

7. APPENDICES

7.1. Detailed explanation of the best managerial practices

External context	Reaction to a crisis	First of all, the companies or organizations that decide to start this adventure usually go through a crisis or an economic downturn that makes them realize that there is a need to take action if they want to avoid bankruptcy and liquidation.
	Arrival of a new leader	The arrival of a new CEO or director brings with him the start of the transformation.
	Reaction to employees' demotivation	The transformation starts due to the observation of employees showing demotivation at work, and lower performance as a result.
Structure	Destructuration	<p>Eradiction of hierarchical signs from the top level, ex-managers starting to work on their ego ; leave of those who do not agree with the new philosophy,... This is the beginning of the transformation.</p> <p>Employees and managers become now leaders or coaches or facilitators and everyone starts getting used to talk with each other and expose their ideas or worries with no fear of being fired or not considered.</p>
	Autonomous teams	The employees form small autonomous teams which act with no more boss supervising their work all the time. These new teams are usually devoted to one customer, and not by function anymore. They are fully responsible to deliver a good performance in order to satisfy the client. Thus, they would be like small companies themselves within the organization. The

		<p>culture auto-direction, decision-making and risk-taking is introduced. Within these small teams, one leader might naturally emerge or be chosen by the group.</p>
Processes	Freedom of organization	<p>In the organizations that can afford that, flexible schedules, teleworking and other similar practices are introduced to give the employees the freedom of organizing themselves to deliver the necessary work in the conditions that suit them the most to benefit from a good work-life balance.</p>
	360° and bilateral evaluation	<p>The evaluation and feedback policy then evolve and become bilateral, more frequent and personal. 360° feedback, sponsorship and mentorship are applying to everyone to allow the best personal and professional development as possible within the company, through constructive and constant advice. On the other hand, leaders cannot be elected without the agreement of all his subordinates before.</p>
	Recruitment by the colleagues	<p>The recruitment policies change. Future colleagues are not chosen by the Human Resource team anymore, but by the members of operational teams themselves. Thus they can directly judge whether there is a feeling or not with the applicant since they will be the ones working on a daily basis with him.</p>
	New salary policy	<p>Usually, the last topic mentionne is the settlement of a new salary and bonuses policy. This is the issue that has most often not been entirely solved yet.</p>
	General brainstorming	<p>The first action taken is usually a giant reunion with all the members of the organization, around a general brainstorming of the company's situation. This is usually accompanied with a survey proposed to</p>

Internal engagement		everyone, asking questions about people's honest opinion about the organization, themselves, whether they love what they do everyday or not, what changes would they suggest, etc.
	(Re) definition of values	Then, they define all together the new values of the organization, based on all the information gathered from the surveys and worker's opinions and suggestions.
	Innovation	In order to give incentives to the workers to be more creative and innovative, some companies create 'ideas box' or contests to which everyone can take part. The best ideas revolutionazing some of the organization's processes are rewarded financially, but it is also a way to make the employees proud of themselves and demonstrate them all the consideration and respect they deserve for their efforts.
	Leaders coaches and guides	The leaders needs to be constantly reminding the vision and the values driving the organization so that employees understand the "why" of their presence in the organization. Besides, he accompanies every team member to provide guidance in the decisions and actions to take when there is a doubt.
	Transparency and open information	However, in order to be able to take decisions, the teams need to be aware and have access to all the information of the company, whether it is financial, or technical, or about competitors, etc. Transparency and open information are spread and availabe for all.