

A reference  
Publication Pole

SINCE 1979, ISEOR PUBLISHED ON AVERAGE TWO BOOKS PER YEAR ON ITS RESEARCHES, METHODS, SOCIO-ECONOMIC TOOLS AND INTERVENTIONS. MORE THAN 70 BOOKS HAVE BEEN PUBLISHED.

Socio-Economic  
Institute of Firms  
and Organizations



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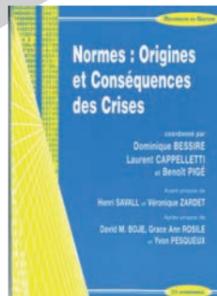
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Interventions  
within enterprises  
and organizations

Professional  
training  
Supervisors and  
corporate  
executives,  
directors, managers,  
consultants

Research  
Laboratory  
on  
Socio-economy

Academic and  
professional  
International  
Development



## Socio-economic Theory

An innovative method



> 40 YEARS OF EXPERIENCE IN MORE THAN 1350 ENTERPRISES OVER 37 COUNTRIES SPANNING 4 CONTINENTS

> AN EFFECTIVE AND SUSTAINABLE METHOD

### The 4 vocations of ISEOR

- A research Laboratory in management, economic, humanities and social sciences
- Operational interventions within enterprises
- Qualifying professional training
- An international rooting through a 600 researchers network around the world and a pole of publication

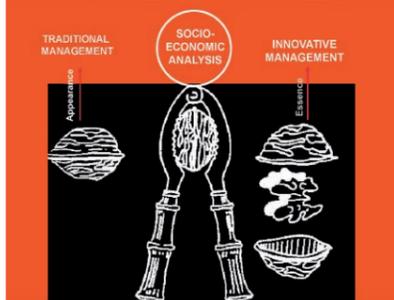
- ISEOR intervenes in firms of varying sizes and sectors since 1976: industry, services and public sectors, from 4 to 30 000 persons.
- Socio-economic approach of management has been drawn up in response to elements which looked antagonistic: **human/economic, satisfaction/profitability, productivity/quality, financial advantages/qualitative advantages.**
- The conceptual knot being the **dysfunction** notion linked to that of **hidden costs and performance.**
- ISEOR is the laboratory partnering with University Jean Moulin Lyon 3
- 152 doctoral thesis in management sciences were led at ISEOR
- More than 1 million hours of research, ½ of that time spent within enterprises.



The first objective is to identify fundamental causes of dysfunctions running in enterprises or organizations during a socio-economic diagnosis. Four features are simultaneously explored (dysfunctions, hidden costs, structures, behaviours.)

## Quality of scientific work

- Build correct and verifiable representations of management reality within enterprises by systematizing scientific observation.
- Experiment and evaluate several times concepts and tools before confirming their use.
- Connect to reality, which means assessing current and prospective phenomenon.



## Academic and professional international development



ISEOR'S NOTORIETY IS RECOGNIZED AT THE INTERNATIONAL LEVEL THROUGH ITS INTERVENTIONS, AND ITS ENGLISH, FRENCH AND SPANISH PUBLICATIONS

## Major International publications

Works on socio-economic theory were taken into account in the United States since 1981 with the first publication of "Work and People. An Economic Evaluation Of Job Enrichment", whose preface was signed by H.I. Ansoff (founder of the strategic management concept). It was published by the Editions Oxford University Press of New York, New Edition: IAP, Charlotte, USA, 2010.

The second stage has been marked by Pr David Boje (NMS University, USA, chief editor of the prestigious review "Journal of Organizational Change Management" Emerald 2003) who dedicated a special issue (which is very rare for a non Anglo-Saxon theory) to the socio-economic model, created by Henri Savall.

A further meeting with the Pr Anthony Buono (Bentley University, Boston, USA) was materialized by the joint coordination of a book written with the ISEOR team "Socio-Economic Intervention in Organizations". A scientific dialogue was set up on ISEOR pioneer researches very innovative for the USA.

## An active academic Network

- More than 1100 international professors and researchers
- Three scientific committees (English, French and Spanish speaking) including 150 renowned researchers who contribute to the «Recherches en Sciences de Gestion-Management Sciences - Ciencias de Gestión» journal.

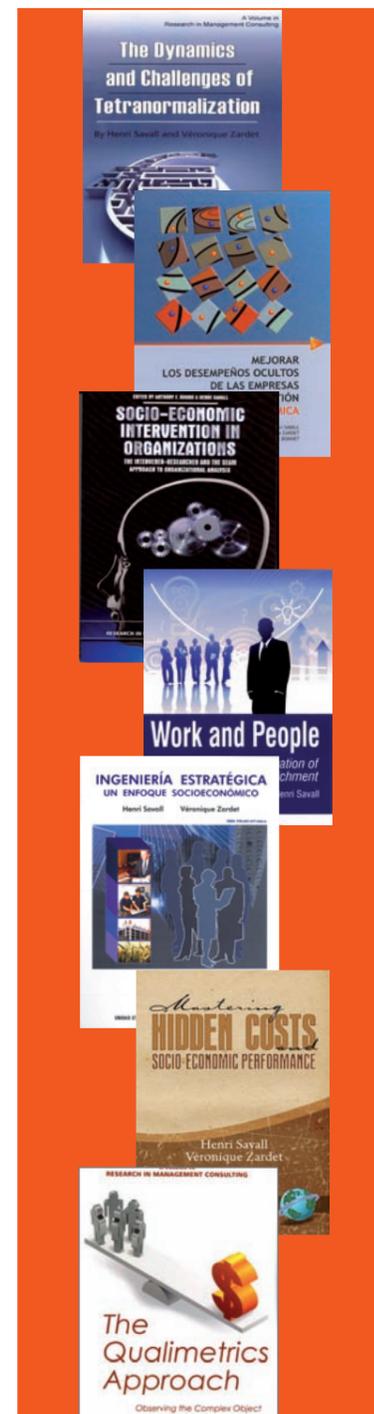
## A Scientific Publications and resources pole

■ More than 50 books were edited about the foundations and the multiple applications of the socio-economic theory, whose domains are the results of ISEOR researches. This includes hidden costs mastering, innovative approaches in management, organizational development and innovation stimulation, territory development, transversal researches in management sciences, researches and interventions in various sectors (liberal professions, cultural enterprises, hospitals, social institutions...), audit, consulting, certification, and Tetranormalization (analysis of risks linked to norms\*).

■ A publication pole about management sciences approaches, with the publication of 6 numbers per year of the «Recherches en sciences de gestion, Management sciences-Ciencias de Gestión» review, unique trilingual international journal in management.

■ A collection of books about research in methodology and epistemology, initiated in 1984 with the CNRS participation, which leads to regular international conferences partnering ISEOR and the Research Methodology Division of the Academy of Management (USA).

The hundred of ISEOR publications can be consulted on [www.iseor.com/publications](http://www.iseor.com/publications)



\*Risks and obstacles due to the proliferation and contradictions between 4 types of norms: commercial, social, accounting, quality-safety-environment.

## Interventions within enterprises and organizations



**TESTIMONIES OF ENTREPRENEURS, MANAGERS, EXECUTIVE MANAGERS, EXPERTS, WHO IMPLEMENT THE SOCIO-ECONOMIC METHOD.**

« The socio-economic management puts the emphasis on proximity management at all levels of organizations and territories. Even though the enterprise has changed hands three times, this mode of management has resisted and has carried with it more training, a decrease in customers' complaints, and a 5 points decrease of absenteeism, an actual scourge for enterprises.

Christophe Pourcenoux, Human Resources Director  
Générale de Protection, Stanley & Black & Decker Group (France).

« In 2006, the group set up a social plan because of financial difficulties, with a payroll reduction of 10% and a 75% renewed team. Something had to be done. The difficult social climate, employees' concern, an important decrease in sales, the hasty development of competition forced our enterprise to find reorganization and implication solutions for the personnel. ISEOR's intervention played an essential role in the enterprise's reenergization by pointing out the misused potential, reinvesting dysfunctions hidden costs into training and new strategic orientations of the board of directors.

Eric Marmus, Enterprise of the Tessenderlo Group (Belgium & Lille, France)

« Without this mode of management, we would be actually lost. ISEOR bridges competitiveness and humanism. I've been hesitating for more than a year before making my mind. I compared the method with other consultants' and I realised its solid foundations and basis. The method enables the enterprise adjust to its environment and to take its employees into account. A true motivation for everyone.

Michel Foucart, Chief Executive Officer, Technord (Belgium)

« When new European and French norms became effective in the notary sector, the necessity to redefine a new policy for the profession became obvious, together with the improvement of the quality of services and the reenergization of the notaries' training. ISEOR's method appeared as relevant as any other consultant's method. The main differences consist in the implementation of indicators, barometers, of a singular and professional method which put at its heart a transversal attention to the enterprise, the customers and the employees' needs.

Me Pierre-Luc Vogel, representative of the Conseil Supérieur du Notariat (Notary High Board) (France)

## In Mexico

« Re-assessed hidden costs, 10 months after the intervention's beginning, amounted to 1 155 000 pesos, which represents 25 000 pesos per person per year, which means there was a 61 000 pesos decrease per person thanks to the implementation of the socio-economic management. As well, the objective about the social coverage of the personnel has been fulfilled: the rate increased from 16% to 62% for this 10 months period.

Isaac Sanchez, Manager of an agricultural SME, Aguacates Peribán, Mexico.

« The ISEOR allowed us to increase production, customers' satisfaction, intellectual value of work, employees' multiskilling. It led to the internalization of activities which were previously subcontracted. ISEOR was also significantly helpful for us to assume the social responsibility coverage of enterprises. We were awarded two prizes and we adhere to the United Nations Global Compact.

Emilio Velázquez Álvarez, manager of the Hotel Paulina (Oaxaca State, Mexico)

## A network of franchisee consultants

Since 1991, ISEOR has been developing a network of franchisee consultants, allowed to implement within their customer's enterprises the socio-economic intervention method. They contribute, in return, to feed the scientific and technical patrimony of the research centre and to update its database and experience.

ISEOR's counterpart is to methodologically support the management interventions, to provide the consultants with tools and material support, to put at their disposal its SEAM expert system software (created by ISEOR) which facilitates shaping up the socio-economic diagnoses and to ensure a technical assistance of the laboratory for the first negotiations, the quality control of their interventions and their permanent professional skills upgrading.

## A team Over a hundred intervener-researchers in Lyon

> ASSOCIATED TO A LARGE NETWORK OF SENIORS RESEARCHERS AND JUNIOR RESEARCHERS OVER THE WORLD.

> A SCIENTIFIC EXPERTISE PROFITING TO SUSTAINABLE MANAGEMENT AND PERFORMANCE.



## An exceptional distinction

■ Henri Savall et Véronique Zardet were awarded the prestigious Médaille du Prix Rossi from the Institut de France, Académie des Sciences Morales et Politiques for their whole work on the integration of social variables into enterprise strategies.

■ An international network of more than 600 researchers over the world

■ 126 doctors, from 15 countries, trained by the ISEOR

Animation of ISEOR: Henri SAVALL, Founding President, Véronique ZARDET, Executive Director, Marc Bonnet, Assistant Director in charge of the English-speaking world, the three of them professors in Management sciences  
Olivier VOYANT, Associate professor, University Jean Moulin Lyon 3  
Laurent CAPPELLETTI, tenured professor, CNAM Paris.  
Frantz DATRY, doctors of management sciences.

## Your discussion partners and experts

> SEVERAL INTERVENERS-RESEARCHERS TEAMS, STEER AND CONTROL THE IMPLEMENTATION OF CONCEPTS, METHODS AND ISEOR'S TOOLS WITHIN THE ENTERPRISE OR ORGANIZATION.

## Training Programs

Executive managers, business leaders, consultants, experts, trainers



FOR MORE THAN 40 YEARS, WITH THE SUPPORT OF THE MINISTRY OF INDUSTRY AND FNEGE\* SINCE 1986, ISEOR HAS BEEN TRANSMITTING ITS SCIENTIFIC, TECHNICAL AND METHODOLOGICAL KNOWLEDGE.

This training includes theoretical and conceptual inputs, extracted from recent researches of ISEOR, and interactive «live» cases elaborated upon by participants from their experience and questioning.

Seven types of professional training are aimed at accompanying the steering of complex management projects.

They rely on two axes:

- A technical content
- An "intervention theory" content

### 1 Socio-economic approach to management: Techniques and tools

This training required to successfully implement change management projects. This training program enables to acquire consulting and governance methods and tools to pilot change and innovation within the enterprises. (In French, English and Spanish)

### 2 Managing Human Behaviour at work

This training brings an operational support to management behavior in complex professional situations. (In French)

### 3 Self-funding the enterprise: the hidden resources

This training, particularly useful in time of crisis, deepens the original method of costs-value of activities which concretely roots the socio-economic management control, whose essence is to recycle hidden costs into value-added. (In French)

### 4 Upgrading internal interveners' skills and strengthening the socio-economic management approach

This training is only run for internal consultants previously trained to the socio-economic method. It is an advanced intensive training on tools and techniques. (In French)

### 5 Selling in a turbulent environment "trade=human relations"

This training is useful to managers, commercial, sales, marketing, research and development directors, and is aimed to empower commercial performance. (In French)

### 6 Socio-Economic approach to management (In English)

This training allows both to acquire socio-economic innovative methods and tools and to improve Business English skills for non English native speakers.

### 7 Programa Gestión socioeconómica de las empresas y organizaciones (In Spanish)

This training allows both to accompany change management within enterprises and organizations and to improve Spanish skills for non Spanish native speakers.

### ISEOR organizes several international Conferences

which allow the capitalisation of socio-economic management implementation through numerous testimonies of businessmen, managers, executives, consultants, experts. They represent as many opportunities to meet various enterprises and to exchange experiences.

■ More than 2000 participants were trained since 1987

■ In 2012, 10 franchisee consultants use the method in France, Argentina, Belgium, Mexico and Swiss.

### Your discussion partner

*Intervention Programme Managers:*  
Françoise Goter, Renaud Petit, Alexis Roche, doctors of management sciences.

### Interveners-researchers

Nadia Chtiti, Guillaume Fernandez, Pierre François, Geoffray Picard, Andry Rasolofoarisoa, Maité Rateau, Samantha Rose, Thibault Ruat, Jérémy Salmeron, Amandine Savall, Arnaud Torres.



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\*FNEGE : Fondation Nationale pour l'Enseignement de la Gestion des Entreprises

## Interventions within enterprises and organizations



**THE TOOLS CREATED AND DEVELOPED BY ISEOR FOR THE IMPLEMENTATION OF AN EFFECTIVE AND SUSTAINABLE MANAGEMENT ARE VECTORS OF IMPORTANT ECONOMIC AND SOCIAL RESULTS**

### Six tools created and developed by ISEOR for implementing effective management and governance.

- The Periodically Negotiable Activity Contract
- The Competency Grid
- The Priority Action Plan
- The Strategic Piloting Logbook
- Time Management (auto-analysis grid)
- Internal/ External Strategic Action Plan.

The six interconnected tools of socio-economic analysis



### The "Horivert" approach accompanies those tools and methods.

Two simultaneous global actions: an **horizontal action** of methodological support involving the management team and the staff, a **vertical action** involving executive management, middle management, supervisors and personnel of the units. The intervention is **adjusted to the biological**

rhythms of the enterprise, in order to softly ensure stable and sustainable results.

«HORIVERT» allows both a best articulation of the socio-economic intervention improvement and to solve operational and strategic dysfunctions, often indissolubly linked.

### ISEOR intervenes equally on social dimension and economic performance.

The innovative socio-economic management includes global management methods. They mainly rely on human potential development, as a vector of effectiveness on short, medium and long term (stress, conditions of work, training, health and safety at work, compensation, motivation, employability...)

### Firsthand results in the enterprises

Main issues ISEOR tries to solve essentially focus on social and economic performance:

- How to reach higher and more sustainable performance levels?
- How to integrate a new mode of management fitting the enterprise strategy?
- How to successfully integrate new ideas, technologies, organizations, products, know-how, functioning, management...despite the resistance to change?

Members of the enterprises and external partners' satisfaction (clients, suppliers, institutions...) is simultaneously obtained.

## Socio-economic Research Laboratory



**ONE OF THE FIRST RESEARCH TEAMS OF FRANCE IN ENTERPRISES AND ORGANIZATIONS MANAGEMENT ENGINEERING.**

More than 640 teachers, researchers and young researchers have been involved in its scientific research program within the ISEOR. They're pursuing their activity over the world, in universities, institutions and enterprises.

### An innovative management

The enterprise is challenged by a highly competitive environment featured by new technologies development, markets broadening and evolution, products diversifications, sectors and collaborators' role mutation, ...

ISEOR's method allows a constructive answer including 2 crucial axes:

- An increased implication of every person in the enterprise (at all levels)
- An important development of know-how and skills upon the whole human potential.

### A rigorous observation

The laboratory's mission is founded, as any scientific observation, on rigorous observation and on properly assessed life-size experiments.

For this reason, the researchers team permanently interacts with pilot enterprises and the laboratory.

### A necessary questioning

The scientific quality of work depends on **correct and verifiable representations** of reality, on constantly assessing its implementation and on the study of evolving elements, instead of static or bookish representations.

- Scientific works are build upon an innovative socio-economic management beyond classic functional splits inside the enterprise. They arose from **fundamental** (progress of scientific knowledge) and **contract research** (serving the future). Both are founded on the creation of concepts/tools and of the engineering of intangible investments focused on human potential qualitative development.

### Researches focus on subjects in adequacy with enterprise and organization issues:

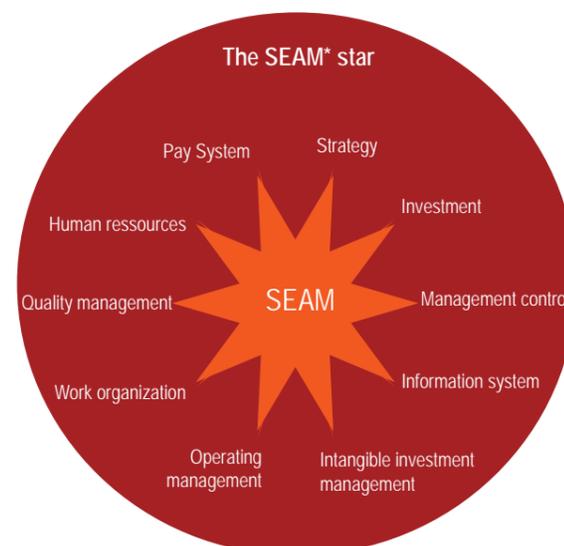
Employment, training, qualifications, discrimination, employees expression, illiteracy, health and safety at work, compensations, stress, motivation, norms, certification, innovations strategies on the trio product-market-technologies and the human potential, conditions of work, public services modernization, territorial projects and development of durable performance...

- So many themes allowed us to collaborate with the ILO (International Labour Organization) and gave birth to a ILO-labelled book written at ISEOR: "Releasing the untapped potential of enterprises through socio-economic management", published in French, English and Spanish.

Hidden costs are high\* : extracted from 1,350 enterprises and organizations cases (72 business sectors)

	Sector of activity	In Euros** per capita and per year	In percentage of the payroll
INDUSTRIES	Electronics	€ 66, 800	220%
	Metallurgy	€ 25, 700	80%
	Glassworks	€ 55, 000	150%
	Household Appliances	€ 17, 500	50%
	Agribusiness	€ 16, 100	45%
SERVICES	Bank	€ 25, 300	45%
	Public Notary	€ 17, 300	40%
	Telecommunication maintenance	€ 22, 400	40%
	Hospital	€ 16, 200	51%
	City government	€ 15, 000	35%
	Supermarkets	€ 15, 100	84%

\* Those figures don't refer to a sectoral average - \*\* euros 2014



\* Socio-Economic Approach to Management

Depending on the results of the diagnosis, the ISEOR team aligns, by participative methods, the principles of socio-economic management, sustainably effective and efficient, to the specific context of every enterprise or organization.

## Socio-economic Research Laboratory



- > SOCIO-ECONOMIC THEORY BASED ON A SCIENTIFIC CONCEPT UNIQUE IN THE WORLD.
- > A STRONG ACADEMIC NETWORK INCLUDING 600 INTERNATIONAL RESEARCHERS.

■ For sustainable economy and management of enterprises and organizations

### The socio-economic method is a strategic approach based on 3 vectors:

The company internal potential as axis of strategic development, the internal resources as motor of the enterprise, and the strategic implementation as potential multiplier.

### The socio-economic Theory assumes that the enterprise is a complex set composed of:

5 types of structures (physical, technological, organizational, demographic, mental) interacting with 5 types of human behaviours (individual, of activity groups, categorical, of pressure group, collective), which exert an influence on the enterprise functioning.

In fact anomalies impairing the functioning are identified as dysfunctions and their recurrence causes important hidden costs for the enterprise, which directly affect profitability, competitiveness, effectiveness and quality.

### Dysfunctions and Hidden costs

Fundamental causes of these dysfunctions lay on lack of piloting, of stimulating information system (HISOFIS), of synchronization (coordination in real-time) and of grooming (periodical maintenance of structures and behaviours).

There are five families of dysfunctions: absenteeism, occupational injuries and diseases, staff turnover, non quality, direct productivity gap.

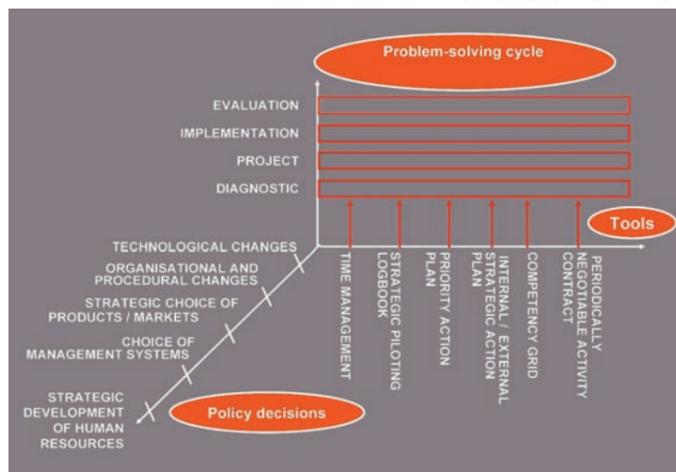
The ISEOR research center is associated with the University Jean Moulin Lyon 3

■ It proposes a doctoral programme in management and 10 general and professional Master programmes at the EUGINOV Centre (Ecole Universitaire de Gestion Innovante), within IAE Lyon.

■ It has developed, for more than 38 years, a network including more than 1100 academics and international scientists:

- Several partnerships, for example with the International Institute of Costs (IIC: Latin countries of America and Europe), with the American Accounting Association (AAA), the Academy of Management (AOM, United-States)
- A network of renowned universities, particularly with 5 American universities and 9 Mexican universities.

### THE THREE KEY FORCES OF CHANGE



This management model consists in the implementation of teamwork methods. It is integrated through formations concertation sessions build upon three piloting axes, political and strategic decision, improvement process and socio-economic management tools.

## Interventions within enterprises and organizations



**A DOCTRINE: TREAT THE ENTERPRISE OR THE ORGANIZATION AS A LIVING, OBSERVABLE AND EVOLVING BEING.**

■ The method impulses the sensitive points of an organization:

- Work conditions
- Work organization
- Communication-coordination-cooperation
- Time management
- Integrated training
- Strategy implementation

### Scientific quality and Integral Quality

In order to implement an innovative and sustainable management, ISEOR proposes the integral quality: an intervention process carried out through a set of participative and synchronized actions in the whole enterprise, touching profitability and personnel motivation issues

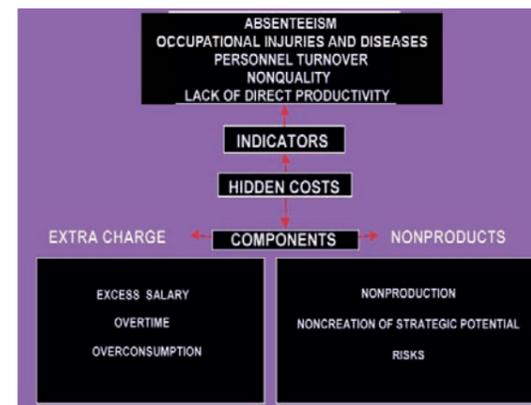
- Increase of skills and technologies improvement
- Taking on initiatives and responsibilities
- Renewal of products and markets portfolio
- Improvement of internal and external communication-coordination-cooperation.

### The ISEOR method fits every enterprise

The method is adapted to SMEs and SMIs, to large industries, to large enterprises of services, to non profit organizations and to public services.

It includes the implementation of:

- A socio-economic diagnosis
- The hidden costs-performances assessment



- The participative elaboration of solutions to dysfunctions
- The analysis of behaviours and structures

This implementation is progressive; structured, assessed and adjusted to every type of organization.

### What do Dysfunctions hide?

Dysfunctions cause hidden costs which deeply affect the economic and social performances of the enterprises. ISEOR traced around 4000 types of dysfunctions in the enterprises and organizations in 38 years of socioeconomic intervention.

### An important cost for the enterprises

Hidden costs caused by dysfunctions amount to between 20 000 € and 60 000 € per person per year, depending on the enterprise.

Hidden costs are costs which are left aside by enterprises classical information systems (budget, general and analytical accounting, financial dashboards, ...)

### Convert the hidden costs into value-added

Hidden costs are neither quantified, nor monitored in the normal functioning of enterprises. However, they affect the results and are not taken into account in management and strategic decision making.

A main objective of our approach is to convert the hidden costs into value-added, for example for equipment purchase, recruitment, training, research of new markets, which would benefit the company both economically and socially.