



The Next World: The Illusion of Corporate Rebuilding

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In the context of this pandemic, many observers are showing a somewhat disproportionate optimism about the impact of the systemic crisis that we have all experienced at home and in our companies: teleworking will become the mode of organization of the company of the future! Priority will now be given to social and environmental issues! Nothing will be the same again: this is the end of "command and control" in the management of our companies! And we could multiply the number of oracles of these experts, each more convinced than the other, that the world after will no longer be like the one we have all known until March 2020 by calling for a real overhaul of the company.

But the experience of the first weeks of deconfinement and especially the challenges of the months to come, particularly in terms of employment, calls for a much more humble and realistic attitude: the first concern of our companies today is, in fact, to find a new balance between, on the one hand, compliance with health and safety rules for employees and, on the other hand, the rapid return to a level of economic efficiency and effectiveness that can ensure their survival while preserving jobs and their future development. Of course, the experience of the pandemic will have left deep traces in the operating methods and organization of companies but from there to make us believe that nothing will be the same again, it is just a speech of some who want to turn it into a new business of conferences and consulting.

We must "keep reason" by practicing feedback on what has worked well and what has been more difficult to implement in companies and on this issue HRDs can have a key role in developing resilience capacities of individuals and organizations. It would, for example, be particularly interesting to carry out an internal "resilience audit" which would make it possible to identify all the initiatives that have contributed to maintaining the activity and the well-being of employees, but also the obstacles and difficulties encountered. This is to learn from this unprecedented experience and undoubtedly to change, as a result, the modes of operation and organization without giving in to the illusion of the overhaul of the company.

Finally, as we have all seen during this unprecedented period, the best responses imagined and implemented in hospitals, administrations and businesses to meet the many health and economic challenges were not the result of the reflection of one or a few experts but rather a work that mobilized all intelligences regardless of their status. This is a beautiful illustration of the famous African proverb very popular on social networks: "Alone we go faster, together we go further". One of the lessons to be learned from this crisis therefore seems to be the crucial importance of collective intelligence in an increasingly VUCA world (volatile, uncertain, complex, ambiguous) by using digital tools such as those of semantic analysis. using artificial intelligence to analyze thousands of verbatim reports from managers and employees.

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