You wish to order individual copies of our synopses?
You wish to access the complete collection of synopses?
Do not hesitate to contact us at +33 1 53 24 39 39.

Manageris – 28, rue des Petites Écuries – 75010 PARIS – France
Tel.: +33 1 53 24 39 39 – Fax: +33 1 53 24 39 30 – E-mail : info@manageris.com
www.manageris.com

Thematic Index
The digits refers to the index by number

Leadership

Leader’s qualities: 58b, 105b, 127b, 154a, 163a, 203a, 215b, 216a, 218a, 221a, 224a, 226b, 236a, 237b, 239a, 241a
Influence and power: 111b, 124a, 142b, 197b, 204b, 226b
Commitment: 143a, 175a, 197a, 223b, 231b, 232a
Moral leadership: 145b, 181a
Crisis management: 147b, 150b, 152b
Executive team: 66a, 134a, 188b
Corporate governance: 155b, 187a, 230a
Leadership development: 68a, 110a, 142a, 173b, 218a, 224a, 238b, 241a

People management

Accountability: 195b, 210b
Communication: 39a, 97a, 136a, 157b, 176b, 187a, 186b, 187b, 218b, 234b, 239b
Conflicts: 116b, 179b, 207a, 211b, 212b
Delegation: 181b
Intercultural: 28b, 29b, 54b, 95a, 222b, 233b
Lateral leadership: 135b, 185b, 199a, 202a
Management styles: 41a, 44b, 57b, 161b, 175a, 207b, 209a, 224a, 226b
Motivation: 148a, 156b, 212a, 229b
Team building: 141b, 168b, 191b, 204b, 232b

Executive management

Learning skills: 130b, 139b, 151b, 154b, 203b
Courage: 136b
Creativity: 92b, 106b, 176a, 208b
Decision making: 107a, 114b, 131a, 158b, 179a, 182b, 196b, 199b, 215a, 239a
Listening skills: 113a, 148b, 194b, 232a
Time management: 127a, 201b, 220b, 228b
Emotional intelligence: 61b, 164b, 172b, 205b, 208a
Negotiation: 21b, 100b, 108b, 122b, 143b, 240b
Persuasion: 83b, 101b, 128b, 129a, 171b, 234b, 239b
Job transition: 153b, 163a, 229a, 233b
Interpersonal relationships: 38b, 87b, 97a, 113b, 177b, 186b, 189a, 189b, 200b, 226a
Stress: 121a, 125a, 184b, 202b, 242b, 244a

Strategy

Alliances: 96a, 108a, 221b, 234a, 245a
Growth: 116a, 146a, 166b, 169a, 200a
Strategic planning: 141a, 191a, 192a, 206b, 214b, 230b
Strategic analysis: 60a, 214b, 215a, 221b
Execution: 94a, 149a, 178a, 183b, 214a, 224b
Secrets of excellence: 99a, 104a, 126b, 215b
Mergers and acquisitions: 108a, 130a, 133a
Innovation: 89a, 140a, 151a, 170a, 184a, 206a, 208b, 213a, 213b, 219b, 227a, 237b, 240a, 241b
Global business: 82b, 91b, 102a, 152a, 161a, 163b, 169b, 222b
Foresight: 111a, 120a, 147a, 160b, 214b
Risk: 178b, 193b, 195a, 216b
Competitive strategy: 20a, 42a, 104b, 135a, 153a, 162b, 243a, 245a
Internet and Web 2.0: 186a, 194a, 236b, 237a, 238a

Organization and Change

Change management: 110b, 119a, 137a, 144a, 162a, 168a, 177a, 192b, 211b, 213a, 220a, 223b, 224b, 233a
Outsourcing: 150a
Learning organization: 16a, 115b, 126a, 128a, 214a, 231a, 243b
Transformation programs: 117a, 223b, 224b
Agility: 103b, 137a, 160a, 171a, 174a, 219a, 236a, 238b, 242a
Organizational design: 45a, 63a, 105a, 139a, 159b, 173a

Human Resources

Role of HR: 188a
HR Strategy: 70a, 120b, 122a, 166a, 188a, 245b
Skill development: 81b, 91a, 106a, 149b, 173b, 198b, 200b
Talent management: 78a, 115a, 180a, 204a, 221a, 233b, 241a
Recruitment and retention: 92a, 156a, 164a, 166a, 235b, 245b
Compensation: 88b, 190b
Corporate culture: 25b, 79a, 159a, 167a, 204b
Diversity: 123b, 145a, 155a, 179b, 196a, 210a
Index by number

16a Learning organization disciplines
No position is ever acquired for good. High-performance organizations are able to adapt themselves continuously. What are their secrets?

16b The visionary leader
How to develop a motivating vision for your organization?

20a Strategy in the era of hypercompetition
There is no such thing as lasting competitive advantage. What strategic skills are required to help businesses adapt continuously to a shifting competitive environment?

21b Opportunism and contracts
Assymetrical information, exploitative use of warranties, conflicts of interest, etc. How to protect yourself from opportunistic behavior in business relations?

25b Decipher the unofficial rules that obstruct change
Many "unofficial rules" govern the way companies operate. What is the impact of these rules? How to integrate this impact when implementing a change project?

28b National culture and behaviors
A study of IBM employees from 50 countries identifies the impact of national culture on behavior. What lessons can be drawn in terms of management practices?

29b The multicultural company
What are the main intercultural differences when it comes to management? How to take advantage of these differences?

31a Added value, perceived value
Success depends on the ability to create value perceived by customers as superior to the competition's. How to manage the value of your products and services?

38b The keys to hierarchical relationships
The ability to manage the relationship with superiors is critical for managers to perform well and advance in the organization. What key drivers can be used to hone this ability?

39a Build a compelling speech
How to build the various parts of a speech, how to communicate at meetings, how to build your credibility, how to convey messages effectively to convince your audience?

41a Change attitudes and behaviors
In any change program, a major challenge is to change behavior. What are the different possible methods and the prerequisites to implement them successfully?

42a Coopetition, between cooperation and competition
New competitive strategy approaches have been developed by applying game theory to corporate strategy. Some interesting leads to explore?

44b Help your employees change
How to help employees challenge attitudes or behavior which may be holding them back?

45a The strategic role of middle management
Many companies have pared their middle management ranks down to the minimum. But what if middle managers play a key role in developing and executing strategy?

50a Customer intimacy
The ability to offer solutions that are perfectly adapted to the needs of individual customers can procure a sustained competitive advantage for a business. How to go about this?

53b Gemba Kaizen and continuous improvement
How to use the Japanese "kaizen" approach to implement continuous quality improvement on the production line?

54b Manage cultural differences
Specific cultural characteristics have an impact on the competitive standing of a business. How to adapt company practices to capitalize on national cultural differences?

57a Master and manage knowledge and information in your business
How to manage knowledge and information more effectively in your organization? Read about the risks of an overly-technical approach and the keys to true information management.

57b Leadership and knowledge sharing
Knowledge has become a key competitive factor. How to rethink leadership to promote the sharing of knowledge in the organization?

58b The keys to trust
Trust helps promote empowerment, information sharing and cooperation. How to create a trusting culture within the organization?

60a Identify and target the profit zones in your market
What are the keys to the success of value creation champions? One key is their ability to reinvent the rules of their industry continuously.

61b Control your emotions to make them an asset
How to understand and manage your emotions to capitalize fully on their power rather than be penalized by them.
114a Lessons learned from blockbuster products

Among the hundreds of products launched every year, very few become real blockbusters. What practices can be used to increase the chances of spectacular success?

114b Good corporate citizenship as a strategic opportunity

Companies operate based not only on official rules, but also on unofficial phenomena. How to integrate the latter in managing the organization?

115a Choose your ethical positioning

Good ethical conduct is a now obligatory. But what kinds of commitments should companies make? And how to adapt management systems to ensure compliance with ethical commitments?

115b Deploy communities of practice

How to organize knowledge sharing and creation networks within the organization? Learn from the example of Clarica, a Canadian insurance company.

116a Find new growth avenues in saturated markets

How to jump-start growth in a sluggish economy and saturated markets? Some companies have found an original solution by inventing new forms of demand.

116b Learn from conflict

How to resolve conflicts on a lasting basis? By considering them not as periodic problems, but as opportunities to repair organizational deficiencies.

117a The leader as developer of future leaders

The presence of leaders at all levels is a major asset to ensure organizational agility. But how to develop these leadership skills?

117b The General Electric method to instill change

The method used by Jack Welch to make General Electric one of the world’s most responsive companies, by betting on the development of employee leadership skills.

118a Capitalize on the Six Sigma method

How to reconcile quality and profitability. Learn how Motorola and General Electric successfully applied the Six Sigma approach.

118b Conduct successful IT projects

Despite heavy investments, few IT projects live up to their promises. How to avoid falling into common IT traps to maximize the chances for success?

119a Avoid collective decision-making traps

Paradoxically, people may make collective decisions that are not as good as those they would have made individually. How to improve the team decision-making process?

119b Get people reengaged after restructuring

How to mobilize people after a merger or restructuring? Although the psychological shock is inevitable, leaders have ways to help people turn the page.

120a How to reconcile quality and profitability. Learn how Motorola and General Electric successfully applied the Six Sigma approach.

120b Capitalize on uncertainty

How to use scenario planning to build a strategy able to cope with uncertainty?

121a The leader as developer of future leaders

The presence of leaders at all levels is a major asset to ensure organizational agility. But how to develop these leadership skills?

121b Lateralthinkingandmarketinginnovation

People often consider that brand building is the job of the marketing or communication department. How to develop a brand culture that engages the entire organization?

122a Manage your human capital

Human capital is the only cost item whose profitability is rarely measured with precision. How to base your human resource strategy on rigorous analysis?

122b Capitalize on stress

Stress is not a disease, but a faculty needed to adapt to change. How to introduce more creativity into innovation and invent new forms of demand?

123a The ability to listen as a key managerial skill

In today’s business environment, employees expect managers to listen attentively. How to develop good listening skills?

123b Ancestral instincts and behavior in the workplace

In the era of information technologies, our brains still function like they did in the Stone Age! Inspired by evolutionary psychology, this book sheds interesting light on organizational behavior.

124a Lessons learned from blockbuster products

Among the hundreds of products launched every year, very few become real blockbusters. What practices can be used to increase the chances of spectacular success?

124b What can we learn from bad decisions?

Most bad decisions are attributable to inherent defects in the decision-making process itself. How to become aware of common decision-making traps in order to avoid them?

125a Protect knowledge despite staff turnover

In an era where employee turnover has increased spectacularly, how to ensure the transmission of knowledge across generations?

125b Find new growth avenues in saturated markets

How to jump-start growth in a sluggish economy and saturated markets? Some companies have found an original solution by inventing new forms of demand.

126a Learn from conflict

How to resolve conflicts on a lasting basis? By considering them not as periodic problems, but as opportunities to repair organizational deficiencies.

126b The leader as developer of future leaders

The presence of leaders at all levels is a major asset to ensure organizational agility. But how to develop these leadership skills?

127a The General Electric method to instill change

The method used by Jack Welch to make General Electric one of the world’s most responsive companies, by betting on the development of employee leadership skills.

127b The leader as developer of future leaders

The presence of leaders at all levels is a major asset to ensure organizational agility. But how to develop these leadership skills?

128a Capitalize on the Six Sigma method

How to reconcile quality and profitability. Learn how Motorola and General Electric successfully applied the Six Sigma approach.

128b Conduct successful IT projects

Despite heavy investments, few IT projects live up to their promises. How to avoid falling into common IT traps to maximize the chances for success?

129a Avoid collective decision-making traps

Paradoxically, people may make collective decisions that are not as good as those they would have made individually. How to improve the team decision-making process?

129b Get people reengaged after restructuring

How to mobilize people after a merger or restructuring? Although the psychological shock is inevitable, leaders have ways to help people turn the page.

130a Capitalize on uncertainty

How to use scenario planning to build a strategy able to cope with uncertainty?

130b The new employer-employee contract

The moral contract which used to oblige employers to offer lifetime employment is now a thing of the past. How to adapt the human resource policy to the new environment?

131a Managing your stress

Stress is not a disease, but a faculty needed to adapt to change. How to understand stress in order to manage its consequences?

131b Lateral thinking and marketing innovation

How to introduce more creativity into innovation and invent new markets? Lateral thinking is a way to move away from the beaten path.

132a Manage your human capital

Human capital is the only cost item whose profitability is rarely measured with precision. How to base your human resource strategy on rigorous analysis?

132b The human side of negotiations

Negotiating successfully takes more than just reconciling different interests. Considering the human dimension when negotiating considerably increases the chances of success.
123a Rally people around a vision
A vision that presents established objectives in a compelling manner can be truly motivating for employees. How to design and communicate such a vision?

123b Managing diversity
Given the increasingly diverse employee population, the ability to work together productively despite differences has become a real performance issue for today’s companies.

124a Use your influence effectively
An original slant on the mechanics of power and influence in business organizations.

124b Protecting your company’s reputation
A number of the world’s leading companies have been taken aback following unexpected attacks by NGO. How to keep this from happening to your organization and optimize your relations with NGO?

125a Minimizing stress
Although stress can actually stimulate performance, it can also be destructive past a certain level. How to get organized to reduce the downside of stress?

125b Preventing unethical practices
How to minimize the risks of unethical behavior in the organization. Many ethical slips are due less to actual dishonesty than poor information management.

126a Best practices: apply with caution!
Many supposedly universal “best practices” are very difficult to transpose from one country to another. How to adapt your management practices to specific local characteristics?

126b Learning from Sony’s success
A small company created in 1946, Sony is now a global electronics and entertainment giant. What lessons can be learned from this success story?

127a Managing your time better
In an ever-accelerating world, how to take back control of your agenda? What if the solution were actually to do less in order to perform critical tasks better?

127b Developing leadership qualities
Peter Koestenbaum invites us to consider leadership as a mindset. Thinking like a great leader requires reconciling apparently contradictory qualities.

128a Managing knowledge in the era of globalization
Understand the mechanics of creating knowledge to adapt your organization to the challenges of globalization.

128b The underpinnings of manipulation
Manipulation is an influence technique commonly used in companies—–for better or for worse. Understand the underlying mechanics to manage the impact of manipulation more effectively.

129a Conversation, an essential leadership tool
The art of conversation is a key driver whose potential is often underutilized, despite its power to develop employee autonomy and empowerment.

129b Optimizing production
How to learn from the “lean” production system invented by Toyota to attain operational excellence?

130a Flawed mergers
Unrealistic assumptions, erroneous analyses… Many projected mergers are doomed to fail from the very start. How to avoid common pitfalls which lead to poor decisions?

130b Know your mental models
Our mental models help us understand our environment and make rapid decisions. How to change our models to become even more creative and agile?

131a Intuition and decision making
How to combine rational analysis and intuition to make better decisions?

131b The challenges of corporate citizenship
Although the concept of the socially responsible company is increasingly popular, putting theory into practice is quite a challenge. How to move from good intentions to successful execution?

132a The value of small ideas
Capitalize on the ideas of every employee. How to implement an idea management system that serves as a real performance driver?

132b Selling solutions
Selling customized solutions rather than finished products—-how to modify the behavior of the sales force to adapt to a service strategy?

133a Successful post-merger integration
Three keys to successful post-merger integration: Assert strong leadership, focus on the speed of integration and actively manage the cultural dimension.

133b The customer experience as a differentiation driver
The customer experience involves much more than simply using the product. How to set up an organization able to offer a distinctive experience to customers?

134a Develop gender diversity in management
How to break through the “glass ceiling?” Top leadership positions will be truly open to women only if all operating practices in the company are completely revisited.

134b Improve the valuation of your strategic investments
How to get past the limitations of Net Present Value (NPV)? By relying on two advances in strategic research, namely, real option theory and game theory.

135a Capitalizing on the innovations of others
Piggy-backing on the inventions of others, by transforming an original concept into a mass market, can be an attractive alternative to pure innovation strategy.

135b Leading cross-functional teams
Cross-boundary teams can help break down organizational silos and reinforce responsiveness. However, coordinating teams that cut across organizational boundaries is a real challenge. What key drivers do employers possess to accomplish this?

136a Promoting a culture of transparency
Companies are supposed to be transparent. However, applying this principle is harder than it seems. What skills to develop to resolve the dilemmas of transparency?

136b Courage, an essential leadership quality
Growing uncertainty and often contradictory demands make courage an essential leadership quality. But what is courage? How can people learn to understand and manage their fears?

137a Make the organization change-ready
How can leaders drive change effectively when they are far from the field? They can rely on a network of “change champions” able to engage those around them.

137b Optimize the profitability of your IT investments
Acquiring a competitive edge with information technologies has become increasingly difficult. In this context, a better approach may be to adopt a cost and risk management approach.

138a Mobilizing the organization with the brand
The brand is not just an external communication tool, but an active brand policy is also a means to motivate employees as well.

138b Understand your customers better
Asking customers about their needs and expectations is not enough to understand them. The subconscious also has a considerable impact on buying decisions.

139a Cultivate social networks
Networking is an effective driver to break down organizational silos. How to build your own network and encourage your subordinates to do so as well?
147b Prepare for crises before it’s too late!
Companies often suffer from perfectly predictable crises for which they did absolutely nothing to prepare. What measures to adopt to prevent crises from happening or to reduce their effects?

148a Making work more meaningful
How to keep employee motivation from dropping over time? By giving more meaning to their work.

148b The art of questioning
The most successful managers are more than just persuasive. Asking the right questions is an effective way to get people engaged and help them improve.

149a Moving from strategy to action
How to keep the strategic plan from remaining a pipe dream? Focusing on execution upstream is a good way to avoid many pitfalls.

149b Mentoring, an underutilized development tool
Mentoring means more than educating a spiritual son, but is an excellent means to transmit the knowledge and experience of old hands to the rest of the organization.

150a Keys to successful outsourcing
The extended company is an organizational model with many advantages, but also definite risks. How to outsource some of your business functions safely?

150b The right reflexes for a successful turnaround
How to emerge from a crisis? The reflexes required to turn a business around may sometimes seem to contradict the habitual principles of good management.

151a Focus your company’s innovation strategy
How to deploy your innovation efforts? The most promising drivers depend on the level of maturity of your market.

151b Grow from your mistakes
Companies inevitably make mistakes. By identifying and analyzing their mistakes, companies can turn them into learning opportunities and thus avoid repeating them.

152a Choosing the right strategy to cope with globalization
Thinking about delocalizing or tackling emerging markets? Depending on their specific characteristics and context, companies have a more or less broad palette of strategies to meet the challenges of globalization.

152b Managing crises
What key principles to apply to avoid making mistakes in extremely destabilizing crisis situations?

153a Chinese thought and corporate strategy
The principles behind the thinking of classic Chinese strategists turn out to be surprisingly relevant for coping with today’s corporate strategy issues.

153b Succeeding in a new job
Taking on new responsibilities is a stimulating challenge, but full of potential traps! How to maximize your chances of making this critical transition successfully?

154a Leadership lessons from great political leaders
How to reinforce your leadership skills by taking inspiration from the methods of great political leaders?

154b Avoid memory traps
Leaders need to have good memories, but they are still fallible. How to reinforce the power and reliability of memory? By understanding how memory functions, including its weaknesses.

155a Reintegrating the graying workforce
Older employees have long been left on the sidelines of the labor market. As the age pyramid shifts, the ability to reintegrate the graying population into the workforce will become a major performance issue.

155b Turn the board of directors into a real performance driver
What best practices can be applied to take full advantage of the board of directors, a team which is too often underexploited?
Retain key talent! The loss of talent is not inevitable, provided a clear, targeted strategy is defined to retain the best elements.

Motivational springboards for your workforce How to implement an effective retention strategy? Managers play an essential role in motivating a diverse employee population.

Prevent brand aging All brands tend to erode over time. However, there are ways to stop this decline and keep a brand eternally young.

Leadership speeches that work How to assert leadership in the art of oratory? Speakers must recognize that the emotions play an essential role, in addition to logical arguments.

Design an offering that grabs customers at first glance The first impression has a lasting effect on our opinion. So, companies must know how to influence immediate customer perceptions through careful design and concern for detail.

Make the best possible use of advisors How to capitalize fully on the recommendations of your network of advisors? Their role is not to make decisions for you, but to help you progress in your thinking.

The Toyota cultural exception How did Toyota take global leadership in the automotive industry? In addition to its “lean” production system, Toyota owes its exceptional success to the specific culture of the group.

Organize your company to improve collaboration A growing number of employees today are “knowledge workers.” What organization to adopt to facilitate information sharing and cross-boundary collaboration with other parts of the organization?

Revive your company’s entrepreneurial spirit With time, companies tend to become less responsive. How to stimulate entrepreneurial spirit in a longstanding organization?

Anticipate the next market shift No success is forever! Companies must anticipate the next market downturn and take measures to ensure they are well positioned in the new competitive landscape.

China, El Dorado or mirage? China seems to have everything to attract foreign investors, but the pitfalls are numerous. What lessons can be learned from the experiences of Western companies that have already gained a foothold in the Middle Kingdom?

The coaching manager The most sensitive role of managers is not to tell subordinates what to do and how to do it, but to help them change their attitude and behavior.

Choose your battles How can managers give their subordinates the motivation they need to make fundamental changes? By ensuring they stay focused on a small number of key battles at any one time.

Winning strategies in a hypercompetitive market How to stand out in a market where the least innovation is immediately copied?

Becoming a top executive: a change in perspective When taking on a top management position, executives must realize that they need to change their mindset accordingly.

How to develop business in emerging countries? Companies often stumble when they tackle emerging markets with the reflexes applied on developed markets. Indeed, they must rethink their strategies completely to capitalize on the specific characteristics of emerging markets.

Recruiting: a management issue Recruiting is an important act of management, which requires real managerial engagement to select the right talent.

Self-confidence: a professional quality to be developed Self-confidence is a quality in the workplace, as it helps people build constructive relationships, dare to take risks, etc. So, how to develop and actively maintain your self-assurance?

Corporate social responsibility: decipher expectations Corporate social responsibility has become a real issue. However, companies must understand expectations in order to guide their efforts in this domain.

Marketing in the Web 2.0 age The emergence of the Internet has caused some fundamental market shifts, specifically in terms of consumer behavior. How to adapt your marketing practices accordingly?

The “employer promise” at the heart of engagement As the relationship between employers and employees has changed, defining an explicit employer promise is a good way to instill a powerful bond of trust.

Reconciling growth and profitability Should companies focus on growth or profitability? Analysis shows that the most successful businesses manage to do both simultaneously.

Beloved company, successful company The success of a business appears to depend primarily on the existence of a shared mindset. What if enthusiasm were more effective than discipline in business success?

Green business, sound business How to reconcile environmental responsibility with financial performance? Akin to quality improvement measures, well-managed ecological initiatives can be profitable for companies.

Overcoming resistance to change Change is emotionally draining on employees. To surmount resistance, companies must understand the underlying psychological barriers.

Building teams that are both efficient and creative The current business environment requires people to develop both their productivity and their creativity. What organization to adopt to reconcile these two demands?

Resist the temptation of the short term How to reconcile the need to produce immediate results and the need to prepare for the future? Resisting the temptation to focus on the short term is difficult, but beneficial in the long term.

Succeeding in India Many businesses are interested in taking advantage of the huge potential of the Indian market. However, gaining a successful foothold in India takes perseverance and real effort to adapt.

From proprietary to open innovation How to revitalize your ability to innovate in a world where new products and services are introduced at a dizzying pace? By opening your R&D to the outside world.

A second look at loyalty programs under the microscope Loyalty programs can be a powerful performance driver, but not at any price! How to preserve margins by distinguishing between profitable and unprofitable customers in order to retain the former, but not the latter?

The agile organization How to develop the responsiveness of your organization in shifting environments? Rather than deploying successive change programs, realizing continuous transitions is often a better idea.

The keys to persuasion Managers must be able to persuade others every day. To do this effectively, they must learn to adapt their persuasion strategy to individual decision-making styles.

Rediscovering simplicity Companies tend to become more complex and thus more sluggish over time. Rediscovering simplicity can thus be a major performance improvement driver.
172b **Emotions and leadership**
Long rejected by the business world, emotions are now accepted as a normal part of the landscape. How to manage your emotions effectively in order to capitalize on their power to drive performance?

173a **Remote collaboration and technology**
Blogs, social networks, wikis, etc. are not just fashionable trends, but represent a fundamental shift in the business world as well. How can companies truly master these technologies to reinforce their remote collaboration systems?

173b **Prepare the leaders of tomorrow**
Many companies are obliged to look outside the company for a new CEO, given the lack of credible home-grown candidates. How to establish an effective system to detect and prepare the leaders of tomorrow?

174a **Coping with a sudden market downturn**
Financial crises, ethical scandals, competitive and technological breakthroughs are all disruptive events. How can companies adapt their behavior to cope with sudden market downturns?

174b **Cultivate a capital of trust**
Being trustworthy is not enough to inspire trust. To maintain good relationships, companies must continuously cultivate their capital of trust.

175a **Obtaining commitment through participation**
How to develop the engagement and sense of initiative of the people in your organization? By enabling them to participate in company strategy.

175b **What type of buyers are your customers?**
Different types of customers have very different attitudes when they make purchases. How to optimize your marketing to integrate the mindset of customers about buying your products or services?

176a **Stimulate creativity in the field**
How to stimulate the creativity of your employees? In addition to establishing sophisticated systems to collect ideas, companies would do well to adapt management practices accordingly.

176b **Leadership beyond words**
How to be a persuasive leader? By mastering your body language, which is a more powerful vector of communication than words.

177a **Manage change successfully in a turbulent environment**
In a shifting environment, where change is no longer a periodic event, but a continuous movement, companies must adapt the traditional approach to change management.

177b **Social intelligence, the foundation of good relationships**
Managers must be able to develop positive relationships with those around them to obtain the adhesion of their teams. How to develop social intelligence?

178a **Internal communication and strategy**
How to converge efforts to attain the company’s key objectives? By helping people understand what these objectives are and how they can contribute to their achievement.

178b **Develop an intuitive sense of risk**
Most surveillance systems are unfortunately designed to monitor only identified risks. How to develop your aptitude for detecting even diffuse and uncertain risks upstream?

179a **Manage dilemmas creatively**
Faced with dilemmas, tradeoffs or compromises are rarely satisfactory solutions. How to approach dilemmas creatively?

179b **Learn to manage conflicts to capitalize on diversity**
How to turn diversity into a real performance driver? By creating the conditions for constructive conflict in which different points of view are taken into account.

180a **Generation Y at work**
The attitudes of the youngest generation to enter the workforce reflects a profound sociological shift. Understanding this generation better is essential to work with younger employees more effectively.

180b **Manage costs sustainably**
Hypercompetition has led to generalized cost reduction programs. But how to ensure that these programs generate lasting results?

181a **Every-day ethics**
How to resolve day-to-day ethical dilemmas? By developing great lucidity, clarifying your values and applying rigorous decision-making processes.

181b **The delicate art of delegation**
Organizations need to be agile and responsive, and this means empowering employees. But how to avoid the risks of poorly managed delegation?

182a **Information, a strategic asset**
Companies have access to more information than ever before. But they can capitalize fully on this strategic asset only if they establish a real information management strategy.

182b **Make better decisions to be more responsive**
For a company to become more agile, managers and leaders must make decisions faster and more frequently. How to avoid negatively affecting the quality of decisions?

183a **Developing a greener offering**
Customers now generally expect companies to be environmentally responsible. Businesses that ignore this expectation risk being sidelined!

183b **Reinforce your collective execution skills**
How to create the conditions for employees to work together effectively? By establishing a context that instills a sense of accountability and urgency to take action in the right direction!

184a **Adopting innovations developed outside your organization**
Innovation is influenced by fashion trends. Lucidity, strategic thinking and rigorous analysis are valuable assets to avoid wasting a lot of time and energy.

184b **Manage your energy for long-term success**
Stress at work can cause professional burnout. How to manage your energy to perform well over the long haul?

185a **Customer service: cost center or competitive advantage?**
Taking the time to listen to customers may well be an effective way to identify their problems and understand their expectations better.

185b **The keys to lateral leadership**
Today, hierarchical authority is becoming less effective in obtaining the adhesion of partners and employees. Managers must thus develop their lateral leadership skills.

186a **What is the best approach to using social networks?**
Social networks open marketing opportunities. How to fully tap the potential value of these new prospects?

186b **Combat misunderstandings**
Many psychological traps make interpersonal communication difficult. How to combat misunderstandings and communicate better to facilitate interactions?

187a **How can the board of directors add more strategic value?**
In an uncertain economic context, how can the board of directors add real value to the quality of strategic company decisions?

187b **The narrative leader**
Presenting purely rational arguments is not enough to influence people on a sustainable basis. How to use storytelling to develop your influence?

188a **HR as strategic partner**
More than ever, the HR division has a major role to play in corporate strategy. How to assume these responsibilities without being overwhelmed by day-to-day operational emergencies?

188b **Foster collaboration within your leadership team**
The leadership team's ability to work together effectively has a major impact on the performance of a business. What key drivers can be used to break down silos in the leadership team?
189a Toxic work environment, a real management issue
The quality of the ambiance at work is largely rooted in the management model, and has major repercussions on performance. How to combat infighting and other types of toxic behavior?

189b The delicate art of apology
Everyone seems to be apologizing these days. Indeed, the ability to apologize is a key component in building trust.

190a Habit marketing
Rather than trying to respond to clearly identified customer needs, companies may do better by working to become part of their routine.

190b Make compensation a key motivational driver
What compensation policy to adopt to foster employee adhesion and stimulate company performance sustainably?

191a The dangers of success
Success itself is often the root cause of failure, as people become lazy and arrogant, or overly optimistic about the future. How to recognize and avoid the traps of success?

191b Combining individuals into a real team
How to capitalize on differences to work together more effectively and create real team momentum?

192a Protect yourself against strategic blindness
Well-established companies that believe they are invulnerable are often in for a rude awakening. How to avoid the tendency to ignore unpleasant truths?

192b Changing behavior
How to ensure lasting change and avoid falling back into the same old rut? Lasting behavioral change requires a combination of logic and emotions.

193a Keeping up with the Times
In addition to specific shifts in customer expectations, technology, etc., how to integrate cultural shifts that affect the company’s strategic environment?

193b Encourage calculated risk taking
Efforts to manage risk may make employees hesitant to take initiative. How to foster calculated risk taking?

194a Creating value in an interconnected world
In an unpredictable environment, the key to agility is not necessarily possessing proprietary resources, but being able to mobilize those required when needed.

194b How to become a good listener
The ability to listen is both one of the main tools of managerial influence, and the most underestimated. How to develop listening skills to improve interpersonal relationships?

195a Prepare for the improbable
Companies cannot plan in detail how to respond to unpredictable events. However, merely recognizing the possibility of such events helps to manage their consequences more effectively.

195b Promote accountability in your organization
How can leaders get their teams to share responsibility for ensuring collective success?

196a Gender diversity for better performance
In addition to ethical considerations, how to capitalize on the complementary leadership styles of men and women to reinforce organizational performance?

196b Decision-making traps
Decision-making processes are strewn with traps. How to identify and avoid the psychological biases that cause us to make mistakes?

197a Manage informal performance factors
Lack of motivation, withdrawal, resistance, and infighting are all phenomena difficult to control with formal management drivers alone. How to influence informal performance factors?

197b Build a constructive relationship with your boss
Employees are frequently frustrated by their relationship with their boss. Is this inevitable? Not necessarily. For the relationship to be successful, employees and their superiors must share responsibility. How to define your positioning as a subordinate?

198a Ensure consistently high-quality customer interactions
The quality of the perceived customer experience depends heavily on the interaction of the customer with a given employee in the field. How to build a collective sense of quality of service in your organization?

198b Evaluate your employees to enhance their performance
How to conduct annual performance interviews to motivate people to develop their skills while boosting their short-term performance?

199a Managing teleworkers
Modern technology has made teleworking easier than ever before. How to adapt management practices to capitalize fully on these opportunities while preserving the quality of teamwork?

199b The intuitive leader
Our focus on logical reasoning has diminished our appreciation for the importance of emotions and intuition. Yet, intuition can be extremely powerful, provided you don’t trust it blindly. How to make your intuition more reliable?

200a Prepare new growth vectors
Companies cannot always grow based on their existing offering. Indeed, circumstances may require venturing outside their core business. How to avoid the main pitfalls of taking a leap into the unknown?

200b From training to action
Despite investing heavily in training, companies are often disappointed with the results. How to ensure that people make changes in their everyday work as a result of the training they receive?

201a Price creatively to protect your margin
Companies often slash their prices to stay competitive, even though their consumers would sometimes be willing to pay more. How to price an offering as closely as possible to the perceived customer value?

201b Escape the time trap
Many managers feel that they must run faster and faster just to stay in place. How much of this is real and how much is simply a matter of perception? How can they liberate themselves of self-imposed demands?

202a Foster cooperation across organizational boundaries
Lack of cooperation is often a result of the visceral need for belonging that governs our interpersonal relationships. How to take this need into account to boost collaboration?

202b Actively manage psychosocial disorders
Violence, harassment, excessive stress... How can managers identify what really comes under the company’s responsibility? How to cope effectively with psychosocial disorders?

203a The essence of management
Managers are responsible for results which they don’t produce themselves. They actually depend on their subordinates. How can they optimize the performance of their teams?

203b Learn by experience
Only about ten percent of our learning is acquired through traditional training. We learn most of what we know from experience. How to make the most of such experience?

204a Diversify career management
The working world has changed. Flexibility and personalization are the new watchwords of career management. How to adapt career paths to increasingly diverse employee profiles?
204b Grasp the invisible dynamics of the organization
Organizations are collective organisms which often have a life of their own, whatever the efforts of their leaders to decide in which direction they should move. How to influence the invisible forces behind these dynamics?

205a If as a strategic driver
The image of IT departments is often poor among executives and employees alike. How can the IT department develop its internal credibility as a strategic partner?

205b Develop your emotional intelligence
Everyone knows today that EQ is an essential performance factor. Even so, emotional intelligence often remains an abstract concept. How can it be developed?

206a Foster disruptive innovation
Game-changing innovations frequently dethrone incumbent players ... However, there are many potential pitfalls along the way. How to overcome these challenges?

206b Turbulence and strategy
Devising relevant strategies in a turbulent context is a tricky job for business leaders, as traditional points of reference for making strategic decisions may no longer be valid. How to take a fresh look at strategy in this new market context?

207a Rehabilitate conflict
Conflict can actually enhance performance when constructive discord reflects important company issues. How to ensure that disagreements add value and do not degenerate into destructive power struggles?

207b Adaptive leadership, a key to sustainable performance
There is no magic formula in management. It’s the ability to adapt that makes the difference. How to adjust one’s management style to the demands of the situation?

208a Happiness, a powerful performance driver
Happiness is not the consequence of success. Research in neurosciences shows rather the reverse: happiness is a decisive causal factor of performance! How can we improve performance by cultivating happiness?

208b Cultivate your creative potential
"Agile" companies need visionary leaders and inventive employees. Although some people are naturally more creative than others, we all possess creativity and inventiveness skills. How to develop the right mindset to foster creativity?

209a Leader 2.0
The information revolution affects more than processes; it also operates to manage an exponentially growing volume of data applying information. Could companies learn from how it was done in the past?

209b Inspire trust
Trust is a key ingredient of high-performance teams and organizations, and is intangible. How can we foster its emergence and maximize the chances of building it to last?

210a Take advantage of the potential of older workers
The global population is aging. However, companies still have trouble fully capitalizing on their over-fifty workforce. How can you elicit the full potential of older workers?

210b Create a culture of accountability
When organizations are faced with change, pessimism, defeatism and cynicism are common defense mechanisms. How can problematic situations be addressed more constructively and responsibly?

211a Learn to manage the constantly rising flood of information
The human brain is an extraordinary machine for storing and applying information. Could companies learn from how it operates to manage an exponentially growing volume of data more effectively?

211b Lead projects successfully despite opposition
What could be more painful than facing opposition when you have worked long and hard on a project? Your attitude toward opposition is decisive. How can you listen to and understand opposition without neglecting your allies or the silent majority?

212a Stimulate job satisfaction
Recent studies provide intriguing evidence that people are most motivated when they feel they are making efficient progress toward their goals. How can you use this finding as a springboard for thinking on how to optimize resources while reinforcing employee job satisfaction?

212b Accept conflict to manage it better
Conflict is part of the everyday landscape for most leaders and managers. However, we generally find it extremely difficult to react calmly to conflict. How can we understand and hence better manage our spontaneous reactions?

213a From ideas to action
In every business organization, hundreds of ideas are generated every day, ranging from creative solutions to everyday problems to revolutionary new products and services. What if innovation were principally a question of personal discipline?

213b Reconnect with your ingenuity to boost your capacity for innovation
After being long considered as players with low added value, emerging countries are now showing a surprising ability to innovate. What can be learned from their innovation approach?

214a Take action despite uncertainty
The duration and extent of the economic crisis makes it difficult for business to know where to turn and what to do. Indeed, how do you find the right balance between prudence and audacity to continue moving forward?

214b Use collective common sense to make more accurate forecasts
The "wisdom of crowds" turns out to be infinitely more reliable than individual good sense, and even expert predictions. How to gather and capitalize on employees’ collective perception of company stakes?

215a Channel your intuition
Our intuition is astonishingly effective at mobilizing the knowledge stored in our brain in a fraction of a second. However, intuition is not infallible. Subject to many biases, our intuition may easily lead us into error.

215b Luck, a skill to be developed
Without being intrinsically lucky, some people spontaneously do things that make good things happen to them. So what behaviors are conducive to luck, and how to implement them to develop what is actually a real skill?

216a From heroic to authentic leadership
Leaders are often idealized as fearless conquering heroes. Yet, careful observation paints a very different picture of sustainably successful leaders. How to be mindful of the gap between fantasy and reality to develop our own leadership qualities?

216b How to take safety to the next level?
As atypical as they may be, the high-reliability organizations—aircraft carriers, nuclear submarines, rocket launch bases, etc.—are characterized by a remarkably low number of accidents. How to learn from their methods to raise the bar on safety?

217a Strengthen the appeal of your new products
Convincing consumers to change their routine and try something new is not easy! Yet, some new products and solutions manage to become blockbusters. What are the secrets that guide those who have accomplished this feat?

217b Learn cost cutting from low-cost businesses
Low-cost is often assimilated with cheap prices and cheap quality to match. Wrongly so! This dramatically innovative business model has generated major savings. Could low-cost offer new inspiration to improve the profitability of your organization?

218a Rethink leadership
Faced with the challenges and constraints of the 21st century, managers have to adjust their roles and attitudes. How to adapt leadership to the demands of the working world of the future?
218b Participative management in the 2.0 era
In times of free exchanges in discussion forums and instantaneous information flow through social networks and Twitter, the traditional in-company communication channels look like archaisms. How to keep up a real conversation between an organization and its employees?

219a The ability to improvise, a rare skill to develop
Great jazz musicians have developed amazing improvisation skills. How can one draw inspiration from them to develop the teams’ capacity to react to the unexpected and to adapt in real time to any circumstances?

219b Innovate through experimentation
Experimentation is a powerful innovation accelerator which, due to the digital revolution, is much more affordable than ever. But old reflexes are hard to forget. How can one help people acquire the reflex to test their ideas concretely?

220a Harness the power of habit to manage change successfully
Many change projects fail because people return to their former behavioral patterns. Yet this is not a fate: how can one use habit as a supportive—rather than obstructive—change management driver?

220b Move beyond the work-life balance dilemma
What if finding the right balance between personal and professional life is the wrong question? Recognizing that the two are constantly intermingled makes it possible to overcome this contrast and to find a new equilibrium.

221a Choosing the right leaders in turbulent times
How can one choose future leaders, who will renew the business without alienating its identity? Rather than defining an ideal profile, mixing various styles and experiences is the best way to face today’s and tomorrow’s challenges.

221b Define an effective resource strategy
Make or buy? This question is central to strategic analysis. Yet, the way it is formulated is outdated: today, it is often more effective to borrow resources. What are the recipes to succeed at this strategy?

222a Subconscious roots of purchasing decisions
We are used to see humans as rational beings. Yet, most human behavior is managed automatically by the brain, without mobilizing reason. Can this be used to reinforce the effectiveness of your marketing efforts?

222b Strengthen your intercultural skills
Working in a multicultural environment is a stimulating, but tough experience. The problem is not as much understanding cultural differences as adapting to them. How can one become a real “cultural chameleon”?

223a Create buzz around your offering
Buzz has always existed, but this phenomenon is amplified today due to social networks. In light of recent studies, what are the key actions to support word of mouth around an offering?

223b Rally the entire workforce for effective change management
What is the secret of the success of some (too few) companies that have successfully disseminated their ideas to the entire organization? The answer can be learned from the example of companies that have successfully disseminated their know-how.

224a Managing managers: Find ways to add more personal value
Managing multi-tiered teams takes much more than a simple quantitative adjustment. An entirely new rapport must be created with the organization to add value in the new role.

224b Integrate the human factor to improve project management
The reason why so many projects fail lies less in disciplined project management than in the irrational dimension that influences day-to-day action. How can we integrate this human factor?

225a Turn your customers into brand ambassadors
Some firms manage to rely on service excellence to turn their customers into ambassadors for their products and services. How to make customer experience a key success factor?

225b Transparency challenges
Anticipating expectations of company stakeholders with regard to information can bring considerable benefits. How to develop a culture of transparency?

226a Cultivate and maintain your network
Networks can be a real performance driver if they are carefully cultivated and maintained. Building an effective network hence requires methodical efforts that anyone can undertake.

226b Work on your authority
If the focus is today on cooperation, authority still remains an essential ingredient of performance. How can you develop your power and leadership to maximize the value you bring to the organization?

227a Create the markets of tomorrow
Radical innovations do not simply improve upon the status quo; they profoundly disrupt the market by offering radically new applications. What approach can lead to imagine such breakthroughs?

227b Successfully conduct your Lean Management approach
Adopting a Lean Management approach bestows a major competitive edge to some companies… and brings disillusionment to other ones! What are the key drivers to install the Lean approach successfully?

228a Combine economic and social performance
In the current economic crisis, social responsibility or environmental performance issues are often relegated to the background. How can businesses turn CSR into a source of strategic innovation and creation of economic value?

228b Attention, key to performance
Time management is far from being the sole factor in performance. Our capacity to pay attention and concentrate has a major impact too. How can we develop this ability to focus?

229a The keys to a successful job transition
Job transition is a hazardous moment. Especially, care must be taken not to rely too much on past strengths, as the new role may require new attitudes. How to make this transition successfully?

229b Be a motivating manager
Motivation has a direct impact on people’s performance. But how can it be sustained? The attitude of superiors has a decisive influence on the satisfaction that people derive from their work, and by extension, on their motivation.

230a Build an effective board of directors
Some boards of directors have been able to go beyond their traditional supervisory role to position themselves as true partners working with operational leaders to boost company performance. How did they go about this?

230b Revitalize your strategy
To stay afloat facing accelerating competitive shifts, businesses must regularly regenerate their strategies. But how can they reinvent themselves while so many forces support organizational continuity?

231a Disseminating your best practices
How to spread a technique that has proven successful locally to the entire organization? The answer can be learned from the example of companies that have successfully disseminated their know-how.

231b Boosting efficiency: new opportunities to explore
Is it still possible to gain in efficiency when everything has already been tried? In a complex environment where traditional methods prove counterproductive, other drivers must be found.

232a Ask questions to engage people
The culture of asking questions is not very widespread in corporate circles. Yet, it is an invaluable driver of engagement and progress. How can we get the most out of this tool to mobilize energies?
Retain your lucidity despite the isolation of leadership
Retaining a sense of lucidity about ourselves and the situations we manage is all the more difficult when we are in a leadership position. So how can we preserve our capacity for judgment?

Cultivate your charisma
Charisma is essentially related to our ability to communicate beyond words—through our posture, gestures, eye contact, etc. How can we develop this key ingredient of influence?

Intrapreneurship: A growth vector to explore
Is the entrepreneurial spirit only for start-ups? In established businesses, the capacity of employees to carry innovation is often stifled. How can you help intrapreneurs come to light in your organization?

Negotiate with agility
Far from being restricted to a balance between well-established forces, negotiation is a process highly submitted to uncertainty. How can you maximize your chances of success by developing your ability to adapt to the unexpected?

From manager to leader
High-performing managers are sometimes surprised when they don’t get a promotion or are evaluated below their expectations. Indeed, even in operational positions, managers must demonstrate leadership qualities such as strategic perspective, the ability to influence others and to lead change.

Take inspiration from agile project management methods
Well-suited to complex environments, so-called “agile” project management methods are increasingly popular. What are the conditions required to reap the full benefits of the agile approach?

Cultivate your strategic agility
When it comes to developing agility, the first challenge is about information. Among all signals of change coming from diverse horizons, how can we spot those that require our vigilance?

Maintain effective under pressure
Pressure is often regarded as stimulating—but beyond a certain threshold, it becomes debilitating. What strategies can you implement to keep all your faculties in high stress situations?

Differentiate yourself in saturated markets
On saturated markets, competitors generally fight on commercial presence and price. Yet, there are other ways for businesses to differentiate themselves. How can you play on services and positioning to gain a competitive edge?

Preserve critical know-how
A large part of a company’s strengths resides in the tacit know-how of many individuals. This know-how is not easy to identify and formalize. How can you avoid losing this invaluable capital?

Be more serene at work
We do not lack occasions to feel annoyed in our work life! In the long run, these annoyances undermine the satisfaction derived from our work and hurt our performance. How can we manage them without being overly affected?

Really know your customers
Surveys conducted by companies to know their customers better often result in failures in launching or improving their products and services. How can you make customer surveys more reliable?

Devises successful cooperation strategies
“Coopetition”—that is, forming an alliance with a direct competitor—is a strategy that can generate spectacular results, but whose mechanisms are not much intuitive. How can you put together all the assets to succeed at this type of alliance?

Aim for excellence in your managerial practices
How can you find the right combination of the various components that make up the quality of managerial practices? Following Google’s example, you can take inspiration from methods used in operational excellence and experimental science.