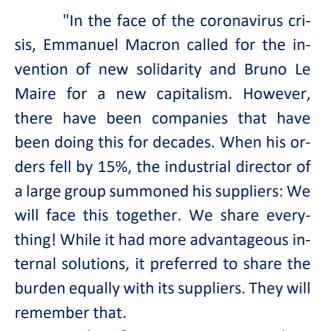# Coronavirus: "An hour of truth for business"

By Opinion | March 22, 2020 at 10:18 a.m., amended March 22, 2020 at 4:39 p.m. | http://www.leparisien.fr/

In an article in Le Parisien-Aujourd'hui en France, Isaac Getz and Laurent Marbacher, co-authors of "L'entreprise altruiste", call for solidarity between companies and suppliers, bosses and employees.

"In the face of the coronavirus crisis, Emmanuel Macron called for the invention of new solidarity and Bruno Le Maire for a new capitalism. However, there have been companies that have been doing this for decades. When his orders fell by 15%, the industrial director of a large group summoned his suppliers: We will face this together. We share everything! While it had more advantageous internal solutions, it preferred to share the burden equally with its suppliers. They will remember that.

And you? Do you see your suppliers as real partners and do you act accordingly? Or are you already ready, as a hurry, to denounce your commitments? However, if long-term relationships have made them an authentic partner, remember that a supplier can also help.

This is the case of SOL, Finland's No. 2 industrial cleaning company, whose customers, hotels and liners, were hit hard in 2009. Since the beginning of the crisis, SOL has reduced its prices by 10%. The company has created a breathing room for its customers. They remembered it. Maybe today you could also do something for your customers? And, why not, for society as a whole?

This is what a small business in the Loire, les Tissages de Charlieu, has done these days. They have developed a washable fabric mask, is starting to produce it and will make public the information about this model so that others can make it in turn. Their customers, and even their competitors, will remember it.

What about employees at last? During crises, companies can treat them as adjustment variables or, on the contrary, as human beings. In 2009, like many industrialists, an Alsatian SME Usocome suffered a sharp drop in orders. But it was the only one in the region not to make redundancies, or even partial unemployment. Its executives have decided to use such measures only if the drop in orders

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exceeds 30%, and to begin any possible pay cuts by executives and executives.

Large panels installed in the workshops indicated the level of orders, while the DG at the time, Michel Munzenhutter, asked to live on the essentials and save 14 million euros. Thanks to numerous employee initiatives, this goal has been achieved. In January 2010, each employee even received a bonus, while the company was still at less than 28% of orders. The employees remembered this.

All these examples of the 2009 crisis and the Covid-19 crisis are not philanthropy. These companies act in solidarity for the good of their economic interlocutors and their employees through their core business activities. Surprisingly, these companies fare better during the crisis - but also when the crisis ends. They are then surrounded by real partners who support them rather than being alone and on their knees. Many companies survive crises but are no longer able to meet demand when activity resumes, because many of their suppliers have disappeared and some of their employees have been laid off.

Every crisis ends - it's the nature of a crisis. In the face of the storm, are you going to be the oak that will break or the reed that bends, and does not break? Rather than saving this crisis, will you seize it and transform yourself and act authentically for your customers, suppliers and employees? »

Isaac Getz and Laurent Marbacher, co-authors of " L'entreprise altruiste " (Albin Michel editions).

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Working on a boat or from a paradise island, welcome to the liberated company

By Céline Boileau I Published May 13, 2020 |
https://www.wedemain.fr/

Exit the hierarchical relationship based on direct supervision and presenteeism of workers! With remote work, will control management give way to trusted management?

"Forcing people to be in the same place is a constraint, even an obstacle to

freedom. It's a problem if it doesn't make sense professionally! "says Jérémie Pottier, co-founder of DoYouBuzz.

For the past nine years, this 9-person Nantes company has been caring for its customers' online reputation. The team overhauled its operating mode than three years ago, following the reading of Isaac Getz. This professor of leadership and innovation at ESCP is co-author of "Freedom Inc." on the liberated enterprise:

"It allowed us to think differently. We wondered what work we wanted, what requirements were relevant... with the underlying idea that the business should not be a constraint."

BE FREE TO UNDERTAKE

For Isaac Getz, the freed companies are the place "where the majority of employees are completely free and responsible to take any action that they themselves - not their bosses or procedures - decide as the best to achieve his vision". And telework is one of the first measures instituted by "liberated enterprises".

One of DoYouBuzz's members continued his activity on a paradise island to participate in a "hacker beach", an annual program for developers who explore new ways of working. Another one works on a boat.

"I'm going to the United States for six months to follow my wife. In a traditional business, I should have taken a sabbatical. But with our organization, our life

plans are possible, work is not a constraint," continues Jeremiah.

And there are more and more "liberated" companies. The Parisian editorial agency Magamo, which employs about 20 people, is one of them. To "liberate" herself, they tested the "digital transformer", an experiment of the National Agency for the Improvement of Working Conditions (ANACT) to cross the issues of digital and quality of life at work:

"A year later, we democratized telecommuting with two formulas: either one fixed day per week or 24 days a year à la carte. It's interesting for everyone, but it means more framing the scope of work," says Alix de Massia, manager and co-founder of the agency.

BEWARE OF THE LOSS OF THE LINK

She also sees less support, more people alone behind their screens after 7 p.m....

The same is true of DoYouBuzz: "We are careful not to lose the physical connection too much: when a person is alone at work two days in a row, we ask ourselves questions. We noticed, for ex-

ample, that in the launch phase of a project, physical presence makes things easier. With telecommuting, you have to overcommunicate, do not hesitate to call yourself even if you have nothing to say, take news ... " confirms Jeremiah Pottier.

Companies are redoubling their imagination to inspire team spirit: weekly meetings, video conferencing, collaborative tools... Magamo has thus set up a series of regular appointments "to keep the link on a daily basis outside of projects and have fun!" : breakfast every other Monday to talk about new projects and share his eve, an afterwork a month to have a drink, lunch to watch the first episode of a series...

At DoYouBuzz, a meeting is held every 15 days on what can be improved in the organization: "It's a way to make sure everyone is attentive to change, and to constantly adapt. Because this transformation comes from all the employees and not from the hierarchy or the manager," says Jérémie Pottier.

ADAPTING THE LEGAL FRAMEWORK

Because adopting telework sometimes requires innovation, especially at the legal level. Telework is not a long, quiet river for an organization. Last year, Fanny Rouhet, director of human resources at Wavestone, a consulting firm specializing in business transformation, met the expectations of their employees by allowing them to telework. But to do so, it had to experiment with a more flexible framework than that of legislation.

"Until recently, an endorsement to each employment contract was required to grant fixed telework days. We are a consulting firm, with 2,000 employees in France, 90% of whom are consultants who work on one or more missions in parallel and often in mobility".

"Adopting the legal framework with fixed days was not compatible with our job. So we set up two types of formats: a classic "regular telework" but also an "occasional telework" format, 3 days a month, which did not require endorsement.

Today, with the Macron ordinances, collective enterprise agreements have replaced the mandatory mention on individual employment contracts. Beyond the traditional benefits of telecommuting for the company such as the reduction of absenteeism (minus 5.5 days per year according to Kronos), distance thus accelerates the process of "liberation".

Result: "We are less tired, we do in five hours what we would have done in 2 days! During the beach hacker, our developer also realized that he had to "relax his brain" to answer his problem by taking real breaks, which is not possible at work. You're freer on how to manage your time, your energy, so you're more efficient. And it was interesting to see that with a different time zone, we could work 24 hours a day or sixteen hours in a row on a problem. "A Kronos study estimated the productivity gains of telecommuting at 22%.

Not to mention that quality of life at work is a strong argument for recruiting younger generations, who are very much on the balance between pro and private life.

ONE CONDITION: TO THINK COLLECTIVELY...

The ANACT's "10 Questions on Telework" booklet explains how telework is not an end in itself. First of all, it is an opportunity to question an organization: places and spaces, working time, use of ICT, collective animation, management practices.

If telework proves to be a solution to improve performance and quality of life at work, experimentation, limited in time and to a sample of people, reassures the company and provides the time necessary to progress practices.

For the manager, telework is also an opportunity to experience the delegation and autonomy of his team. However, the brakes on telework, more psychological than technical, remain mainly the work of managers.

Patrick Conjard, head of mission, management expert at ANACT, said: "In the long term, what makes telecommuting difficult for a manager to manage is his individual approach. When telework is considered an individual "privilege" rather than being apprehended collectively or from the point of view of working conditions, this raises the problem of unfairness and workload."

In addition, distance changes the relationship between a collaborator and a manager. The feeling is that the teleworker is beyond the control of the manager. " Telework shakes up the benchmarks of traditional management. It calls into question the hierarchical relationship based on direct supervision and the principles of visibility and presence of workers," says Karine Babule, telework expert for ANACT.

THE END OF "COMMAND AND CONTROL"

Paradoxically, this fear of employee autonomy translates into increased control of teleworkers. Patrick Bouvard, editor-in-chief of RHInfo, the blog of ADP France, a pioneer in human capital management and process outsourcing, sums up the situation:

"The development of telework forces managers to move away from the command and control that has prevailed for twenty-five years to restore the fundamentals of real management, which structures trust, autonomy and responsibility. On-site, you can impose it directly; remotely, it's much more difficult! And you have to com-

municate properly! The major constraint for managers? It's having to manage actually! "

As for monitoring the activity, distance requires a rethinking of the evaluation, for example taking into account the performance on the renderings and not on the presence of the employee. The sensitive issues of trust and control of the activity are therefore being put to rest.

TRUST: KEY TO A NEW FORM OF MANAGEMENT

And it's an ordeal for the manager, as for the employee. For employees, the gaze of colleagues and the hierarchy remains the main obstacle to telework: 62% of respondents - and even 66% of millennials (people born between 1980 and 2000) - fear being considered unproductive when they do not work in the company's premises, according to a Polycom survey.

At the same time, they also say they are more productive in telework than on-site.

However, collectively thought, this questioning of the management method brings several benefits: the regular questioning of the uses of the organization, the maintenance of links within the team to avoid isolation, the accompaniment of the uses of information and communication technologies to promote collaboration remotely and avoid hyperconnectivity, the development of skills and career paths... the list is not exhaustive and is good reasons to engage in practices based on greater confidence and autonomy.

This article was originally published in a special booklet dedicated to " La révolution du télétravail " for Malakoff Humanis, as part of their web-based project Le comptoir de la nouvelle entreprise.

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Telework: remote company model divides IT giants

Philippe Leroy, May 22, 2020, 1:45 p.m. | https://www.silicon.fr/
Adopted under the constraint of the covid-19 for some IT companies, the "remote company" model is imposed in reflections as a form of organization to develop in the shortterm.

What is the future of on-site work? In the midst of the crisis of the Covid-19

that imposed massive telework, the issue divides the GIANTS of IT.

Supporters of the remote company include the two major service platforms: Facebook and Twitter.

The first released an internal communication from Mark Zuckerberg on 21 May stating that within 5 to 10 years, half of its workforce (now 45,000 people) will be in full telework. While the procedures for implementing such a scheme have yet to be defined, the message is strong about the change in doctrine that will redraw the group's real estate policy with the creation of "hubs" in some cities (Atlanta, Dallas and Denver are cited) rather than "classic" offices to allow moments of meeting between teleworkers.

This new approach would "concentrate the recruitment energy in some cities where we can find hundreds of engineers. Zuckerberg was quoted by Reuters as saying. Cost reductions on real estate investment are not yet quantified but a remote company model will have an effect on the wage bill since wages are partly indexed to the cost of living in the cities of residence of employees. By moving away from large urban areas, especially San Francisco, in favour of smaller and cheaper cities, wage levels are expected to fall.

Facebook and Twitter say yes

For now, the majority of Facebook employees will remain in telework until the end of the year, but 40% say they are interested in perpetuating this situation, according to an internal study. A majority expressed a desire to return to the offices.

Even Twitter (nearly 5,000 employees) announced a similar decision a few days earlier: employees who wish to do so will be able to switch completely to telecommuting as early as 2021, after the current situation imposed until the end of the year.

GitLab, a remote company from the beginning

At GitLab, the source code management platform, the question does not pose for the 1,400 employees. Created on the model of the "full Remote Company", with three founders based in three different countries, it updates a document on its experiences on the subject. Including closing a rented mini-office in San Francisco for financial services and marketing, for lack of candidates to spend his workdays there.

The phenomenon is spreading beyond start-ups and IT trades as shown by the (paying) Flexjobs website, which identifies and connects companies and "remote" workers.

Microsoft and Apple more reluctant

For many major players, the telework period (expected at least until the end of the year) will not be extended over the very long term.

In an interview with the New York Times, Satya Nadella believes that switching to a total "remote company" model would be like replacing one dogma with another. Even the bell rings at Apple

where the hardware design dominates that would require a presence on its sites.

The fact remains that the electro-shock caused by the covid-19 on the fi-nances of companies and the apprehen-sion of employees to frequent enclosed spaces will no doubt change the thinking.

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Questions 1

In new business models, such as those cited by the 3 articles, and others you might know, how would you describe the role, style and determinants of choice of the Middle and Senior Managers you would recruit?

Questions 2

In light of the 3 articles, and others you might find, how to reconciliate business model and interests of the enlarged Stakeholders in a situation of exiting a crisis such as the one we are going through?

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