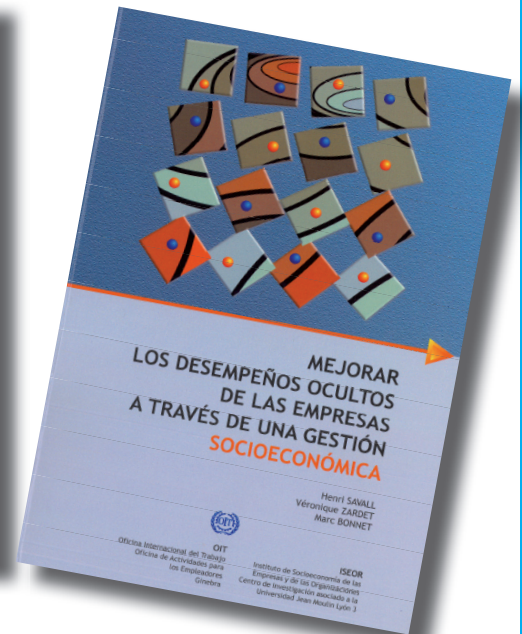
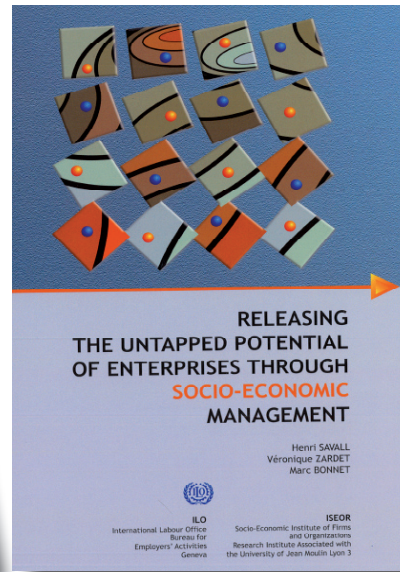




Publications of the ISEOR in partnership with International Labor Office (ILO)

2008 edition in French, English and Spanish



Partnership for a socio-economic policy for decent work

The socio-economic model is the only management theory sponsored by the International Labour Office (Geneva, 2000, 2008) and published for the readership of directors and managers of small and middle size enterprises

■ The ILO has been interested in ISEOR research results because they deal with universal issues in connexion with social norms, in particular: training, employment, qualifications, illiteracy, discrimination, participation of the personnel, working conditions, wages and buying power, etc.

■ This book « [Releasing the untapped potential of enterprises through socio-economic management](#) » provides evidence that the link between social performance and economic performance is central to the long term performance of companies and organizations.

ISEOR methods highlight the consequences of poor social performance and enable significant gains in productivity. As productivity is an essential factor in competitiveness, employer organizations want to act even more positively in this area.

Management skills are essential to build healthy working relationships in companies and organizations. These skills permit the tools used to promote implication and communication among the personnel to be developed and adopted.

That the socio-economic method developed by ISEOR can diagnose hidden costs and define the means to reduce them. Jean François Retournard, Director ACT/EMP, International Labor Office (ILO)

This book provides readers with an overview of 35 years of implementation of Socio-Economic management interventions carried out in 1,200 local or international companies in 35 countries. It consists in an actual reflection tool-box for managers, directors and executives in order to better master steering change management within their company in an efficient and long-lasting manner while maintaining good working conditions and a healthy social climate.

■ Examples of exemplary actions carried out with the Bureau for Employers Activities of the ILO

.The only management theory published by the ILO (in 2000, and republished in 2008).

. A new research scheme launched in 2004 on tetranormatization and integration of social norms in the company strategies

.An overview of the socio-economic approach to management presented in the Encyclopedia "Management Consulting. A guide to the Profession" published by the ILO in 1996

.Experimental training actions for managers and experts and intervention research projects sponsored by the ILO and carried out in Vietnam and Columbia

Preface by Jean François Retournard, Director ACT/EMP, Office of Activities For Employers, International Labor Office (ILO- Genève)

Contents :

Why employers and managers need new forms of management and sound workplace relations

- The main issues for enterprises in a competitive environment
- Need for new management skills
- How seam can endow employers and Ceos with new skills required by the competitive environment
- Need for a new approach to management

How the seam intervention results in releasing hidden potential of companies and organizations through training in new managerial skills

- Hidden costs and hidden performance
- Learning how to convert hidden costs into value added and create potential through the SEAM
- The new management tools
- Political and strategic decisions
- Promotion of socio-economic management

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