

A reference  
Publication Pole

SINCE 1979, ISEOR PUBLISHED ON  
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ITS RESEARCHES, METHODS,  
SOCIO-ECONOMIC TOOLS AND INTER-  
VENTIONS. 85 BOOKS HAVE BEEN  
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THE LATEST PUBLICATIONS IN FRENCH [www.iseor.com](http://www.iseor.com)



2021 -  
1312 pages  
EMS édition  
2021



2021  
Édition EMS  
396 pages



2020  
ÉDITION  
EMS  
416 PAGES



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TION ECONOMICA  
409 PAGES  
1ÈRE ÉDITION



2019  
ÉDITION  
EMS  
426 PAGES



2017  
ÉDITION  
EMS  
250 PAGES



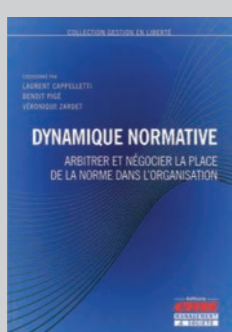
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Socio-Economic  
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INTERNATIONAL RESEARCH CENTER IN MA-  
NAGEMENT SCIENCES IN THE SERVICE OF  
FIRMS AND ORGANIZATIONS



Interventions  
within enterprises  
and organizations

Professional  
training  
Supervisors and  
corporate  
executives,  
directors, managers,  
consultants,  
Experts

Research  
Laboratory  
on  
Socio-economy

Academic and  
professional  
International  
Development

## Socio-economic Theory

An innovative method



> 47 YEARS OF EXPERIENCE IN OVER 2150 ENTERPRISES CARRIED OUT IN 46 COUNTRIES AND 72 INDUSTRIES OF 4 CONTINENTS

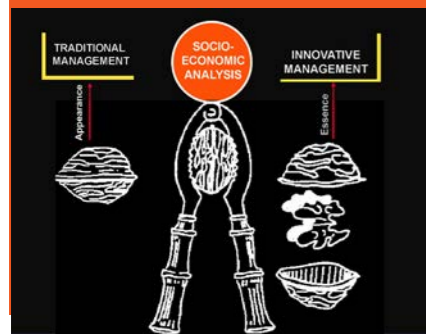
> AN EFFECTIVE AND SUSTAINABLE METHOD

### The 4 missions of ISEOR

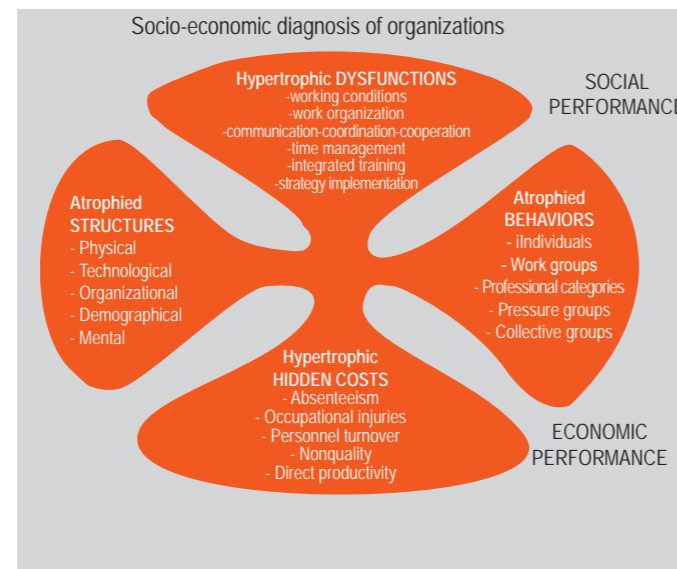
- A research Laboratory in management, economic, humanities and social sciences
- Operational interventions within enterprises
- Qualifying professional training
- An international outreach through a network of 615 researchers around the world and a pole of publication

### Quality of scientific work

- Build relevant and verifiable representations of management reality within enterprises by systematizing rigorous scientific observation.
- Experiment and evaluate several times concepts and tools before confirming their use and improving them.
- Connect to reality and its evolution, which means assessing current and forthcoming phenomena.

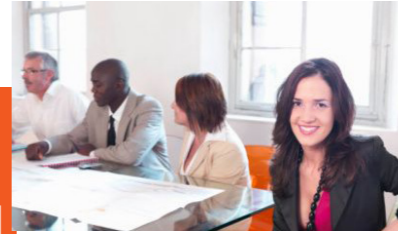


- Since 1975: ISEOR has carried out interventions in companies and organizations in a variety of industries (industrial companies, service companies and public owned organizations) employing from 4 employees to 30,000 persons.
- Socio-economic approach of management has been drawn up in response to elements which looked antagonistic: **human/economic, satisfaction/profitability, productivity/quality, financial advantages/qualitative advantages.**
- The conceptual knot is the concept of dysfunction linked to hidden costs and performance.
- 220 doctoral theses in management sciences were prepared at ISEOR
- Over 2 million hours of research, 1/2 of that time spent within enterprises.

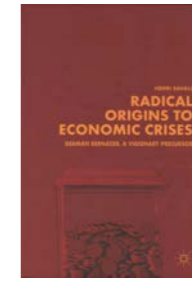
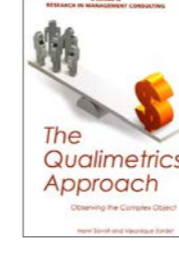
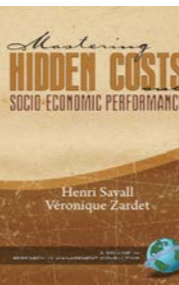
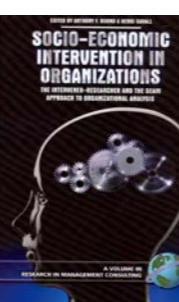
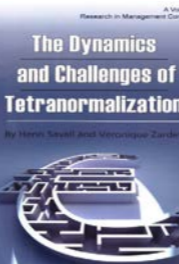
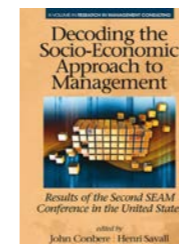
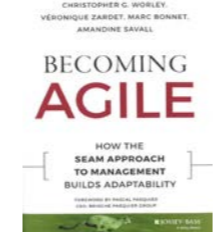
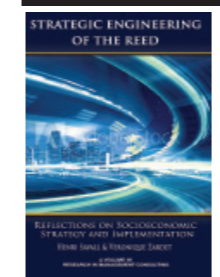
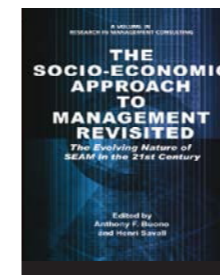


The first objective is to identify fundamental causes of dysfunctions running in companies and organizations during a socio-economic diagnosis that involves many persons. Four features are simultaneously explored (dysfunctions, hidden costs, structures, behaviours.)

## Academic and professional international development



ISEOR HAS GAINED INTERNATIONAL VISIBILITY THROUGH ITS INTERVENTIONS, AND ITS PUBLICATIONS IN ENGLISH, FRENCH AND SPANISH



### 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 researches considered as very innovative in the US.

### An active academic Network

■ Over 2420 international professors and researchers have participated to ISEOR conferences

■ Three scientific committees (English, French and Spanish speaking) including 191 renown researchers who contribute to the «Recherches en Sciences de Gestion-Management Sciences - Ciencias de Gestión» journal.

### A Scientific Publications and resources pole

■ 85 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 Tetranormalization (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](http://www.iseor.com/publications)

\*Risks and obstacles due to the proliferation and contradictions between 4 types of norms: commercial, social, accounting, quality-safety-environment.

## Interventions within enterprises and organizations



**TESTIMONIES OF ENTREPRENEURS, MANAGERS, EXECUTIVE MANAGERS, EXPERTS, WHO IMPLEMENT THE SOCIO-ECONOMIC METHOD.**

« 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)

### In Mexico

« 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.

Isaac Sanchez, Manager of an agricultural SME, Aguacates Peribán, Mexico.

« The ISEOR allowed us to increase production, customers' satisfaction, intellectual value of work, employees' multiskilling. It led to the internalization of activities which were previously subcontracted. ISEOR was also significantly helpful for us to assume the social responsibility coverage of enterprises. We were awarded two prizes and we adhere to the United Nations Global Compact.

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

« 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)

« 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)

## 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 the 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.

## A team Over a hundred intervener-researchers in Lyon

> ANIMATING TO A LARGE NETWORK OF SENIORS RESEARCHERS AND JUNIOR RESEARCHERS THROUGHOUT THE WORLD.

> A SCIENTIFIC EXPERTISE CONTRIBUTING TO SUSTAINABLE MANAGEMENT AND PERFORMANCE.

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.



### An exceptional Award

■ 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

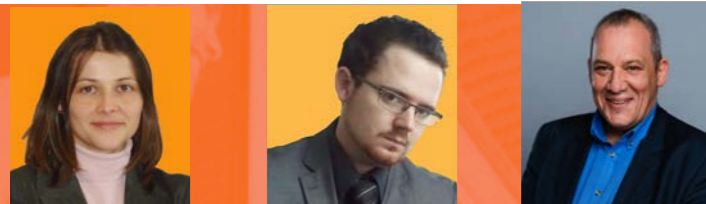
■ An international network of more than 615 researchers over the world

■ 209 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 Datry, Amandine Savall, doctors of management sciences Renaud Petit, Associate professor

## 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, Nylème Chettih, Suzon Roche, Salomé Marty, Pierrick Govart

### Support services

Michelle Bonnard, Jounal *Recherches en Sciences de Gestion-Management Sciences-Ciencias de Gestión*  
Karile Morel, Sales manager, Training programs and Franchisee network  
Marion Davesne

### Management Control :

Cécile Ennajem, PhD.  
Elena Kulinich

### IT department :

Nouria Harbi, PhD.,  
Rhida Ziani



## 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.

This program includes theoretical and conceptual inputs, extracted from the most recent researches of ISEOR, and interactive «live» cases elaborated upon by participants from their experience and questioning.

Each training course allows participants to stimulate and be accompanied on a concrete action of improvement useful to their company and their professional project. This step-by-step application of the knowledge acquired during the course enables them to root it in new good professional practices in the company.

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

### 1 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 the enterprises. (In French, English and Spanish)

### 2 Managing Human Behaviour at work

This training brings an operational support to management behavior in complex professional situations. (In French)

### 3 Self-funding the enterprise: the hidden resources

This training, particularly useful in time of crisis, deepens the original method of costs-value of activities which concretely roots the socio-economic management control, whose essence is to recycle hidden costs into value-added. (In French)

### 4 Teams leadership: Interactive pedagogy

This training is intended for the colobarotors of organizations

### 5 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)

### 6 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)

### 7 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.

### 8 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

■ 19 franchised consultants use the method in France, Argentina, Canada, China, 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

## Interventions within companies and organizations



**THE TOOLS CREATED AND DEVELOPED BY ISEOR FOR THE IMPLEMENTATION OF AN EFFECTIVE AND SUSTAINABLE MANAGEMENT ARE DRIVERS OF IMPORTANT ECONOMIC AND SOCIAL ASSESSED RESULTS**

### 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 middlemanagement 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.

The six interconnected tools of socio-economic management



Hidden costs are high\* : extracted from 2000+ enterprises and organizations cases (72 business sectors)

	Sector of activity	In Euros** per capita and per year	In percentage of the payroll
INDUSTRIES	Electronics	€ 66, 800	220%
	Metallurgy	€ 25, 700	80%
	Glassworks	€ 55, 000	150%
	Household Appliances	€ 17, 500	50%
	Agribusiness	€ 16, 100	45%
SERVICES	Bank	€ 25, 300	45%
	Public Notary	€ 17, 300	40%
	Telecommunication maintenance	€ 22, 400	40%
	Hospital	€ 16, 200	51%
	City government	€ 15, 000	35%
	Supermarkets	€ 15, 100	84%

\* Those figures don't refer to a sectoral average - \*\* euros 2017

The «HORIVERT» design ensures a progressive deployment of the socio-economic intervention improvement and to solve operational and strategic dysfunctions, often interconnected.

### Socio-economic management intervenes equally on social dimension (Quality of Professional Life) and economic performance.

The innovative socio-economic management includes global management methods. They mainly rely on human potential development, as a vector of effectiveness on short, medium and long term (stress, conditions of work, training, health and safety at work, compensation, motivation, employability...)

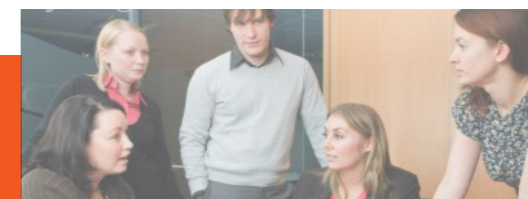
### Firsthand results in the enterprises

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.

## Socio-economic Research Laboratory



**ONE OF THE MAIN INTERNATIONAL RESEARCH TEAMS IN ORGANIZATIONAL DEVELOPMENT AN CHANGE ENGINEERING, STRATEGIC AND OPERATIONAL MANAGEMENT OF COMPANIES AND ORGANIZATIONS**

More than 700 teachers, researchers and young researchers have been involved in its scientific research program within the Socio-economic Institute of Firms and Organizations («ISEOR»). They're pursuing their activity in universities, institutions and enterprises, over the world.

### 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.

### A necessary questioning

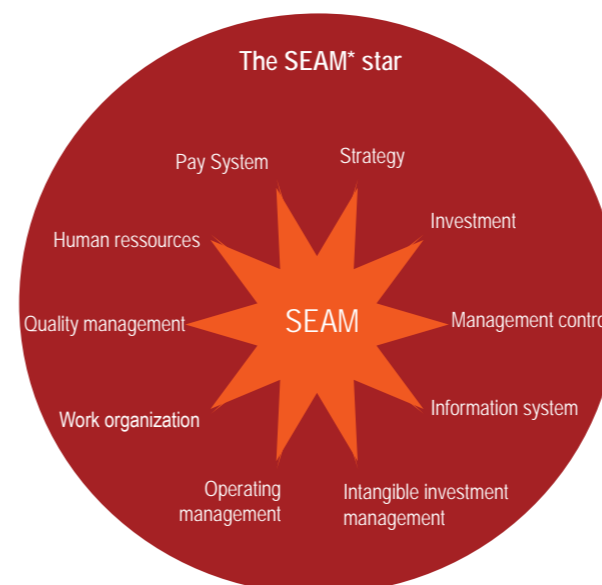
The scientific quality of work depends on correct and verifiable representations of reality of management and its evolutions, on constantly assessing its implementation and on the study of environment evolving elements, instead of static or bookish representations.

- Scientific works are build upon an innovative socio-economic management beyond classic functional and operational splits inside the enterprise. They arose from fundamental (progress of scientific knowledge) and partnership contract research (serving the future). Both are founded on the creation of concepts/tools and of the engineering of intangible investments focused on human potential qualitative development.

### Researches on disciplinary fields linked to the concrete problems identified issues companies:

The method consolidates the links between sustainable economic performance and Quality of Working Life, which includes employment, training, qualifications, discrimination, employees expression, illiteracy, health and safety at work, compensations, stress, motivation, norms, certification, innovations strategies on the trio product-market-technologies and the human potential, conditions of work, public services modernization, territorial projects and development of durable performance...

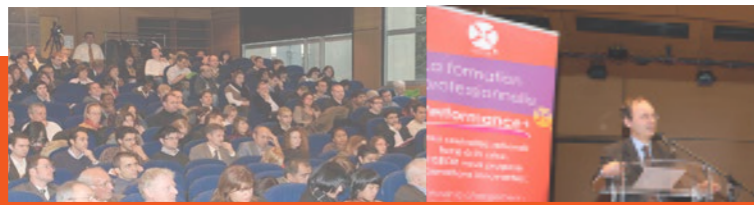
- So many themes allowed us to collaborate with the ILO (International Labour Organization) and gave birth to a ILO-labelled book written at ISEOR: "Releasing the untapped potential of enterprises through socio-economic management", published in French, English and Spanish.



Depending on the results of the diagnosis, the Socio-economic Institute of Firms and Organizations («ISEOR») team aligns, by participative methods, the principles of socio-economic management, sustainably effective and efficient, to the specific context of every enterprise or organization.

\* Socio-Economic Approach to Management

## Socio-economic Research Laboratory



- > SOCIO-ECONOMIC THEORY BASED ON A SCIENTIFIC CONCEPT UNIQUE IN THE WORLD.
- > A STRONG ACADEMIC NETWORK INCLUDING 615 INTERNATIONAL RESEARCHERS.

■ For sustainable economy and management of enterprises and organizations

### The socio-economic method is a strategic approach based on 3 vectors:

The company **internal potential** as axis of strategic development, the **internal resources** sustainable catalyst of the enterprise, and the **strategic implementation** as potential multiplier.

### The socio-economic Theory assumes that the enterprise is a complex set composed of:

5 types of structures (physical, technological, organizational, demographic, mental) interacting with 5 types of human behaviours (individual, of activity groups, categorical, of pressure group, collective), which generates the enterprise functioning.

In fact anomalies impairing the functioning are identified as **dysfunctions** and their recurrence causes important hidden costs for the enterprise, which directly affect profitability, effectiveness, quality, attractiveness and competitiveness.

### 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 **grooming** (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 2400 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)**, **Conservatoire National des Arts et Métiers (Le CNAM)** et **The International Society for Organizational Development and Change (ISODC)**

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

University  
Jean Moulin Lyon 3

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

## Interventions within enterprises and organizations



**A SCIENTIFIC AND PROFESSIONAL DOCTRINE: CONSIDERING COMPANIES AND ORGANIZATIONS AS LIVING, OBSERVABLE AND EVOLVING BEINGS.**

### 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 **47 years of socioeconomic intervention**.

### An huge cost for enterprises

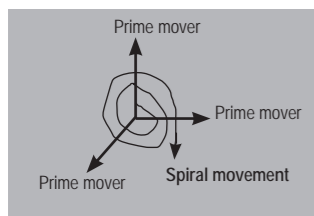
**Hidden costs** caused by dysfunctions amount to between **20 000 € and 70 000 € per person per year**, depending on the enterprise.

Hidden costs are costs which are left aside by enterprises classical information systems (budget, general and analytical accounting, **financial dashboards**, ...)

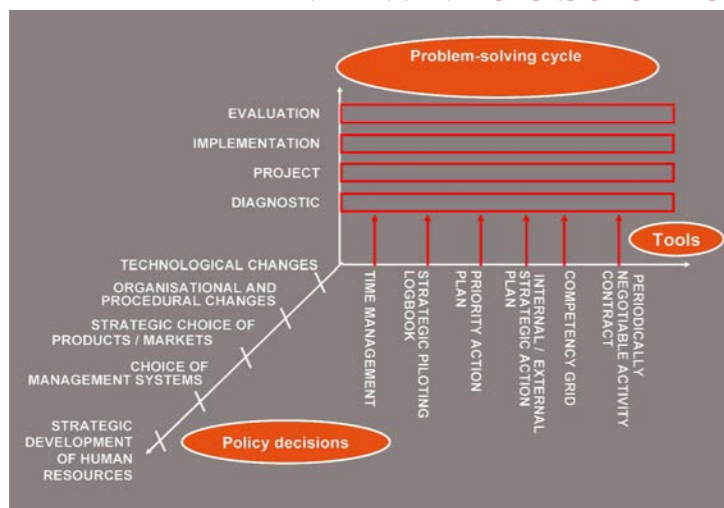
### Converting hidden costs into value-added

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.

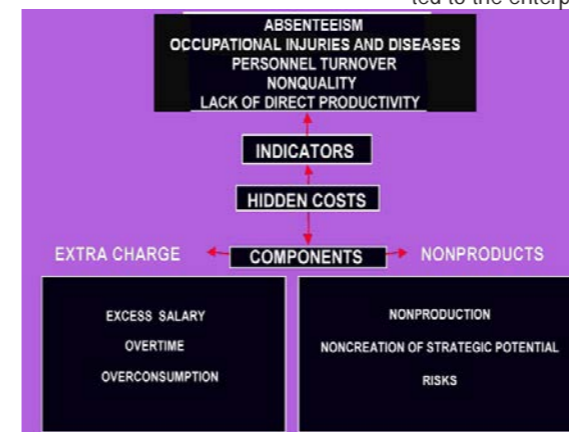
A main objective of our approach is to **convert the hidden costs into value-added**, for example for equipment purchase, recruitment, training, research of new markets, which would benefit the company both economically and socially.



### THE THREE KEY FORCES OF CHANGE



This management model consists in the implementation of teamwork methods. It is integrated through formations concertation sessions build upon three piloting axes, political and strategic decision, improvement process and socio-economic management tools.



- Evaluate every six months the variations in economic performance and «Quality of professional Life»
- In short... «Tailor made management»