to work on Sunday to cooperate together and therefore customer satisfaction. Finally premiums are equal to everyone in the company and the managers are not favored than other employees.

Innovation is also very important because it allows for comparative advantages against competitors and often reduce production costs by improving processes, employee productivity ... Liberating and agile company by trust allows to release energy and thus creativity in FAVI there is an idea box (as in the managerial model of Toyota). Every 3 months the best idea, innovation is rewarded with a bonus of 1000 euros which is a real advantage for the purchasing power of employees and this allows them to praise and reward their work. But the most important innovation in the FAVI enterprise is an innovation organization because Jean François Zobrist changed the business structure and the role of managers who have now become leaders, not controllers. Zobrist has innovated in many way and challenged existing management since of numerous years in a factory. Today employees can take initiatives because confidence exists, they can innovate through creativity and they can make some error as to Zobrist said "If you did not have make any mistake is that you do have not taken enough risks. "

Thus the anticipation, By the release of FAVI company by Jean François Zobrist in the 1980s anticipation of employed has increased significantly as they have become free to engage without necessarily having to wait for the approval of the manager or the hierarchy. Freedom of action allows them to be more responsive to changes for example as was during the financial crisis of 2007 and what has allowed FAVI to win many market share and not disappeared such as many competitors in the same sector. Zobrist upon liberation has greatly reduced the hierarchical levels and changed the role of the manager which allowed information to flow freely, fast and transparent. Information is the key to anticipation and release in a company and it Zobrist has understood.

Conclusion part

In a released company, the directive management, according to a pyramid process, is replaced by an organization extolling collective intelligence and autonomy. without the supervision of the hierarchy and various control processes, employees have responsibilities and autonomy by a common vision and some values of freedom So they are more productive because more involved. In 2013, a survey by the American company Gallup with 140 countries showed that France is one of the nations where employees consider themselves less engaged in their business, only 11% of them. With liberating management company released seems able to remedy this situation by satisfaction of employee expectations. For companies this management has many advantages. The liberating management allows to reduce stress at work, reduce absenteeism and this with employees who are more satisfied and motivated and this foster the competitiveness of enterprises by innovation and creativity. To conclude it allows the happiness of employees and this always more satisfying the customer. The expectation of company to become a Great place to work is also one of the goal of liberating management for example in France Many Top company in the great place to work rank are considered like Liberating and agility company for example Davidson consulting, Decathlon, Kiabi and Electro dépôt)



Source : Great Place To Work

Moreover, as we have seen the automotive sector which includes FAVI was strongly impacted during the financial crisis. Companies in this sector have seen their turnover and results to be negatively impacted such as its competitor Lebronze and some competitors are bought by FAVI which has seen its market share improve from 50% to 70% during this

period. The management implemented in the FAVI company and the role of new managers that we analyzed have also helped to limit the negative effects of the crisis by the agility and characteristics of freedom allows to employees within the companies.

4) Results and discussion / Evaluation of results and recommendations

The agility and liberating company as a solution ?

The company must be agile in all components :

- strategy
- organization
- management
- comportement each people inside and outside the company

The goal is to put the man in the middle of company to fully satisfy the customer. The goal is to satisfy growing customer and that means agile company must improve the wellness of employees. The agile company developed creativity at all levels of its organization and developing customer culture by all employees.

More concretely organizational agility is based on a humanistic management like slow management and for example :

- Which brings together everybody inside the company is the sharing of a common sense
- What is its strength between employees is the mutual trust and transparency between the actors
- Which makes its performance is the respect of the space of each and resource sharing

Today too little company define to their new and old employees the customer culture and the relationship of satisfied – satisfied in a long term. This relationship should be establish by everyone with the client and not a relationship as we can see many time of a win-lose relationship in the Short term.

To develop a customer service culture compnay must take some actions as measuring the satisfaction of every customer in every transaction and/or measure overall satisfaction by regular surveys. But it is not enough because you must explain and talk about the results with yours employees. Moreover company must develop a tool or a process of technologi-cal, competitive and commercial and establish a process approach or project including client. Company must also organize its commercial function accounts of responsibilities and

stimulate cooperation between the design office services R & D and commercial services marketing. Finally, develop a system of stimulating creativity through creative meetings, box idea and set up an interactive e-commerce site can help to get closer to the customer. The development of this customer culture must be active for positive behavior and voluntary customer expression of it. It is vital for the company that the customer is a " actor customer ". In addition , we must develop the search of true fidelity honesty between company and customer.

The consequence being the motivation of employees in relation to the way and project of the company: "Give them the environment and support they need, and trust them in meeting the objectives". Moreover, promote the transmission of information face to face because it is more efficient. Promote simplicity by minimizing parasitic spots and Teams self-organize and these commonly considering ways to become more efficient for the benefit of company and customer.

Today, with improved communication and increased computer networks as we have analyzed in the section above about agility the company is not necessarily the only workplace. Company move and evolves because in many freedom company employees are free to choose where they want to work. The liberated companies promote oral speech and therefore will avoid memos by email, and texting ... If you have a work project with a person who is not in the same working place of you, so you can work with this person in an other place. Liberated company also promotes work at home when it is possible because the employees are empowered. Liberating management become by no bureaucracy and by dehumanization of relations must be based on human equality and equal treatment. With that employees have the feeling to be real human and not resources inside the company.

The controls which are no longer made on the workplace allow more time has useful tasks for clients. Employees can organize themselves their schedules and sometimes even the wage are decided also by themselves. By these methods for example a Danish company Oticon has seen its sales and business sales increase of 400 percent in 10 years and its profit margins were with two figures However they do not communicate about it..

CEO of the company Kolind reminder that « As a company, more we want to give freedom to the employees more we must clearly define the mission, vision, strategy and values for employees ». As I said before freedom bring equality and when company satisfied needs of equality, development and autonomy by employees (each employee so equality is also

between men and women) themselves, they are happy and that affects the customer happiness. If customers are happy so business work very well and alone.

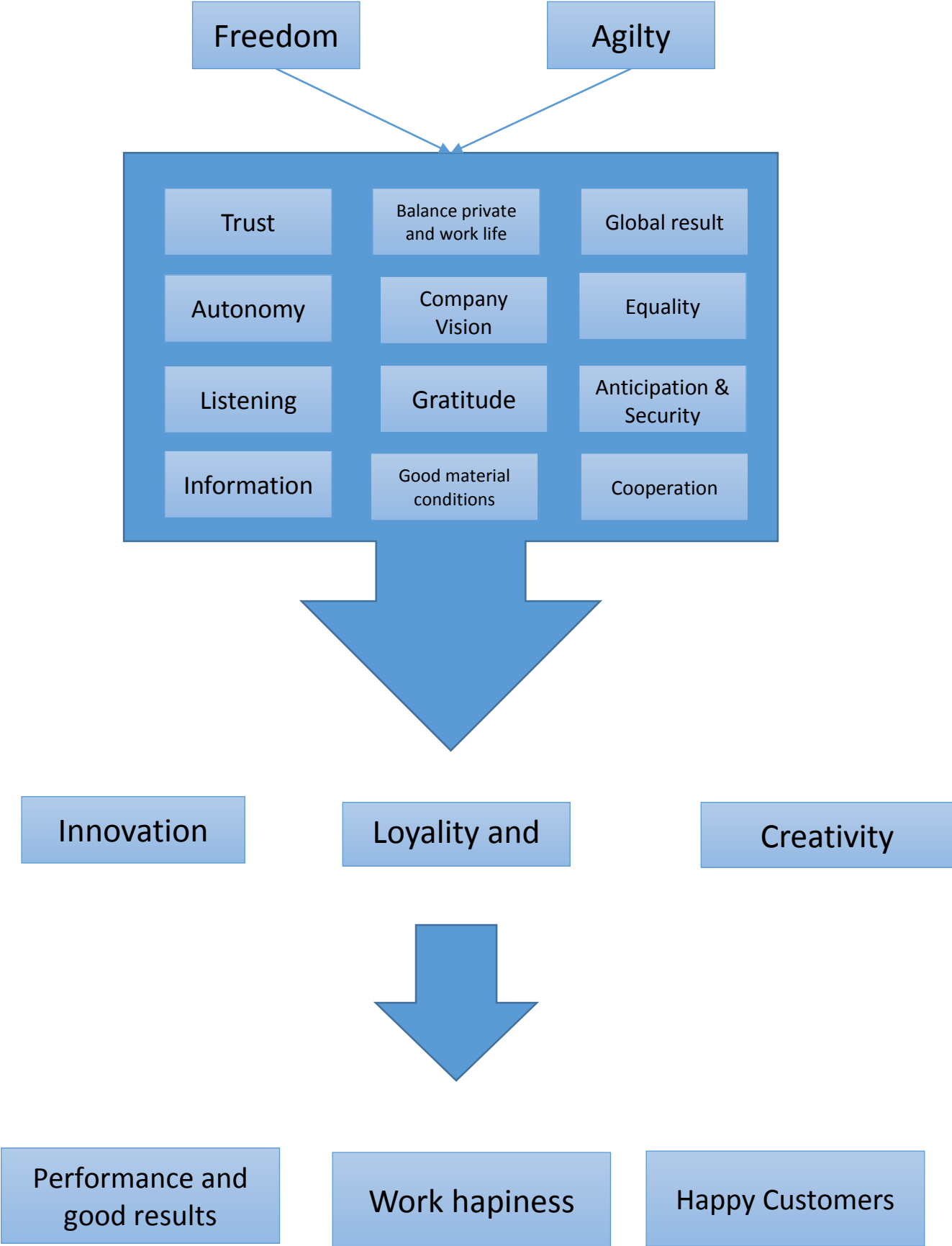
As analyzed above the critical role of the manager is therefore to establish a environment for the creation of a vision and values allowing employees to break free. This allows them to focus more on the needs of the customer and on the most important aspect of their work is to ensure that customers coming back.

If you want that employees act both freely and effectively, they must firstly understand and appropriate the answer to the question * why ? * to focus right goal. In other words they need to understand the vision of the company and the manner in which their actions are integrated in this vision. To conclude in freedom company, employees who are satisfied and happy leave less often than other the company. For example the company released Richard Group in USA estimates that its turnover rate of its staff is about 7% against 30% in the same sector (advertising). This low turnover allows better relationship with customers by loyalty. The low turnover rate is one of the characteristics consequences of companies released. Sometimes an employee who has an offer with a better paid job elsewhere accepts, regrets his decision by lack of freedom and then returns to the freedom company and productivity and loyalty are better because he releases that the grass is not always greener on the other side of the fence.

Isaac Getz is asked, "If the business based on trust and freedom is a generator of human and economic resources, why are there so few? "The reason, he tried to answer, and it is in the beliefs of the leaders, forged by the world of work and its current characteristics, education as we see in human capital that influences our acts. We made an additional diagnosis: the process of liberation is such an ordeal than a young liberator leader alone, or do not launch it, or abandon the road of liberation. Therefore, the French leader liberators have adopted a solution of creating an ecosystem for those leaders. This ecosystem of independent actors, but all passionate - offers: initiatory journey in the liberated companies, co-development sessions with leaders liberators, exchanges with researchers and experts release, resource self-learning coaches to work on their ego and let go, experts in labor law and even investors who wish to financially support companies paid.

Since 2012, in France, a lot of companies have engaged in the liberating management, for example Michelin, Airbus, Decathlon, Kiabi, Norauto and hundreds of SMEs. These companies released a new generation now constitute a liberation movement of businesses, a phenomenon that exists only in France. But that is not all because the organization based on trust and freedom is not just about business. Today, there is a French town of significant size that has embarked on the liberating management, 6000 Firefighters of a French region, boxes of Social Security, a second ministry in Belgium and other examples. Of course, release of each of these company and organization is unique like every business elsewhere. But liberating and agility management show that any organization, where there are men and women who are together to achieve a common vision can operate with trust and freedom of acts and thinking.

The above diagram clearly summarizes the key features and characteristics about liberating and agility management and the results of its



5) Conclusion

In real life or when we study at the university it is hard to imagine an organization without a manager... Moreover, in every company there is still always one manager who is the CEO and who is at the top of the pyramid and maybe extremely narcissistic because he has built an organization in his image. Some people will think by dispensing with any hierarchy, he became the only manager and concentrated all power in his hands. But the goal of this manager is to be at the service of its employees who are themselves at the heart of value creation ! To sum up it is not the manager who has the real power, but every employees together by collaboration. The goal of management is not control but create an environment to use the resulting dynamics of creativity of everyone.

What are the gains ? to be more relaxed, calmer , quieter , more joyful in summary be happy to work and live in work , not work to live. However, the paradox is that the temptation to recheck, to control may be present, it is necessary for the manager to have vigilance areas : learn to control not control and that until it becomes more natural to let go and continue on the road of liberating management. But the challenge is not only about the company, it is also the life and happiness of employees that would be it inside of the company and in their life everyday. We always talk about work life and personal life during our studies but finally there is just only one "life" and that is why the company needs to care about it. The world moves, the world changes, here are my ideas and those of people who influence me, my leaders, my coaches and they allow me to engage myself. "I am writing to act" Voltaire said, yes because for me the human is in the center of everything in the world and today as tomorrow if we want satisfied customers and sustainability of companies this means the satisfaction and happiness of our employees because yes for me « Happy Employees Equals Happy Customers »

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