

Bibliographie Entreprise Libérée

Let my people go surfing – Yvon Chouinard

“I’VE BEEN A BUSINESSMAN for almost 50 years. It’s as difficult for me to say those words as it is for someone to admit to being an alcoholic or a lawyer.

I’ve never respected the profession. It’s business that has to take the majority of the blame for being the enemy of nature, for destroying native cultures, for taking from the poor and giving to the rich, and for poisoning the earth with the effluent from its factories. Yet business can produce food, cure disease, control population, employ people, and generally enrich our lives. And it can do these good things and make a profit without losing its soul.

My company, Ventura, California-based Patagonia Inc., maker of technical outdoor apparel and gear, is an ongoing experiment. Founded in 1973, it exists to challenge conventional wisdom and present a new style of responsible enterprise. We believe the accepted model of capitalism, which necessitates endless growth and deserves the blame for the destruction of nature, must be displaced. Patagonia and its thousand employees have the means and the will to prove to the rest of the corporate world that doing the right thing makes for good, financially sound business.”

Employees First, Customers Second – Vineet Nayar

One small idea can ignite a revolution just as a single matchstick can start a fire. One such idea - putting employees first and customers second - sparked a revolution at HCL Technologies, the IT services giant. In this candid and personal account, Vineet Nayar - HCLT's celebrated CEO - recounts how he defied the conventional wisdom that companies must put customers first, then turned the hierarchical pyramid upside down by making management accountable to the employees, and not the other way around. By doing so, Nayar fired the imagination of both employees and customers and set HCLT on a journey of transformation that has made it one of the fastest-growing and profitable global IT services companies and according to "BusinessWeek", one of the twenty most influential companies in the world. Chapter by chapter, Nayar recounts the exciting journey of how he and his team implemented the employee first philosophy by: creating a sense of urgency by enabling the employees to see the truth of the company's current state as well as feel the 'romance' of its possible future state; creating a culture of trust by pushing the envelope of transparency in communication and information sharing; inverting the organizational hierarchy by making the management and the enabling functions accountable to the employee in the value zone; and unlocking the potential of the employees by fostering an entrepreneurial mind-set, decentralizing decision making, and transferring the ownership of 'change' to the employee in the value zone. Refreshingly honest and practical, this book offers valuable insights for managers seeking to realize their aspirations to grow faster and become self-propelled engines of change.

Tribal Leadership – Dave Logan John King

Within each corporation are anywhere from a few to hundreds of separate tribes. In *Tribal Leadership*, Dave Logan, John King, and Halee Fischer-Wright demonstrate how these tribes develop—and show you how to assess them and lead them to maximize productivity and growth. A business management book like no other, *Tribal Leadership* is an essential tool to help managers and business leaders take better control of their organizations by utilizing the unique characteristics of the tribes that exist within.

Work Sucks – Cali Ressler & Jody Thompson

In a results-only workplace, employees can do whatever they want whenever they want, as long as the work gets done. No more pointless meetings, racing to get in at 9:00, or begging for permission to watch your kid play soccer. You make the decisions about what you do and where you do it. It sounds like a fantasy, but Cali Ressler and Jody Thompson are leading a movement to make it a reality, even implementing it successfully at Best Buy. They show how a Results-Only Work Environment not only makes employees happier, but also delivers better results. Filled with passion and common sense, their book will change the way you think about your job, your company, and your quality of life.

Reinventing Organizations – Frederic Laloux

The way we manage organizations seems increasingly out of date. Survey after survey shows that a majority of employees feel disengaged from their companies. The epidemic of organizational disillusionment goes way beyond Corporate America—teachers, doctors, and nurses are leaving their professions in record numbers because the way we run schools and hospitals kills their vocation. Government agencies and nonprofits have a noble purpose, but working for these entities often feels soulless and lifeless just the same. All these organizations suffer from power games played at the top and powerlessness at lower levels, from infighting and bureaucracy, from endless meetings and a seemingly never-ending succession of change and cost-cutting programs. Deep inside, we long for soulful workplaces, for authenticity, community, passion, and purpose. The solution, according to many progressive scholars, lies with more enlighte

Empowered – Josh Bernoff & Ted Schadler

Is Your Company empowered for Success? You know it's happening within your organization. Your people, armed with cheap, accessible technology, are connecting with customers and building innovative new solutions. But who are these creative problem-solvers? How can you be one? And just as important how can you lead them? We call them heroes: highly empowered and resourceful operatives. Your company needs them because in the age of Twitter, iPhones, Facebook, YouTube, and an ever-evolving torrent of Web information, your customers now step up to the counter armed with more data and access than ever before, and in many cases, your company is overmatched. In "Empowered", Forrester's Josh Bernoff coauthor of the pioneering book Groundswell and Ted Schadler explain how to transform your company by unleashing the mighty force of these heroes. Like John Bernier and Ben Hedrington at Best Buy, who built an army of 2,500 tweeting employees to reach out to customers online. Or Ross Inglis, who tapped into Internet computing resources to open an entirely new customer channel for Thomson Reuters. Or John Stadick, who equipped 600 sales staff with iPhones and boosted profits at his construction rental company. The truth is, one in three of your information workers already use easily accessible technologies that your company does not sanction. Empowered gives you a prescription for embracing this covert innovation. At the heart of a HERO-powered business is a new pact between these critical employees, company managers, and the IT department: heroes build new solutions to meet customer needs, management sets clear rules while encouraging more experimentation, and IT expands its role to both support and secure these business solutions.

Maverick – Ricardo Semler

The international bestseller that tells how Semler tore up the rule books - and defied inflation running at up to 900% per year!

- Workers make decisions previously made by their bosses
- Managerial staff set their own salaries and bonuses
- Everyone has access to the company books
- No formality - a minimum of meetings, memos and approvals

- Internal walls torn down
- Shopfloor workers set their own productivity targets and schedules

Result - Semco is one of Latin America's fastest-growing companies, acknowledged to be the best in Brazil to work for, and with a waiting list of thousands of applicants waiting to join it.

Learn Ricardo's secrets and let some of the Semco magic rub off on you and your company.

MBA Oath – Max Anderson & Peter Escher

"As a manager, my purpose is to serve the greater good by bringing people and resources together to create value that no single individual can create alone..."

So begins the MBA Oath, conceived in early 2009 by Max Anderson, Peter Escher, and a team of Harvard Business School students. They saw that in the wake of the financial crisis, the Madoff scandal, and other headlines, MBAs were being vilified. People were angry because business leaders, many of whom were MBAs, seemed not to care about anything beyond their own private interests. Many began to question the worth of business schools and the MBA degree.

The oath quickly spread beyond Harvard, becoming a worldwide movement for a new generation of leaders who care about society as well as the bottom line. Thousands of graduating MBAs have now pledged to conduct themselves with honesty and integrity, just as medical students swear by the Hippocratic oath before they can practice.

This book is the manifesto for the movement. It provides not only a strong case for why the MBA Oath is necessary but also examples of how it can be applied in the real world. It will help guide businesspeople through some of the toughest decisions they'll make in their careers.

Liberté & Cie - Isaac Getz & Brian Carney

Connaissez-vous l'entreprise libérée ? Depuis plusieurs décennies, des centaines d'entreprises, en France et dans le monde, ont été «libérées» par des dirigeants visionnaires. Suite à cela, leur rentabilité a explosé. Le secret de leur réussite ? Transformer l'organisation de leur firme sur la base de la confiance et de la liberté des salariés. Dans les entreprises où nous invitent Brian Carney et Isaac Getz, on laisse les employés prendre des initiatives au lieu de leur dire comment faire. On les traite en adultes responsables au lieu de contrôler chacun de leurs faits et gestes. On favorise l'épanouissement personnel. Et l'on découvre qu'il n'y a rien de tel pour susciter une réelle motivation et révéler l'immense potentiel de chacun, salariés comme dirigeants. Nous sommes à l'aube d'une nouvelle ère. Le mouvement de libération d'entreprises est en marche.

La belle histoire de Favi – Jean François Zobrist

Tome 1 Nos belles histoires. Dans l'univers impitoyable du marché de l'automobile, Favi affiche de confortables résultats depuis plus de 25 ans. Les belles histoires de Favi nous indiquent la voie originale d'un management aussi humaniste que performant. Auteur Jean-François Zobrist

More than a Motorcycle – Rich Teerlink & Lee Ozley

Harley-Davidson Motorcycle Company is known for its miraculous turnaround in the 1980s, when it rebounded from a near-fatal assault by determined and creative Japanese competitors. But despite vast improvements in profitability, productivity and new product development, company insiders knew by 1987 that serious fundamental problems existed which continued to threaten the future of the company - although not as publicly as the threat from foreign competition.

Some of these problems included a high cost structure, poor innovation skills, profits driven mostly by parts sales (not the core motorcycle product), and low employee commitment to the company.

One of the concerned insiders was Rich Teerlink, who was the company's CFO before becoming chief executive officer in 1988. Through the end of the 1980s and into the 1990s, Teerlink, working with his executive team and with outside consultant Lee Ozley, would initiate fundamental cultural

and structural changes that laid the foundation for long-term success. The guiding philosophy behind the transformation was a deeply felt belief that motivating all employees to take responsibility and lead was the key to success. In *More Than a Motorcycle*, Teerlink and Ozley document in detail how this sustainable employee-driven success was created.

The Speed Of Trust – Stephen Covey

For business leaders and public figures in any arena, *The Speed of Trust* offers an unprecedented and eminently practical look at exactly how trust functions in our every transaction and relationship—from the most personal to the broadest, most indirect interaction—and how to establish trust immediately so that you and your organization can forego the time-killing, bureaucratic check-and-balance processes so often deployed in lieu of actual trust.

Leadership is an art – Max De Pree

De Pree looks at leadership as a kind of stewardship, stressing the importance of building relationships, initiating ideas, and creating a lasting value system within an organization. Rather than focusing on the “hows” of corporate life, he explains the “whys.” He shows that the first responsibility of a leader is to define reality and the last is to say thank you. Along the way, the artful leader must:

- Stimulate effectiveness by enabling others to reach both their personal potential and their institutional potential
- Take a role in developing, expressing, and defending civility and values
- Nurture new leaders and ensure the continuation of the corporate culture

LEADERSHIP IS AN ART offers a proven design for achieving success by developing the generous spirit within all of us. Now more than ever, it provides the insights and guidelines leaders in every field need.

Get rid of the performance review – Samuel Culbert

Straight-talking Sam Culbert, management guru and UCLA professor, minces no words as he puts managers on notice that -- with the performance review as their weapon of choice -- they have built a corporate culture based on intimidation and fear. Teaming up with Wall Street Journal Senior Editor Lawrence Rout, he shows us why performance reviews are bogus and how they undermine both creativity and productivity. And he puts a good deal of the blame squarely on human resources professionals, who perpetuate the very practice that they should be trying to eliminate.

But Culbert does more than merely tear down. He also offers a substitute -- the performance preview -- that will actually accomplish the tasks that performance reviews were supposed to, but never will: holding people accountable for their actions and their results, and giving managers and their employees the kind of feedback they need for improving their skills and to give the company more of what it needs.

With passion, humor, and a rare insight into what motivates all of us to do our best, Culbert offers all of us a chance to be better managers, better employees and, indeed, better people. Culbert has long said his goal is to make the world of work fit for human consumption. *Get Rid of the Performance Review!* shows us how to do just that.

L'entreprise Démocratique – Jacques Benoit

Les salariés de Jacques Benoit SA vivent depuis près de vingt ans l'expérience de la démocratie dans l'entreprise, prolongement logique et nécessaire de la démocratie dans la cité. Cette expérience mobilise avec passion les acteurs concernés. Elle permet au quotidien une reconnaissance des personnes, développe la responsabilité, stimule la créativité... L'entreprise, ses salariés, ses actionnaires ont trouvé ainsi de fortes potentialités de développement dans le respect des droits et devoirs de chacun. Cette vision progressiste de l'entreprise contribue à la lutte contre l'exclusion et

le chômage et débouche sur une autre conception de la société.

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La vérité sur ce qui nous motive – Daniel H. Pink

Qu'est-ce qui nous motive vraiment ? Quand sommes- nous les plus performants et épanouis ? Depuis le XIXe siècle, le taylorisme et l'organisation «scientifique» du travail ont fait du principe punition/récompense le paradigme de la motivation. Avec humour et études scientifiques à l'appui, Daniel Pink explique pourquoi ce modèle est dépassé. Le secret de la performance, c'est le besoin profondément humain d'apprendre, de créer et de s'améliorer sans cesse. Au travers d'exemples concrets empruntés au monde de l'entreprise, il décrypte les trois éléments clés de la motivation : l'autonomie, l'envie d'être bon dans ce que l'on fait et le besoin de donner un sens à sa vie. La carotte et le bâton, c'est fini !

Delivering Happiness – Tony Hsieh

A path to profits, passion and purpose

In Delivering Happiness, Tony Hsieh - the hip, iconoclastic, and widely-admired CEO of Zappos, the online shoe retailer - - explains how he created a corporate culture with a commitment to service that aims to improve the lives of its employees, customers, vendors, and backers. Using anecdotes and stories from his own life experiences, and from other companies, Hsieh provides concrete ways that companies can achieve unprecedented success. He details many of the unique practices at Zappos, such as their philosophy of allocating marketing money into the customer experience, the importance of Zappos's Core Values ("Deliver WOW through Service"), and the reason why Zappos's number one priority is company culture and his belief that once you get the culture right, everything else - great customer service, long-term branding - will happen on its own. Finally, Delivering Happiness explains how Zappos employees actually apply the Core Values to improving their lives outside of work, proving that creating happiness and record results go hand-in-hand.