The 4 missions of ISEOR

- A research Laboratory in management, economic, humanities and social sciences
- Operational interventions within enterprises
- Qualifying professional training
- An international outreach through a network of 615 researchers around the world and a pole of publication

Quality of scientific work

- Since 1975: ISEOR has carried out interventions in companies and organizations in a variety of industries (industrial companies, service companies and public owned organizations) employing from 4 employees to 30,000 persons.
- Socio-economic approach of management has been drawn up in response to elements which looked antagonistics: human/economic, satisfaction/profitability, productivity/quality, financial advantages/qualitative advantages.
- The conceptual knot is the concept of dysfunction linked to hidden costs and performance.
- 219 doctoral theses in management sciences were prepared at ISEOR
- Over 2 million hours of research, ½ of that time spent within enterprises.

Socio-economic diagnosis of organizations

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

Main International publications

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

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

- A further cooperation with the Pr. Anthony Buono (Bentley University, Boston, USA) was materialized by the joint coordination of a book written with the ISEOR team “Socio-Economic Intervention in Organizations”. A scientific dialogue was set up on ISEOR pioneer works on socio-economic theory were taken into account in the United States since 1981 with the first publication of “Work and People. An Economic Evaluation Of Job Enrichment” whose preface was signed by H.I.Ansoff (founder of the strategic management concept). It was published by the Editions Oxford University Press of New York, New Edition: IAP, Charlotte, USA, 2010.

An active academic Network

- Over 1760 international professors and researchers have participated to ISEOR conferences
- Three scientific committees (English, French and Spanish speaking) including 187 renowned researchers who contribute to the «Recherches en Sciences de Gestion-Management Sciences - Ciencias de Gestión» journal

A Scientific Publications and resources pole

- 83 books were published about the foundations and the multiple applications of the socio-economic theory, whose domains are the results of ISEOR researches. This includes hidden costs mastering, innovative approaches in management, organizational development and innovation stimulation, territory development, transversal researches in management sciences, researches and interventions in various sectors (liberal professions, cultural enterprises, hospitals, social institutions...), audit, consulting, certification, and Tetranormation (analysis of risks linked to norms).
- A publication pole about approaches to management sciences, with the publication of 6 numbers per year of the «Recherches en Sciences de Gestion, Management sciences- Ciencias de Gestión» review, unique trilingual international journal in management.
- A series of books about research in methodology and epistemology, initiated in 1984 with the CNRS participation, which leads to regular international conferences partnering ISEOR and the Research Methodology Division of the Academy of Management (USA).
- The hundred of ISEOR publications can be viewed on www.iseor.com/publications
The socio-economic management puts the emphasis on proximity management at all levels of organizations and territories. Even though the enterprise has changed hands three times, this mode of management has resisted and has carried with it more training, a decrease in customers’ complaints, and a 5 points decrease of absenteeism, an actual scourge for enterprises.

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

In 2006, the group set up a social plan because of financial difficulties, with a payroll reduction of 10% and a 75% renewed team. Something had to be done. The difficult social climate, employees’ concern, an important decrease in sales, the hasty development of competition forced our enterprise to find reorganization and implication solutions for the personnel.

ISEOR’s intervention played an essential role in the enterprise’s reenergization by pointing out the misused potential, reinvesting dysfunctions hidden costs into training and new strategic orientations of the board of directors.

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

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

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

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

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

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

Michel Foucart, Chief Executive Officer, Technord (Belgium)

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

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

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

The ISEOR Research Center [ Socio-economic Institute of Firms and Organizations] is a think-tank. It is not a legal entity but a team consisting of multi-disciplinary experts, scholars and practitioners.

Over a hundred interveners-researchers in Lyon

| Henri Savall et Véronique Zardet were awarded the prestigious Médaille du Prix Rossi from the Institut de France, Académie des Sciences Morales et Politiques for their whole work on the integration of social variables into enterprise strategies. |
| In 2017, January, Henri Savall has been nominated Chevalier (Knight) of Legion of Honour by way of French Ministry of Higher Education and Research |

| An international network of more than 615 researchers over the world |

| 201 doctors, from 17 countries, trained by the ISEOR Animation of Socio-economic Institute of Firms and Organizations («ISEOR»): Henri Savall, Founding President, Véronique Zardet, Executive Director, Marc Bonnet, Assistant Director in charge of the English-speaking world, the three of them professors in Management sciences |
| Laurent Cappelletti, tenured professor, CNAM Paris. Frantz Daty, Amandine Savall, doctors of management sciences Renaud Petit, Associate professor |
Training Programs

Executive managers, business leaders, consultants, experts, trainers

For more than 47 years, with the support of the Ministry of Industry and FNEGE* since 1986, the socio-economic institute of firms and organizations («ISEOR») has disseminated its scientific, technical and methodological knowledge.

Eight types of program are aimed at accompanying the steering of complex management projects.

They rely on two axes:
- A technical content
- An "intervention theory" content

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

Managing Human Behaviour at work
This training brings an operational support to management behavior in complex professional situations. (In French)

Self-funding the enterprise: the hidden resources
This training opens a support action to accompany change management in complex professional situations. (In French)

Teams leadership: Interactive pedagogy
This training is intended for the collaborators of organizations

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

Selling in a turbulent environment "trade=human relations"
This training is useful to managers, commercial, sales, marketing, research and development directors, and is aimed to empower commercial performance. (In French)

Socio-Economic approach to management (In English)
This training allows both to acquire socio-economic innovative methods and tools and to improve Business English skills for non English native speakers.

Programa Gestión socioeconómica de las empresas y organizaciones (In Spanish)
This training allows both to accompany change management within enterprises and organizations and to improve Spanish skills for non Spanish native speakers.

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

Over 3,000 participants were trained since 1987
25 franchised consultants use the method in France, Argentina, Belgium, China, India, Mexico, Spain and United States of America
Some of them wished to develop consultancy activities on a more scientific basis, by means of an «ISEOR» franchised Consultant contract

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

Your discussion partners and experts

> SEVERAL INTERVENER-RESEARCHERS TEAMS, STEER AND CONTROL THE IMPLEMENTATION OF CONCEPTS, METHODS AND ISEOR’S TOOLS FOR SOCIO-ECONOMIC MANAGEMENT WITHIN COMPANIES AND ORGANIZATION.

Your discussion partner

Intervention Program Managers:
Françoise Goter, Alexis Roche, Miguel Delattre,

Doctors of management sciences:
Maité Rateau, Jérémy-Clément Salmeron, Mélissa Sanchez

Intervener-researchers:
Rodolphe Bachaud, Laura Bondin, Victor Caumeil, Nylème Chettih, Suzon Roche

Support services
Michelle Bonnard, Journal Recherches en Sciences de Gestion-Management Sciences-Ciencias de Gestión
Karîle Morel, Sales manager, Training programs and Franchisee network
Eva Lopes Correia

Management Control:
Cécile Ennajem, PhD.
Elena Kulinich

IT department:
Nouria Harbi, PhD., Rhida Ziani

Over 3,000 participants were trained since 1987
25 franchised consultants use the method in France, Argentina, Belgium, China, India, Mexico, Spain and United States of America
Some of them wished to develop consultancy activities on a more scientific basis, by means of an «ISEOR» franchised Consultant contract

Socio-economic approach to management (In English)
This training allows both to acquire socio-economic innovative methods and tools and to improve Business English skills for non English native speakers.

Socio-Economic approach to management (In Spanish)
This training allows both to accompany change management within enterprises and organizations and to improve Spanish skills for non Spanish native speakers.

ISEOR organizes several international academic and professional conferences which allow the capitalisation of socio-economic management implementation through numerous testimonies of businessmen, managers, executives, consultants, experts. They represent as many opportunities to meet various enterprises and to exchange experiences.
Six tools created and developed by ISEOR for implementing effective management and governance.

- Time Management (auto-analysis grid) and time management improvement grid
- The Competency Grid
- The Priority Action Plan (bi-annual)
- The Strategic Piloting Logbook
- 3 years Internal/External Strategic Action Plan
- The Periodically Negotiable Activity Contract (bi-annual)

The “HORIVERT” approach accompanies those tools and methods.

Two simultaneous actions to irrigate the whole company: an horizontal action of methodological support involving the management team and the staff, a vertical action that mobilises middle-management and teams shopfloor. The intervention is adjusted to the «biological» rhythms of the enterprise, in order to softly ensure stable and sustainable results without disrupting the activity.

Firsthand results in the enterprises

The majors issues that Socio-economic management addresses are mainly focused on economic and social performance:

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

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

An innovative management

Enterprises are challenged by a highly competitive environment featured by new technologies development, markets broadening and evolution, products diversifications, sectors and collaborators’ role mutation...

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

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

A rigorous observation

The laboratory’s scientific mission includes the rigorous observation and properly assessed life-size experiments of the tools and concepts of the «ISEOR» method. For this reason, the researchers team permanently interacts with the numerous pilot enterprises and the laboratory.
The socio-economic method is a strategic approach based on three vectors:
- **Prime mover**
- **Prime reducer**
- **Spiral movement**

### Dysfunctions and Hidden Costs

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

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

*The Socio-economic Institute of Firms and Organizations («ISEOR») has developed, for more than 47 years, a network including more than 1760 academics and international scientists:*

- Several partnerships, for example with the International Institute of Costs (IIC: Latin countries of America and Europe), with the American Accounting Association (AAA), the Academy of Management (AOM, United States).

A network of renowned universities, particularly with 5 American universities and 12 Mexican universities.

### The Three Key Forces of Change

*It proposes a doctoral programme in management and 10 general and professional Master programmes at the EUIG-Nov Centre (École Universitaire de Gestion Innovante), within iaelyon.*

### Scientific Quality and Integral Quality

In order to implement an innovative and sustainable management, the «ISEOR» method proposes the concept of integral quality, an intervention process carried out through a set of participative and synchronized actions in the whole enterprise, and aimed at improving economic performance (profitability or budget balance) and the employee motivation sustainable issues:

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

*The «ISEOR» method fits every enterprise*

The method is adapted to very small enterprises (up to 10 people), SMEs and SMIs, intermediate size enterprises (ETIS: a few thousand people) to large industries, to large enterprises of services, to non profit organizations and to public services.

It includes a progressive and structured accompaniment to carry out:

- A diagnosis of dysfunctions
- The hidden costs-performances assessment
- Elaborate together to develop solutions adapted to the enterprise’s particularities

*What do Dysfunctions hide?* Dysfunctions cause hidden costs which deeply affect the economic and social performances of the enterprises.

ISEOR traced around 4713 types of dysfunctions in the enterprises and organizations in 45 years of socioeconomic intervention.

*An huge cost for enterprises* Hidden costs caused by dysfunctions amount to between 20 000 € and 70 000 € per person per year, depending on the enterprise.

### Converting hidden costs into value-added

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

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