

In a competitive environment, previously monopolistic big companies seek deep evolutions of their products, services, markets, partnerships, b2b relationships, cost & benefits structure, in order to meet current and future customer needs. For SNCF, these evolutions are capital in its ambition to remain lastingly and sustainably a major player in the transportation area.

Above all, evolutions are now constant and multi-directional, opposed to a past model of sequential change.

These evolutions encompass transformation of organization and cultural habits, individual and collective mindset :

- ▶ Pyramidal organization has been replaced by matrix organization. This matrix organization is not fixed once and for all but is constantly evolving towards more and more “matrix” links, parallel to informal network quickly appearing and disappearing => the mechanical and taylorist way of tackling production and relationship subjects is no longer relevant
- ▶ The “Chinese walls” between national activity (on the French territory) and international activity isn’t efficient for building a strong brand, relying on cross-selling and innovation => cross-cultural experiences and broad systemic understanding are valuable assets for leaders
- ▶ The borders between the company and its ecosystem of partners, start-ups, competitors, subcontractors, subsidiaries... are being remodeled on a daily basis => negotiation skills become key to build strong business relationships with numerous partners
- ▶ Short and long term technological changes (IoT, Hyperloop...) need day to day evolutions as well as broad (and bold) prospective in the fields of job definition and career patterns
- ▶ Plasticity in strategy, business, technology, organizational and HR fields, must be implemented along with reinforcement of rigor and professionalism on traditional strenghts (security and fluidity of traffic in the first instance)

A new model of leadership is at stake to enable women and men of the company to meet these challenges.

First and foremost, it is essential to develop a global management culture ; soften boundaries between top leaders and lower levels of managers ; get managers to open their understanding of the world (hence IFF, the training partnership between SNCF and ONCF)

Then, the major purpose of a manager is now to empower his team and stake-holders, while setting the vision and the framework to build common value. He needs a mix of assertiveness, letting go, solution-oriented attitude, as well as coaching and influence skills.

Briefly, managers have now 4 combined and circular roles : pathfinding, aligning, empowering, and modelling.

In order for them to embody these roles they need to have a strong business culture, along with strong self-management skills.

Our training programs for managers and leaders address these two fields.

Their design mixes role-plays, offbeat case studies, digital and on-the-task learning.

Our major goal is to empower management at all levels. For that purpose we make training a full experience, cognitive, emotional, behavioral, social, and sensorial.

True change in habits and mindset occurs when those different aspects of the human functioning are reached.