

ANALYSIS OF THE HUMAN FACTOR IN MANAGEMENT IN  
[IPBC](#) WG2 GROUP WORK SESSIONS  
RESUME

[Stéphane La Branche](#) (IPBC scientific coordinator)  
[Stéphanie De Chalvron](#) (WG1 scientific member).

---

## CONTEXT and METHOD

This report presents a summary of the analysis of WG2 participants' ideas, concerns, questions and observations relative to the integration of the human factor in management. We proceeded by i) an analysis of the content of the responses and ii) a quantitative lexical analysis of the terms used.

Beyond the appreciation of the participants of the discussions, the workshops both confirmed their interest for the IPBC while confirming their intention to continue our collaboration: "*This is why we participate to the IPBC: to better understand behavioral changes and this must be disseminated in our companies*". We also observe a real desire for change confronted by a feeling that there are obstacles: "*how to move from intention to actions that can be sustainable and profitable*", in their interactions with their interlocutors. (from supplier to end customer) and internally. Several themes associated with drivers of change and non change were discussed.

### **"How to go from constraints to something desirable?"**

Behavioral sciences already offer many answers, but these tend to remain sectoral. What we do know is that for each type of effort, sector or activity, the drivers and practical barriers to change vary because they are specific. In contrast, cognitive and emotional brakes are probably cross-cutting for many. These sciences also show that information in itself does not cause behavioral changes and that a multi-method strategy must be developed.

#### Pedagogy.

Behavioral sciences tend to show that the most effective pedagogy is that which leads to knowing how to be rather than to the acquisition of pure knowledge. As one of the participants said: "*we change our behavior when we experience something: we live it!*" such as gaming and environmental education aim at learning by doing. However, efforts to change face many obstacles including "*anxiety*" or "*the lack of traceability and transparency*".

#### Sharing good practices.

Over the past 20 years, we have seen the emergence of many institutions that include sharing of good practices one of their main missions, but there are conditions of feasibility and effectiveness: it is easier between members of the same profession, and a service must want, and be able, to welcome good practices from elsewhere.

#### Constraints.

Coercion can work but research shows that coercion alone tends to provoke strategies of resistance and flight and that coercion without an alternative or a solution is counterproductive and perceived as illegitimate. At the same time, offering the possibility of taking action does not

guarantee the expected actions (setting up a cycle path does not guarantee that people will start cycling!).

#### Social norms.

A social norm is an unspoken rule of conduct that has a positive status in a society cemented by its habits and founded by collective values and beliefs. In the WG2 discussions, the notion was approached by the issue of advertising, whose main strength is "*that it makes people dream*", and that it is not limited to the cognitive dimensions. Indeed, it speaks to desires and to more or less conscious images of what is desirable. The question that arises is therefore that of "*the evolution of advertisements' trajectory, the dreams it conveys*"; advertising as a by-product of CSR and as a transition tool.

#### **Managerial practices**

In the discussions on managerial practices, several obstacles and drivers for the development of new practices emerged: organizational culture; integration of the human factor (HF) into practices (and its evaluation); the evolution of traditional leadership towards leadership of commitment, sense of initiative, team spirit. Resistance to change is at the heart of concerns on this topic.

#### Organizational structure: from the silo to the transverse.

Transition efforts require transversal approaches and projects and "*being in silos (internally, but also with customers) complicates things for the new conditions*", an observation that applies equally to companies, public authorities and NGOs.

#### Culture of experimentation.

A culture of experimentation is a determining factor in the ability to be innovative: experimentation requires a positive attitude toward risk of failure ("*one of the conditions for mobilizing intelligence*"), which is necessary for learning and for the dissemination of learning in other departments. "*How do I turn this problem into an opportunity?*". But this is difficult in the face of "*people who never question themselves, which raises the question of interpersonal skills*".

#### Know-how and knowing how to be.

The participants insisted on the importance of interpersonal skills, including self-knowledge, empathy, connection with emotions and doubts, as elements of business transformation, with multiple ramifications: "*how do we accept to take individuals into account, as they are in their entirety, with their emotions. It is a culture change to be initiated in management*". This in turn involves "*proposing a bouquet of paths for each one, to overcome each person's blockages and offer them individual responsibility and empowerment*" which can also be seen as another outcome of decompartmentalization.

#### Internal/external consistency.

The participants are unanimous on the importance of aligning internal procedures with external activities but issues arise: i) an internal transition process can be carried out when the production or extraction activities are not following; ii) a real desire for CSR innovation exists but "*a team may resist or the consumer does not understand*". Thus, "*HR must be encouraged to open up to all dimensions of behavior. For this, it is first necessary to train managers to take into account the HF!*".

#### The issue of indicators.

Participants all agree that measuring whether a HF or CSR objective has been achieved, to what degree and with what quality is central. "*Indicators are really key to our organizations*". Yet, how are HFs to be integrated in the evaluation of the overall added value that a company produces,

*“beyond the financial balance sheet?”*. How are these indicators help steer forward-looking strategies which, without taking the HF into account, would remain impractical and undesirable? How are HFs to be integrated in the overall performance? How are they to be associated with the KPI, with what types of quantifiable and quality criteria? Examples were noted by participants and give a good first step:

- *“quality of relationship with suppliers (which can create trust with customers);*
- *create an indicator on the number of innovations (for customers or suppliers);*
- *the ratio between the number of ideas and products released;*
- *the turnover or the additional margin thanks to this posture”*.

### **Towards integrated multi-method strategies**

The emerging trend in the last few years in research and transition measures is to deploy a strategy that combines information, incentives and constraints in the most strategic way possible. Thus, a constraint will work better if it is accompanied by the alternative appropriate solutions and multiple benefits while informing that efforts to combat local pollution have several positive effects.

For companies, this also requires coordinating the production process and management, as well as upstream: training and education, communication, management methods and styles, which in turn touch on the general issue of governance.

### **Next step.**

The next step is to deepen and test the results of these discussions on a large scale through one or more online questionnaire(s).

---

### **Brief presentation of the IPBC WG2 – private firms.**

The IPBC's Scientific Group's goal is to publish exhaustive reports on the state of science on issues linked to behavioural change and non change (which does not exist anywhere else to date!), either on specific subjects (Thematic Reports, annual or biannual) and Global Main Reports (every 4 years).

The purpose of Group 2 is to contribute to the operational environmental, economic and social relevance of future IPBC productions by: better targeting and orienting WG1's work and productions; improving its relevance and usefulness in the short, medium and long terms; specifying the particularities in the various fields and sectors of activity; sharing difficulties, successful experiences, needs and challenges ahead. 5 meetings were so far organized on UNEP premises and by videoconference, between March and June.

Group 2 is led by researchers and consultants (from long-standing IME partner firms), driven by the same motivation to link behavioral sciences and applications useful to actors wishing to bring about lasting change.

### **Organizers and animators: who are we?**

[Jacques Fradin](#) is a doctor of medicine and a behavioralist. In 1987 he founded and headed the Institute of Environmental Medicine and its Psychology & Neurosciences Laboratory. In 2018, he launched the IPBC, of which he is now Chairman. His work and interventions link neurosciences and psychology, pedagogy and management. He is interested in how our attitudes mobilize our brains and facilitate (more or less) the acquisition of skills and competences.

[Stéphane La Branche](#) is an independent researcher and climate sociologist (one of the first sociologist interested by climate change, in 2003). He is the IPBC scientific coordinator. Stéphane works on the obstacles and drivers of change in an ecological transition context and on climate adaptation issues.

[Sandrine Béliet](#), doctor in cognitive psychology. She is a cognitive designer and coach at SBT Human (s) Matter. It is engaged in an application process of Cognitive Sciences allowing everyone to adapt more serenely to complex environments.

[Pauline Bricault](#) is in charge of development at Imagin / Able.

[Thomas Busuttill](#), economist by training, has worked on sustainable development issues for 20 years. Former SD Director for large groups, he created the Imagin/Able firm, which supports the necessary transition of business models by designing and implementing positive innovation strategies.

[Christophe Carpinelli](#) is Deputy Director Executive Education at Audencia Business School and in charge of educational innovation.

[Elisabeth de la Tour](#) : is founder and CEO of [d'ART d'être](#), offering coaching in leadership development, team building and management training.

[Olivier Fronty](#) is CEO of [SBT Human \(s\) Matter](#).

[Anita Sillon](#) is an engineer by training. Beyond her responsibilities in large French or international groups, she created [Bingo Solutions](#), a change management firm. She is interested in the neurocognitive approach in the management of the human factor, to support the coming complex transformations.