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164b 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?

165a 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.

165b 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?

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167a 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?

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168b 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?

169a 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.

169b 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.

170a 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.

170b 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?

171a 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.

171b 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.

172a 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 trust capital.

175a 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.

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 can you 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 can we 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.

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

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

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 offer new perspectives in marketing approaches. How to fully tap these opportunities to really get value from them?

186b Combat misunderstandings
Many psychological traps make interpersonal communication difficult. How can you 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?
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 teams' 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?

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.

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?

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

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.

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?

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

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

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?

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?

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?

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?

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?

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?

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?

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?

Prepare future avenues for growth
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?

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?

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?

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?

Foster cooperation across organizational boundaries
Rather than a question of ill will or indiscipline, lack of cooperation is often a result of the need for belonging that governs our interpersonal relationships. How can we take this into account to boost collaboration?

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?

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?
Learn by experience
Conventional training, whether educational or continuous, only accounts for 10% of leaders’ learnings. They learn most from field experience. How can we make the most of such experience?

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?

Grasp the invisible dynamics of the organization
Organizations often have a life of their own, whatever the efforts of their leaders to control it. How can you decode organizational dynamics to better influence them?

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?

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?

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

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?

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?

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?

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?

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?

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

Inspire trust
Trust is a key ingredient of high-performance teams and organizations. How can we develop a good understanding of its different components to foster its emergence and maintain it to last?

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?

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?

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?

Lead projects successfully despite opposition
What could be more painful than the emergence of strong opposition to a project? Your attitude towards opposition is decisive. How can you respect your active opponents without neglecting your allies or the silent majority?

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?

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?

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?

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?

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?

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?

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.

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?

From heroic to authentic leadership
The observation of sustainably successful leaders highlights a reality that is clearly different from the fantasized figure of the conquering hero. How can we become aware of this gap between the fantasy and the reality to develop our leadership qualities?

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?

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?
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?

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
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
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?

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?
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.

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?

Secure your strategic decisions

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

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?

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?

The holacratic company: beyond the utopia

The concept of the holacratic company attempts to give employees a maximum of autonomy by eliminating the constraints which hubble initiative. What underlies the success of organizations which have adopted this management approach?

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 assets and limits. How can we turn these differences into a key to collective performance?

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?

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.

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?

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?

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?

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?

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?

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?

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?

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?

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?

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?

Develop charisma and presence

Self-confidence is indispensable to inspiring 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?

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 refocus your strategy on the specific capabilities that strongly differentiate your company.

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?

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?

The illusion of objectivity

Reflective 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?

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?

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?

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?

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?
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?

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?

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.

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?

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?

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?

The traps in team dynamics
Theoretically, a team performs better than isolated individuals do. However, these team dynamics are vulnerable to pernicious effects. How can you rely on the psychology of groups to counter these drifts?

Successfully implementing telework
Telecommuting presents clear benefits for both staff members and employers. But this organizational model presents many challenges for managers. How can you adapt your style of management to really take advantage of telework?

Dealing with a “difficult” boss
What can you do when faced with a “difficult” boss? Rather than enduring him/her, you should rather seek to modify your relationship with him/her. By understanding the underlying triggers behind your hierarchical superior’s stance, how can you influence his/her attitude and behaviors?

Implementing Design Thinking
Based on proximity to the end user, on pragmatism and agility, Design Thinking promises to boost innovation. But this method can prove demanding to implement. How can you make the best possible use of it in your organization?

Addressing the upheavals of the global markets
The globalized organization is generally considered to be a reference model. Yet, distance remains a real obstacle, all the more so since this model is today confronted with several disruptions. How can you rethink your performance levers on international markets?

Thinking differently
We all have a natural preference for what is familiar to us. Yet, to adapt to circumstances, companies and their staff must constantly reinvent themselves, which requires that they get out of their usual thinking patterns. How can you nurture this healthy habit?

Driving change
Among all the factors that contribute to the success or failure of transformation initiatives, the attitude of staff towards change is absolutely decisive. How can you convince them to engage in the effort towards transformation?

Increasing agility
To address the mutations of their environment, companies must exercise agility. Yet, many do not have an organization that predisposes them to it. How about reconsidering the manner in which their employees work together?

Adapting in the age of on-demand talent
Nowadays, as self-employment experiences a new surge, companies must adjust to this new situation. How can you attract, develop and retain staff members you no longer “own”?

Addressing the challenges of rapid growth
When pursuing growth, the key to success not only resides in the conquest of the market, but also in the capacity to rapidly ramp up the organization. Discover the often-unconventional approaches of the “hypergrowth” champions.

Placing your brand at the heart of conversations
Many companies try to generate word of mouth to make up for the loss of impact of traditional advertisement. But how can you create word of mouth that will truly benefit your brand?

Furthing diversity
Knowing that diversity is a source of performance, many companies try to attract more personnel with varied profiles. Yet, they also need to be able to really take advantage of this diversity. How can you integrate these staff without erasing their differences?

How to be an inspiring leader
If employees feel increasingly less committed to their work, this is due to the attitude of their managers among other things. How can management stimulate their staff’s engagement?

Changing habits while maintaining your energy
Relying on habits enables us to save our energy for the most important decisions. But it happens that these habits are no longer suited to a situation or needs that have changed. How can we evolve them?

Reaching an executive management position
Becoming a senior executive does not only involve taking on extended responsibilities: the conditions of success are often different from what we expected. How can you best prepare for these new demands?

Refreshing competences continuously
The rise in employee competence represents a major competitive challenge for companies. How can you rethink training to reinforce the acquisition of essential competences for tomorrow’s world?

Evolving the company culture: a pragmatic approach
Evolving the company culture is one of the main difficulties in successfully conducting strategic transformations. How about relying on the existing rather than venturing into a disruptive logic?

Building trust
The level of trust is generally low in business organizations, while it constitutes a real performance challenge. How can you identify the behaviors that will enable you to build trust—or, conversely, that might destroy it?

Management by objectives in the agile era
When management by objectives takes into account the constraints of the agile era, it remains a formidable effective tool. How can you help your teams choose and reach their objectives in a context of uncertainty and permanent change?

Conflict: inevitable yet useful
Conflicts are inevitable in a company. They even have their usefulness by allowing us to uncover the diversity of outlooks and to manage dilemmas. How can we channel these conflicts towards a productive outcome?