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Gemba Kaizen and continuous improvement
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Make 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?

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

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

Identify and target the profit zones in your market
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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.

Focusing your organization on the individual
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Shared leadership in management teams
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130a **Clarify your strategic positioning**
On what basis should you define your strategic positioning? This book puts the various approaches developed over the past two decades into perspective.

131a **Choose the right organizational structure**
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110a The leader as developer of future leaders
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110b The General Electric method to instill change
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111a Uncertainty and scenarios
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113b Ancestral instincts and behavior in the workplace
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116a Find new growth avenues in saturated markets
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116b Learn from conflict
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117b Build a brand culture in your organization
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124a Use your influence effectively
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124b Protecting your company’s reputation
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134b Improve the valuation of your strategic investments
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135a Capitalizing on the innovations of others
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137b Optimize the profitability of your IT investments
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of participative approaches, such as the Future Search
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The language of negotiation
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Managing change in the sales forces
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difficult task. How to conduct change by managing the risks
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Motivating and retaining younger generations
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managers and their coworkers at a loss. How to overcome the
generation gap and take full advantage of these newcomers to
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Demonstrate moral leadership
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not only develop their own moral intelligence, but also be able
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Diversification: apply with care!
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some suggest. However, take care in choosing which new
businesses to develop!

Mastering customer interactions
More than on technologies such as the Internet, call centers,
CRM tools, etc., customer satisfaction depends essentially on
the quality of contact with the company.

Are you prepared for what’s coming?
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are really ready to deal with the consequences. What types of
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dream? Focusing on execution upstream is a good way to avoid
many pitfalls.

Mentoring, an underutilized development tool
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excellent means to transmit the knowledge and experience of
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Keys to successful outsourcing
The extended company is an organizational model with many
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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.

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.

Organize your company to improve collaboration
A growing number of employees today are “knowledge
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the organization?
Revive your company’s entrepreneurial spirit
With time, companies tend to become less responsive. How can you 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 staff members 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?
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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 and environmental responsibility has become a real challenge. Yet, to guide efforts in this domain, it is essential to understand what expectations it is raising.

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 install 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.

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?

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?

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?

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?

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

Obtaining commitment through participation
How can you get the people of your organization to commit themselves and show a sense of initiative? By creating the conditions that enable them to participate in the company strategy.

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?
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.

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

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.

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 can you develop social intelligence?

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.

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?

Manage dilemmas creatively
Faced with dilemmas, tradeoffs or compromises are rarely satisfactory solutions. How can we approach dilemmas creatively?

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.

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.

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

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

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?

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.

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?

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

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!

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.

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?

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.

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.

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?

Combat misunderstandings
Many psychological traps make interpersonal communication difficult. How can you combat misunderstandings and communicate better to facilitate interactions?

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?

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?

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?

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?

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?

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

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

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

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?

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

Protect yourself against strategic blindness
Well-established companies that believe they are invulnerable are often in for a rude awakening. How can you avoid the tendency to ignore unpleasant truths?
192b **Changing behavior**
How do you ensure lasting change and avoid falling back into the same old habits? 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 can you develop listening skills to improve your 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**
Beyond ethical considerations, how can you 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 can we 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 can you 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**
Running increasingly faster seems to be everyone’s challenge. How much of this overload feeling relates to perception, and how much is actual reality? How can you liberate your agenda from self-inflicted constraints?

202a **Foster cooperation across organizational boundaries**
Rather than a question of ill will, lack of cooperation is often a result of the visceral need for belonging that governs our interpersonal relationships. How can we 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? And how can they 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 can we make the most of such experience?

204a **Diversify career management**
The working world has changed. Flexibility and personalization are the new watchwords in career management. How can you adapt career paths for increasingly diverse employee profiles?

204b **Grap the invisible dynamics of the organization**
The working world has changed. Flexibility and personalization are the new watchwords in career management. How to adapt career paths for increasingly diverse employee profiles?

205a **IT 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 factor in performance. 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 can you 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 neuropsychology shows rather the reverse: happiness is a decisive causal factor of performance! Can we improve performance by cultivating happiness?

208b Cultivate your creative potential
“Agile” companies need visionary leaders and inventive employees. That said, one need not possess an innate gift for creativity to be an innovator. How can we develop the right mindset to foster our own creativity?

209a Leader 2.0
The information revolution affects more than processes; it also changes people. How can you adapt management to this new environment?

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
Our defensive reflexes cause us to hold onto old habits, and thus obstruct change. How can we address issues in a more constructive and responsible manner?

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 towards their goals. How can you use this finding as a springboard for thinking about how you can optimize resources while reinforcing your employees’ 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 can we 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 services manage to become blockbusters. What fixations 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, traditional intra-company communication channels look archaic. How can one foster 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 inevitable: 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 move beyond 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 Innovate through experimentation
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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 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?

222b Rally the entire workforce for effective change management
What is the secret of the exemplary success of some (too few) transformation programs? Discover how to rally the energies of the whole workforce in order to manage change effectively.

223a 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?

223b 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?

224a 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.

224b 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.

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 The secret of successful alliances
Alliances can provide considerable development leverage —provided that they run effectively on an everyday basis. How can you draw lessons from experience to maximize the chances of success?

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 instill the Lean approach successfully?

228a Support customer orientation in the field
The least qualified employees are often the ones in direct contact with customers, with a major impact on the perceived quality of service. How can we develop customer satisfaction through front-line employees’ engagement?

228b Attention, key to performance
Better managing our time is not the only way to increase effectiveness. Our capacity to pay attention and concentrate also has a major impact on performance. 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
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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?

232b Encourage cooperation
Cooperation between teams is a key driver of agility, but it is not easy to establish. How can we create the conditions to get people to want to invest in the collective game?

233a Change management: The new deal
Nowadays, change no longer consists in moving organizations from a stable starting point to a stable target point. How can we revisit change management best practices to take into account this reality?

233b Taking a job abroad
A move abroad constitutes a challenging time. Cultural differences, especially, are manifested in a more complex way than foreseen. How can one decipher their impact more effectively to succeed in this job transition?

234a The secret of successful alliances
Alliances can provide considerable development leverage —provided that they run effectively on an everyday basis. How can you draw lessons from experience to maximize the chances of success?

234b The art of the pitch
The ability to sell your ideas and projects is a key success factor. But how can you capture the attention of your audience? Beyond the mastery of argumentation, discover the fundamentals of effective pitches.

235a Support customer orientation in the field
The least qualified employees are often the ones in direct contact with customers, with a major impact on the perceived quality of service. How can we develop customer satisfaction through front-line employees’ engagement?

235b Surround yourself with the best
On average, 50 to 70% of recruiting decisions turn out to be unsatisfactory. Yet it is possible to do significantly better, for recruiting can be learned. What lessons can we draw from the experience of experts?
236a How can you act as a leader in an uncertain world?
In a context of chronic uncertainty, the image of the bold visionary is obsolete. How can we rethink our conception of leadership to regain the ability to set a compelling course and organize coherent initiatives?

236b The future of marketing
The Internet has dramatically changed the way consumers make buying decisions. In the age of the web consumer, what are the new influence drivers marketing can use?

237a Big Data: Making the most of the revolution
Beyond the capacity to process gigantic volumes of data, Big Data creates opportunities that are still largely untapped. How can you take advantage of this huge field of innovation?

237b The new innovation leader
Innovation is often seen as the work of a visionary genius. Yet, other innovation leadership models exist that are more accessible. How can leaders create an environment conducive to the creativity of their teams?

238a Make the digital transformation in time
The few companies that have been able to take full advantage of digital technologies show exceptional profitability ratios. How can you take inspiration from the practices of these digital champions?

238b Develop your resiliency
In companies focused on agility, leaders are torn between expectations for clear-cut decisions and the necessity to adapt to changing conditions. In this context, how can they move forward without burning out?

239a 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?

239b Cultivate your charisma
Charisma essentially stems from our ability to communicate beyond words—through our posture, gestures, eye contact, etc. How can we develop this key factor of influence?

240a Intrapreneurship: A growth vector to explore
Is the entrepreneurial spirit only for start-ups? In established businesses, the capacity of employees to support innovation is often stifled. How can you help intrapreneurs reveal themselves in your organization?

240b Negotiate with agility
Far from being restricted to a balance between well-established forces, negotiation is a process highly subject to uncertainty. How can you maximize your chances of success by developing your ability to adapt to the unexpected?

241a 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.

241b 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?

242a 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?

242b Remain 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?

243a 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?

243b 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?

244a 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?

244b 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?

245a Devise successful coopetition 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?

245b Aim for excellence in your managerial practices
How can you find the right combination from the various components that constitute the quality of managerial practices? Following Google’s example, you can take inspiration from methods used in operational excellence and experimental science.

246a Take responsibility for change
To make things change, we have a lot more leeway than we think. How can we take responsibility for creating the changes we want to see implemented?

246b Secure your strategic decisions
Many decision errors derive from reflexes that lead to form a truncated view of reality. How can we avoid this risk? By engaging in debate that allows us to confront different viewpoints.

247a Break down organizational silos
“Siloed” organizations, which used to be highly effective, prove less relevant in today’s complex environments. How can we avoid the downside of an organizational model in which we had previously found so many qualities?

247b Feed your creative spark
Brilliant insight often spring to mind unexpectedly. These “Eureka moments” don’t happen by chance and aren’t the exclusive reserve of a few creative geniuses. How can we create the conditions for this creative spark to arise?

248a The holocratic company: beyond the utopia
The concept of the holacratic company attempts to give the constraints which hobble initiative. What underlies the success of organizations which have adopted this management approach?

248b Introverts and extraverts: How to cooperate better together
Far from being respectively a virtue and a fault, extraversion and introversion are two personality poles that both have their place in management. How can we take inspiration from methods used in operational excellence and experimental science.

249a Collaborate... but not too much!
In today’s working environment that favors teamwork, concentrating has become a challenge. It is nonetheless a factor of productivity and well-being. How can you give everyone the possibility to secure periods of real concentration?
249b Grab attention... and keep it!
In the era of infobesity and chronic distraction, how can you grab the attention of your audience and retain it over time?
Understanding the psychological and cognitive underpinnings of attention is invaluable to achieve this goal.

250a Make use of everyone's talents
Each of us has specific talents that enable us to excel in certain activities. How can you organize yourself to identify the individual qualities of your team members and build on them?

250b Generation Z: What to expect?
Generation Z, born in the years 1990-2000, is now arriving on the job market. Beyond prejudice, how can you take the specific characteristics of these young employees into account and successfully integrate them into your business?

251a Develop the employability of your staff members
In today's world, employees seek an environment that enables them to develop their competencies and continuously enhance their employability. How best to respond to this demand?

251b Successfully transitioning to the self-managed enterprise
While the self-management business model provides a solution to agility challenges, it involves a real breakthrough in managing the relationships among employees. What does it take to achieve such a radical change?

252a Differentiate through corporate identity
To differentiate a company in saturated markets, its project, convictions and culture are increasingly important. How can you promote them in a compelling and credible manner?

252b Managers as motivation facilitators
Motivating employees is an arduous task, particularly since people cannot be motivated against their will. So, how can you help your team members be proactive in finding their own intrinsic motivators?

253a Get the most from your consultants
Businesses increasingly rely upon outside consultants, but are often disappointed with inconclusive results or difficult-to-manage relationships. How can you make the most of your consultants?

253b The blockchain: a revolution requiring anticipation?
Designed to secure transactions between peers, the blockchain offers huge possibilities that could rapidly revolutionize entire facets of the economy. How to get prepared for the opportunities—and the risks—of this technology?

254a Grow while remaining agile!
The growth process drives companies to professionalize their practices and hone their expertise, but also often leads to more rigidity and dispersion. How can you counter these drifts to preserve the ability to anticipate and adapt?

254b Achieve success with extended collaborations
Some innovations cannot stem from a single enterprise. In domains such as radical innovation or sustainable development, the concerted mobilization of numerous actors may be necessary. How can you successfully implement such extended collaboration?

255a Develop charisma and presence
Self-confidence is indispensable to inspire trust. But it is seriously challenged by the daily life of an organization... How can you be perceived as more credible, more authentic and more convincing?

255b Base your strategy on your distinctive capabilities
The race for competitive advantage often leads to endless escalation. How can you break this cycle? One solution is to re focus your strategy on the specific capabilities that strongly differentiate your company.

256a Matters of conscience at the heart of management
How to choose between different options when none of them clearly emerges as being the best? These dilemmas make us face ourselves: What is most important for us? What do we favor? What image of ourselves do we give others?

256b The art of negotiation: A delicate balance
Negotiations are not just power struggles. The most beneficial agreements are obtained by also seeking ways to best respond to the interests of the other party. How can you manage this delicate balance?

257a The illusion of objectivity
Reflexive thinking is indispensable to react and make decisions efficiently, but may also distort our perception and ossify our way of thinking. How can we avoid being trapped in our cognitive illusions?

257b Promote leadership values
Many companies seek to develop leadership by focusing their communication on strong values. But these are often at odds with the reality in the field. How can you promote leadership values in a credible way?

258a Collaborate with your customers
While the digital revolution has given consumers the possibility to involve themselves in the life of companies, very few businesses actually take advantage of this opportunity. How can you transform your consumers into elite partners?

258b Promote and retain talented women
Despite recent measures in favor of gender diversity, the fact remains that the proportion of female talent decreases as one moves up the hierarchy. How can we remedy this situation?

259a The new era of analytical marketing
The recent technological disruptions have deeply modified the value creation methods in the enterprise. What are the growth opportunities deriving from analytical marketing, and how can you organize to succeed in this transition?

259b Feedback, an uncomfortable but invaluable exercise
Feedback is often an uncomfortable exercise both for those who give it and those who receive it. Yet, it almost always brings useful insights. How can we derive greater benefit from the feedback we receive?

260a Boost the involvement of your teams
Teamwork is not always a guarantee of effectiveness. Yet there are companies where the team members pull each other towards the top. How can you use these experiences to develop teams that are deeply involved and in search of excellence?

260b Increase the resilience of your organization
All organizations are confronted with the risk of crises. Rather than vainly attempting to avoid them, you had better develop the capability to absorb them and to learn the lessons. How can you acquire and cultivate resilience?

261a Implementing a successful reorganization
In a context of permanent change, companies need to reorganize frequently—but results are rarely satisfying. How can you maximize your chances of success in a reorganization initiative?

261b Turn failure into a springboard
Company leaders generally perceive failure as a setback rather than a means to learn and improve. How can you make use of your failures—and help your employees do the same?

262a Improve the creative dynamic in your teams
Team creativity largely depends on the ability to build on the ideas of others. How can you draw on theatrical improvisation techniques to optimize the quality of creative discussions?

262b Combine efficiency and benevolence
It is possible for managers to reconcile efficiency and benevolence. But between performance imperatives and employee fulfillment at work, the dosage is subtle. How can you find and maintain the right balance?

263a Prepare the future by observing the present differently
Prospective analysis is indispensable today to respond to ever faster technological changes. Yet, this requires that we can lucidly project ourselves in the future... How can we acquire a real strategic thinking tool?
263b Reinforce the company culture
Companies with a strong culture perform better over time than their competitors. But what is meant by company culture? And how can you turn it into an asset to mobilize your teams?

264a Online communities: How can we develop their value?
Employee, customer or expert communities are a real asset for companies. However, for them to succeed, the organization must involve itself—to a certain extent. How can we create the conditions for such a dynamic?

264b Growth secrets of digital champions
To get to the top, the digital age seems to give the advantage to “eagles,” which rise in uninterrupted cycles, over “mountain goats,” which take successive leaps forward. How can we learn from the recipes of these growth champions?

265a Employees 3.0: how to manage them?
The digital revolution has fundamentally changed staff members’ expectations: less formal and more personalized relationships, greater flexibility in career choices. How can you evolve your HR management accordingly?

265b Co-design: Knowing how to dialogue
In a digital era that forces us to be more agile, open and cooperative, the aptitude for dialogue is an essential condition to innovate and adapt. How can you develop your ability to hold constructive team discussions?

266a Joining the leadership team—what are the stakes?
Being appointed to a senior executive position or entering the executive committee sounds like a consecration. But the transition often proves much more difficult than imagined. How can you prepare for this major change?

266b Improve your personal productivity
Paradoxically, the productivity of business organizations has decreased over the past few years. Thus, our tendency to confuse being busy with being productive leads us to waste 25 to 40% of our working time. How can we gain back these lost hours?

267a Neuroscience and change
Our brain likes habits. To the extent of being opposed to any change? In reality, neuroscience demonstrates that we can adapt our practices in change management to the functioning of our brain.

267b Dare to express your views
Paradoxically, in a business world branded as tough, managers often have a hard time expressing clearly what must be told. It is because this requires a self-confidence that is not always well established. How can you develop this quality?

268a Artificial intelligence: beyond the buzz, a major challenge
Today, artificial intelligence offers huge potential, while raising as many hopes as fears. Indeed, while the gains are undeniable, implementation is not straightforward. What conditions are required to take advantage of AI?

268b Contradictions, a source of innovation?
Great leaders are able to surmount apparent contradictions to devise original solutions that bridge the two initial options. How can you draw inspiration from their example to turn dilemmas into a source of creativity?

269a Gaining in eloquence
Presenting ideas verbally is never an easy task. Beyond solid arguments, speaking the right way is necessary to catch the attention of an audience, and push them to take action. How can you maximize the impact of your spoken message?

269b Managing a multicultural team
Many managers nowadays collaborate with multicultural teams. Yet, working with people from different cultures is never easy. How can you take advantage of diversity and avoid its dangers?

270a Do you make a good impression?
We do not all have the same innate level of charisma. Yet, we can identify the factors that influence the perception others have of us. How can we take advantage of this to ensure we make a good impression?

270b Managing emotions during a negotiation
Emotions play a major role in the course of a negotiation. How can we learn from recent research in behavioral psychology and neuroscience to take advantage of these emotions, rather than suffering from them?

271a Collaborating with robots: ethical and human challenges
Implemented by an increasing number of companies, artificial intelligence solutions raise ethical and social questions that are as yet largely unresolved. What challenges should you be prepared for?

271b Addressing the quest for meaning
The issue of meaningfulness has today become a determinant in the life of business organizations. How can we identify our raison d’être and that of our companies—and transform this into an individual and collective performance engine?

272a Religion and business
Confronted with the expression of religion in the workplace, companies and managers often feel powerless. How can you maintain proper functioning of the organization while respecting everyone’s rights?

272b Optimizing employee experience
An increasing number of companies are working towards treating their employees as well as they treat their clients. How can you rely on employee experience to develop your company’s performance and attractiveness?

273a Networking: a competency that needs developing
A good network is a recognized factor of professional success. To develop it, an approach that is methodical and targeted is more productive than one that is empirical. How can you build a useful network without incommensurate effort?

273b A more powerful memory
Having a good memory is an undeniable advantage; it helps reinforce influence, and attract credibility and respect. Luckily, memory is not an innate capability: with some technique, you can train it. How can you develop your memory?

274a The art of creating memorable moments
What makes some moments more memorable than others? Discover the cognitive mechanisms behind those special moments: you will then know how to orchestrate them for your clients and staff.

274b Sharpening our self-awareness
Self-awareness is a determining factor in professional success. It is also a complex and intimate topic. How can we develop the means to function with a better understanding of ourselves?

275a Own your position as a manager-coach
Most managers tend to focus more on operational matters than on the development of their staff. Beyond a scheduling issue, it is more a matter of personal stance. How can you be an effective manager-coach?

275b Evolving towards circular economy
“Extract – produce – dispose”: against this linear economic model, nowadays reaching its limits, a new model is emerging. Circular, it aims at minimizing, regenerating and recycling the resources. Why and how to initiate this transition?