

## Becoming Agile: How the SEAM Approach to Management Builds Adaptability (J-B Short Format Series)

By Christopher G. Worley, Veronique Zardet, Marc Bonnet, Amandine Savall

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### **An in-depth example of *The Agility Factor* in action**

*Becoming Agile: How the SEAM Approach to Management Builds Adaptability* illustrates the process of becoming an agile organization. Reflecting the principles presented in *The Agility Factor*, readers are taken on a real-world journey of transformation and change. This short-format case study of the French company Brioche Pasquier highlights how one organization successfully implemented the principles of agility using the socio-economic approach to management, detailing each step of the process and describing how every decision brought the goal closer within reach. Readers get inside the heads of decision makers to gain insight into how tough decisions were made, how new, important, and flexible management tools were implemented, and how the necessary changes ultimately benefitted both the organization and the people who made it work. From overarching policy to day-to-day procedure, the story provides a clear example of how an agile organization is developed, giving readers a foundation upon which to implement similar changes in their own organization.

Smart companies understand the importance of agility, but identifying where and how to initiate those first steps often leads to paralysis by analysis. This case study allows readers to learn from an organization that got through the inertia and put the principles of agility into action, with incredible results.

- Understand how the principles of agility can be implemented using a specific intervention strategy
- Tailor those principles to suit any organization
- Calculate and convert the "hidden costs" of traditional organizational design into flexible, value added activities
- Formulate and execute an actionable agility strategy

Big changes require a deep understanding of the problem at hand, and a viable plan for steering the organization in a better direction. By seeing how it's been done before, organizations can take a proven approach and tailor it to their specific needs. For those tasked with formulating the agility strategy, *Becoming Agile: How the SEAM Approach to Management Builds Adaptability* provides invaluable insight.

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## **Editorial Review**

From the Inside Flap

To achieve long-term success, organizations must balance two sets of capabilities — one that delivers on the well-known demands for success today, and a second that insures success in an uncertain future. It requires that executives create strategies and routines that can translate the organization's basic management principles into concrete activities. Once this formal approach is in place, the organization possesses a strategic, long-run view and avoids unwarranted turnarounds from unstable, turbulent, and short-term business pressures.

Written by Christopher G. Worley, Véronique Zardet, Marc Bonnet, and Amandine Savall, *Becoming Agile* outlines a proven approach for developing and sustaining organization agility. Using the SEAM methodology, the successful European company, Brioche Pasquier, built a cross-cultural and international perspective on agility. Step by step, the case study offers insight into how to integrate clear objectives, operational approaches, and implementation activities that best address a change management strategy, contribute to agility, and result in a genuine company identity.

The SEAM approach demands that leaders build an integrated management system that goes beyond the usual quantitative objectives, such as meeting budgets, raising market share, reducing waste, or increasing productivity. Together, managers and workers propose tangible and intangible objectives, such as reducing delivery cycles times and clarifying dysfunctions observed by teams in the factories, to improve their professional skills, teamwork, and organization performance.

Since independent, stand-alone management tools have proven to be inefficient, the SEAM approach connects and integrates them. As the example of the Brioche Pasquier Group clearly demonstrates, articulating business plans and involving people at work creates lasting value. Long-term business plans, human resource development strategies, product improvement processes, and technical three-year projections are fully integrated with the six-month operating processes that generate actions to be achieved. Teamwork is the key to enabling this holistic and balanced approach. It preserves everyone's functional skills and areas of expertise.

For any company that wants to achieve long-term effectiveness, *Becoming Agile* not only shows how to cope with immediate and exogenous disruptions from the external environment but offers a proven strategy for long-term sustainability.

From the Back Cover

## **DISCOVER THE SEAM APPROACH TO AGILITY**

*"From the beginning, we wanted to become a national player, but above all, to produce as close as possible to the consumers and reinforce the closeness between managers and employees within the company. Partnering with ISEOR has helped us implement and formalize organizational structures, to spread the SEAM process throughout the company. Thinking about it and being convinced of its accuracy was not sufficient. In depth implementation was also key."*

**—From the Foreword**

Drawing on the experiences of the Brioche Pasquier Group, *Becoming Agile* outlines the winning SEAM strategy for developing and sustaining organizational balance and flexibility. Taking a measured, step-by-step approach, the Brioche Pasquier Group was able to identify their objectives, plan a strategic approach, and put in place the targeted activities that contribute to their becoming an agile company that achieves results and has staying power.

Written by a team of noted experts—Christopher G. Worley, Véronique Zardet, Marc Bonnet, and Amandine Savall—*Becoming Agile* offers a guide for any business leader who wants to incorporate a solid management approach that will help their organization become agile and resilient.

About the Author

**CHRISTOPHER G. WORLEY** is Professor of Strategy at the NEOMA Business School in France and the Strategy Director for the Center for Leadership and Organization Effectiveness. He is also a Senior Research Scientist at USC's Center for Effective Organizations.

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**MARC BONNET** is Professor of Management at IAE Lyon, University Jean Moulin, France and Deputy Director of the ISEOR Research Center.

**AMANDINE SAVALL** is a PhD researcher at ISEOR, Lyon, France and examines management of international practices in family-owned businesses.

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**Jeremy Smith:**

What do you with regards to book? It is not important along? Or just adding material if you want something to explain what the ones you have problem? How about your free time? Or are you busy individual? If you don't have spare time to accomplish others business, it is make you feel bored faster. And you have time? What did you do? Every individual has many questions above. They should answer that question simply because just their can do that. It said that about reserve. Book is familiar on every person. Yes, it is suitable. Because start from on jardín de infancia until university need that *Becoming Agile: How the SEAM Approach to Management Builds Adaptability (J-B Short Format Series)* to read.

**Patrick Pierce:**

As people who live in the modest era should be upgrade about what going on or facts even knowledge to make these individuals keep up with the era that is always change and move forward. Some of you maybe will probably update themselves by reading books. It is a good choice for you personally but the problems coming to an individual is you don't know which one you should start with. This *Becoming Agile: How the SEAM Approach to Management Builds Adaptability (J-B Short Format Series)* is our recommendation to help you keep up with the world. Why, as this book serves what you want and want in this era.

**Christina Ruiz:**

People live in this new morning of lifestyle always try and and must have the free time or they will get wide range of stress from both lifestyle and work. So , when we ask do people have free time, we will say absolutely sure. People is human not really a robot. Then we inquire again, what kind of activity do you possess when the spare time coming to you of course your answer may unlimited right. Then ever try this one, reading guides. It can be your alternative in spending your spare time, often the book you have read is *Becoming Agile: How the SEAM Approach to Management Builds Adaptability (J-B Short Format Series)*.

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