

# 1 **Harnessing Everyday Genius**

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## 3 ***Idea in Brief***

### 4 **The Problem**

5 The number of “good jobs” in the United States and other countries is declining despite sustained government and policy efforts.

### 6 **Why it Happens**

7 There is a widespread assumption that low-wage jobs are filled with minimally capable people – a prejudice that has denied millions of employees the opportunity to enhance their skills and use their brains.

### 8 **The Solution**

9 Companies like Michelin have challenged that mindset and dramatically increased the authority and accountability of workers on the front lines.

10 Michelin kick-started this change through a bottom-up process involving targeted experiments in select plants and eventually scaled up the most successful approaches across the organization.

11 The loss of “good jobs” in the U.S. economy and elsewhere has inspired a slew of proposals, including mandatory labor representation on corporate boards, benefits for gig economy workers, tax breaks for investments in human capital, and a minimum guaranteed income.

12 While some of these ideas have merit, they don’t address what we believe is the root of the problem: the widespread assumption that low-wage jobs are filled by minimally capable people – a prejudice that has denied millions of employees the opportunity to enhance their skills and exercise their minds.

13 The view of employees as semiprogrammable machines goes back to the early decades of the Industrial Revolution, when most workers were poorly educated.

14 It was reinforced by Frederick Taylor in 1911, when he published *The Principles of Scientific Management*, in which he described the typical laborer as “so stupid that the term ‘percentage’ has no meaning to him.”

15 The solution, said Taylor, was to strip judgment from frontline jobs: “It is only through enforced standardization of methods, enforced adoption of the best implements and working conditions, and enforced cooperation that...faster work can be assured.”

16 And who was to do the enforcing?

17 Professionally trained managers, of course.

18 Taylor’s model of industrial bureaucracy set up a caste system of thinkers and doers that persists to this day.

19 Although the total quality management and kaizen movements both emphasized employee empowerment, the basic bureaucratic approach still dominates.

20 A 2019 Gallup survey found that only one in five U.S. employees strongly agreed with the statement “My opinions seem to count at work” and fewer than one in 10 with the statement “I take risks at my job that could lead to new products or solutions.”

21 In the 2015 American Working Conditions Survey, just 11% of frontline U.S. employees said they were consistently able to influence decisions important to their work.

22 Meanwhile, our analysis of Bureau of Labor Statistics data shows that 70% of U.S. employees are in jobs deemed to require little or no originality.

23 Though today’s employees are far better educated than their early-20th-century forebears, the distinction between managers and employees – the clever and the compliant – is still deeply entrenched.

24 As a result, a vast reservoir of human ingenuity is going untapped.

25 That depresses the performance of individual firms and the economy overall.

26 Yet a growing band of organizations around the world have freed their employees from the yoke of bureaucratic control.

27 These companies significantly outperform their peers.

28 They include Nucor (America’s preeminent steelmaker), Buurtzorg (the Dutch home-health-care provider), and Svenska Handelsbanken (the Swedish bank).

29 These champions of empowerment pay better-than-average wages – not because they’re exceptionally generous but because their employees create exceptional value.

30 They share a deep belief that “ordinary” employees, when given the chance to learn, grow, and contribute, are capable of extraordinary accomplishments.

31 That conviction, when consistently acted upon, produces a workforce that’s deeply knowledgeable, relentlessly inventive, and ardently focused on the customer.

## 32 ***Empowerment in Practice: Nucor***

33 At America’s leading steelmaker, operating crews take [responsibility](#) for business development, capital planning, product innovation, process improvement, and cross-plant coordination.

34 Every worker is trained in the economics of steel, and generous bonuses reward teams for boosting capital efficiency.

35 Overhead is low: Though Nucor has \$22 billion in revenue, its head office houses only about 100 employees – a fraction of the headquarters staff of most firms its size – and at 3% of revenue, its G&A expenses are roughly half those of its peers.

36 Its return on capital exceeds industry norms by 50%, and its revenue per employee is three times the industry average.

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38 The question is, why haven't more organizations followed suit?

39 Even the best-intentioned CEOs have found themselves watching helplessly as their companies' top-heavy management structures squeeze the enthusiasm and originality out of employees.

40 For instance, near the end of his tenure as co-CEO of SAP, Jim Hagemann Snabe discovered that the German software giant had amassed more than 50,000 KPIs (key performance indicators) covering every job in the company.

41 He was horrified.

42 "We were trying to run the company by remote control," he recalls.

43 "We had all this amazing talent, but we had asked them to put their brains on ice."

44 In this article we offer a path out of the bureaucratic trap, drawing on the example of the tire manufacturer Michelin.

45 The company has been challenging many of the unspoken norms that characterize France's notoriously hierarchical corporate giants, whose shop floors are known more for militant protests than for constructive engagement with management.

46 Since 2012, under the banner of responsabilisation (French for "empowerment"), Michelin has dramatically increased the authority and accountability of its frontline workers, reversing the centralization that has characterized the automobile sector for five decades.

47 In early 2020 the responsabilisation program was on course to deliver half a billion dollars' worth of manufacturing improvements, prompting Jean-Dominique Senard, Michelin's CEO from 2012 to 2019, to proclaim it one of his "proudest achievements."

## 48 *How the Journey Began*

49 The idea for responsabilisation was born out of frustration.

50 In the mid-2000s, the tire maker had launched the Michelin Manufacturing Way (MMW), a corporatewide program to improve productivity through standardized processes, tools, dashboards, and performance audits.

51 It wasn't alone: Car companies and their suppliers across the world, increasingly obsessed with control, were also standardizing processes.

52 But as MMW was rolled out, factory leaders raised concerns that it was crowding out local initiative and creativity.

53 It also seemed at odds with a company value set forth by cofounder Édouard Michelin: "One of our principles is to give [responsibility](#) to the person who carries out a given task, because he knows a lot about it."

54 Jean-Michel Guillon, then the head of Michelin's personnel department, mused to a colleague, "Are we at risk of losing our soul?"

55 By 2010 the standardization efforts were producing diminishing returns.

56 At the same time, shorter product cycles, new competitors, and the growth of services were pressuring Michelin to become more creative and flexible.

57 Looking for a way forward, Guillon hosted a workshop in early 2012.

58 Though the 20 participants failed to come up with a new plan, they agreed that frontline teams needed more autonomy to pursue their own goals and improve local operations.

59 One of the workshop's most vocal participants was Bertrand Ballarin, the manager of Michelin's Shanghai plant.

60 In a company known for long tenures, Ballarin was an exception – he had spent three decades as an officer in the French army before joining Michelin, in 2003.

61 Nevertheless, he'd soon earned a reputation for rescuing underperforming factories.

62 At each one, Ballarin had developed a sense of shared purpose, upgraded workers' skills, and given production teams more freedom.

63 Many of his hard-nosed peers viewed his approach with skepticism.

64 As Ballarin would later joke, they considered it "as useful as poetry."

65 A few weeks later, Guillon invited Ballarin to join the personnel department as head of industrial relations.

66 Eager to broaden his impact, Ballarin quickly accepted.

67 He felt that Michelin, like other companies, "had been organizing work with an exceedingly narrow view of human beings.

68 We had assumed that people would exert effort only if closely supervised or motivated by pay.

69 As a result, people in our factories were using only a fraction of their capacities."

70 The solution, he believed, was responsabilisation, and by the summer of 2012, Ballarin had sketched out a bottom-up initiative to promote it, which he labeled MAPP, the French acronym for "autonomous management of performance and progress."

71 The first step would be to recruit volunteers – supervisors and operating teams willing to pilot the new approach.

## 72 ***Step 1: Launching the Movement***

73 Ballarin toured the factories, making his pitch to local managers and teams.

74 Among the first to sign on was the assembly crew in the Le Puy tractor-tire plant.

75 "When I started at the company, I noticed a lot of expertise on the shop floor being wasted," explained Olivier Duplain, a team leader there.

76 "I saw the project as a very interesting opportunity, and when I suggested this to the team, everyone agreed."

77 By October 2012, Ballarin had recruited 38 teams, comprising 1,500 people (about 1% of the company's head count), from 17 plants.

78 The next few months were hectic.

79 At each of the 17 factories Ballarin held kickoff meetings, where he reminded plant leaders that the point of the exercise was for teams to discover the solution.

80 "The only help they need from you," he warned, "is to encourage them to be bolder and more creative."

## 81 **The Path to Empowerment**

82 Redistributing authority isn't easy, but it can be done.

83 Michelin's journey laid out a road map that others can follow:

### 84 **1. Begin at the bottom.**

85 Build early momentum with those who have the most to gain from greater autonomy – frontline teams.

86 Starting here avoids head-on battles with senior managers who aren't yet ready to share power.

### 87 **2. Make it voluntary.**

88 Nothing is more likely to kill a new idea than an order, so invite teams to participate.

89 You don't need every team on board at the outset, just a representative sample.

### 90 **3. Encourage discovery.**

91 Give teams a lot of freedom to explore the best ways to expand their responsibilities.

92 Being overly prescriptive in the early stages chokes off opportunities to learn.

### 93 **4. Keep your commitments.**

94 Don't ask for relief from near-term goals or for extra budget.

95 Doing so gives others the chance to block your progress.

### 96 **5. Upgrade skills.**

97 New responsibilities often require new capabilities.

98 Be creative in helping teams get the training and information they need to add more value.

### 99 **6. Be patient.**

100 Human potential takes time to grow.

101 Before trying to scale up, let teams cultivate their skills, gain confidence, and produce positive **results**.

## 102 **7. Work for win-wins.**

103 Managers need to believe that handing over power will make their jobs better too.

104 Most people would rather be mentors than micromanagers, and while positional power is zero-sum, influence is not.

105 If you're not ready to launch a companywide campaign yet, you can start by testing the power of everyday genius within your own team.

106 Ask your people, "What decisions could you make without my help?" and "What am I doing that feels like interference and adds no value?"

107 Depending on their answers and your own judgment, you can invite your team to take on new and more-challenging roles.

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109 Ballarin also walked each team through the mission of responsabilisation.

110 The focus was on the what, not the how.

111 Team leaders were encouraged to let go and shift their role from "deciding" to "enabling."

112 To get the ball rolling, they could ask their teams two questions: "What decisions could you make without my help?" and "What problems could you solve without the involvement of support staff like maintenance, quality, or industrial engineering?"

113 The workers were encouraged to initially focus on expanding their autonomy in just one or two key areas.

114 Teams were given 11 areas to choose from and asked to document their progress through notes and videos.

115 Things advanced slowly at first, but by March 2013 experiments were ramping up.

116 The tipping point, says Ballarin, came when the teams figured out that no one was going to stop them.

117 The experience of two teams, in Le Puy and Homburg, were typical.

118 Le Puy.

119 Standing in front of his 40-person team, Duplain introduced responsabilisation with a question: "What do I do today that you can imagine taking over tomorrow?"

120 The answer surprised him: The workers had no idea what he did after he stopped by each morning for equipment checks and reviews.

121 (Some even suggested that he just hung out in the café.)

122 He realized he was unfamiliar with the specifics of their jobs, too.

123 So they struck a deal: He would work a few shifts side-by-side with the team, and then three of his subordinates, one from each shift, would shadow him for a week to identify where workers could expand their responsibilities.

## 124 Empowerment in Practice: Buurtzorg

- 125 The leading Dutch provider of home health services is organized into more than 900 self-managing teams of 12 nurses.
- 126 Every team is given a territory with a population of about 10,000 and is responsible for finding clients, renting space, recruiting, budgets, scheduling, and constantly improving the quality and efficiency of care.
- 127 Each team has a “housekeeper and treasurer,” a “performance monitor,” a “planner,” a “developer,” and a “mentor” – part-time roles filled by nurses who spend most of their day working with patients.
- 128 Buurtzorg trains all employees in group decision-making, active listening, conflict resolution, and peer-to-peer coaching.
- 129 Administrative personnel include just 36 regional and head-office coaches, 50 back-office employees (mostly in IT), and two directors, including founder Jos de Blok.
- 130 The organization’s overhead costs are 68% lower than the average in its peer group.
- 131 Meanwhile, its staff turnover is half that of similar providers, and its patient satisfaction is 30% higher.
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- 133 Shift scheduling was the first duty the workers took on.
- 134 Duplain gave them a few basic constraints, such as ensuring that every shift included operators with the requisite mix of skills, and then stepped out of the process.
- 135 One of the team’s early decisions was to reassign long-serving colleagues from night shifts to daytime ones.
- 136 Another was to give colleagues more flexibility in switching shifts.
- 137 After this taste of autonomy, the team set out to take over production planning.
- 138 Within a few weeks, it was fully effective at this task – much to the surprise of Le Puy’s planning engineers.
- 139 Homburg.
- 140 The Homburg pilot team produced components such as steel cord and bead wire.
- 141 Having struggled with workflow issues, it chose to focus first on improving internal coordination.
- 142 Historically, the team’s daily production targets had been set by the plant’s engineering group.
- 143 Recently, though, the introduction of a new and finicky assembly machine had complicated efforts to meet internal customers’ needs.
- 144 Sometimes the team produced too much material and sometimes too little.
- 145 Planning engineers had been working for months to iron things out, with little success.

146 After studying the problem for several weeks, the team set up a direct communication channel with the downstream assembly team.

147 At the beginning and end of each shift, representatives of the two teams would meet for 15 minutes to discuss equipment issues and coordinate production timing.

148 This simple fix reduced downtime from two hours a day to nil.

149 According to Ballarin, the Homburg experience provided a powerful lesson about the limits to central planning: “The engineering team can’t anticipate every issue.

150 If you allow people to self-regulate and build the competence to do this successfully, you solve problems much more efficiently.”

151 Like their colleagues in Le Puy, Homburg team members looked for other areas where they could be self-directed.

152 Gradually, they took over managing attendance and set up a WhatsApp group to facilitate real-time staffing decisions.

## 153 ***Step 2: Converging on a Shared View***

154 During the first half of 2013, the responsabilisation teams worked independently, but in the summer, Ballarin began connecting them with the help of Olivier Marsal, an enterprising manager in Michelin’s manufacturing function.

155 The pair began hosting monthly phone conferences and set up an online space, MAPPEDIA, where teams could share findings and address common problems.

156 Ballarin also ran a series of three-day workshops, at which teams shared videos about their experiments and then worked to define the signature practices of an autonomous team.

157 To get things started, each team filled out a card answering four questions about its experience with responsabilisation:

- 158 • What specifically changed?
- 159 • How did this compare with existing practices?
- 160 • Why was this change important?
- 161 • What were the critical enablers (for example, new skills or information)?

## 162 **The insights from the workshops clustered into six categories –**

163 developing a shared mission and objectives,

164 organizing work,

165 developing competencies,

166 driving innovation,

167 coordinating with others, and

168 managing performance



169 – which became the foundation of a framework for new teams joining the  
responsabilisation journey.

170 Critically, it was not a theoretical construct produced by HR staffers or  
consultants but a detailed menu of what actually worked on the ground.

171 By the end of the year, the effects on productivity and engagement were  
remarkable.

172 The Homburg team, for instance, had seen defects on some popular tires  
decline from 7% of units produced to 1.5%, while productivity increased by  
10% and absenteeism dropped from 5% to virtually zero.

173 Teams in other plants reported similar gains.

### 174 ***Step 3: Scaling Up***

175 With the pilot teams delivering encouraging **results**, Ballarin and  
Marsal aimed higher, wangling their way onto the agenda of a December  
2013 senior leadership meeting.

176 After playing a selection of the teams' videos, Ballarin summarized the  
performance gains and noted the rising engagement scores.

177 Then came the big ask: He wanted to test responsabilisation at the full plant  
level – which would challenge plant leaders and support functions to  
redefine their roles.

178 Even more contentious, the corporate staff groups would have to cede some  
decision rights to the plants involved.

179 Executives were enthusiastic and eager to learn more about the pilots.

180 Florent Menegaux, who would succeed Senard as CEO in 2019, exclaimed,  
"We have a chance to be the company we've always aspired to be."

181 Hoping for permission to test responsabilisation in two factories, Ballarin left  
the meeting with the go-ahead to scale up in six.

182 Guillon and Terry Gettys, Michelin's R&D head, volunteered to become  
advisers for the next stage of experimentation.

183 Once again, Ballarin set off in search of recruits.

184 Eighteen plant leaders raised their hands, and six factories were chosen to  
maximize geographic and business diversity – in Ireland, Canada, the United  
States, Germany, Poland, and France.

185 In the spring of 2014 representatives from each factory, including plant  
managers and function leads, came to headquarters for a three-day  
orientation.

186 They were briefed on the pilot teams' work and reviewed the practices  
cataloged in MAPEDIA.

187 Plants were told to adopt whatever solutions worked in their context, and in  
a departure from other corporate initiatives, there would be no top-down  
guidelines or monthly reviews.

188 The plants would, however, be able to draw support from a new team  
comprising former plant leaders and specialists who had codified the  
learning from the pilots.

189 During the summer and autumn of 2014, the test plants fleshed out their plans.

190 Le Puy invited employees to a daylong brainstorming session on how to turn the factory into a model of empowerment.

191 The event generated more than 900 ideas, which were subsequently grouped into 13 priority areas, including cross-team coordination, multiskilling, collegial decision-making, and taking the lead on quality and safety.

192 For each priority, a small team of frontline operators, managers, and support staff was assigned to convert the most promising ideas into practical experiments.

193 The Polish plant, in Olsztyn, held an opening event with 200 team members.

194 Over two days the group drafted a set of responsabilisation goals, such as delegating daily production planning, involving workers in recruitment, and changing compensation criteria.

195 As in Le Puy, cross-functional teams formed around each to develop and test specific ideas.

196 In a significant twist, the launch team identified “trust” as the key word for its experiments.

197 As plant manager Jaroslaw Michalak explained, “We used to operate with the implicit assumption that operators weren’t trustworthy, and that trust must be earned.

198 We now start by completely trusting everyone, and it’s up to the individual to lose trust based on his or her actions.

199 It sounds like a trivial shift in perspective, but it’s had a big impact.”

#### 200 ***Step 4: Redefining Boundaries and Roles***

201 In the test plants, frontline employees began playing bigger roles in areas such as safety, quality, and scheduling and even participating in high-level planning meetings.

202 For the first time they weighed in on decisions about plant design, capital programs, staffing levels, and yearly targets.

203 As their responsibilities grew, the factory workers asked for more information.

204 “We can’t expect operators to make the right decisions, to have good business judgment, without the proper information,” Michalak noted.

205 “Previously, frontline workers had no idea where the tires they were producing were going and how much it cost to get them out the door.

206 Now they have as much information as we do.”

207 The plants also invested in building workers’ skills.

208 In Homburg the maintenance, quality, and engineering functions created training programs for operators.

209 Maintenance, for example, set up a room with equipment and spare parts where operators could practice repairing machines.

210 Other plants, like Olsztyn and Greenville, South Carolina, launched courses to sharpen operators' business acumen.

211 As production teams began to exercise greater autonomy, managers at the test plants worked to redefine their roles.

212 Each factory developed training programs on topics like emotional intelligence and "leading from behind."

213 In Greenville and Le Puy, managers met every few weeks to share learning.

214 What had they tried?

215 What worked and what didn't?

216 That peer support helped them transition from boss to mentor.

## 217 **Empowerment in Practice: Svenska Handelsbanken**

218 This European bank treats every one of its more than 750 branches like a stand-alone business.

219 Branch teams – typically eight to 10 employees – are responsible for credit decisions, loan rates, deposits, customer communications, and staffing levels.

220 In any year that the bank's return on equity exceeds the average of its peer group, one-third of the difference is put into an employee profit-sharing program that invests in the bank's stock.

221 Each person gets an equal share of it, regardless of rank.

222 Through the program, the employees are indirectly the bank's largest owner.

223 Thanks largely to a well-below-average cost-income ratio, Handelsbanken has outperformed its European peers on return on equity in each of the past 48 years.

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225 A few plant executives also off-loaded some of their responsibilities.

226 At Olsztyn, the decision to clear products for shipment moved from the department manager to a team leader.

227 At Le Puy, plant manager Laurent Carpentier let go of budgeting, production planning, equipment selection, and customer relationship management.

228 "I have hands-on **responsibility** for safety and major personnel issues, but for everything else, it's up to the teams to propose and drive solutions," he explained.

229 "Everyone," said team leader Duplain, "leveled up."

230 In a win-win, frontline empowerment freed managers to focus on more-rewarding work, such as building team skills and resource planning.

231 A team leader summarized how it had changed his role: "It went from my solving their problems, and probably not solving them in the best way, to the experts solving the problems right there and then."

## 232 ***Step 5: Renegotiating Relationships with HQ***

233 Michelin's plants traditionally depended on central functions to set standards, define processes, and hand out production quotas.

234 It was clear to Ballarin that unless factories could start managing those tasks themselves, responsabilisation would stall out.

235 Wrestling authority from central functions was a challenge, yet several plants made progress – none more than Olsztyn.

236 The key, local managers realized, was to win permission for a targeted experiment and then use the **results** to push for more autonomy.

237 The first experiment in the Polish plant concerned monthly production targets.

238 Olsztyn invited representatives from the central planning function to a daylong workshop, at which local team members argued that they were better positioned to set the targets because they had closer relationships with customers and would know first about shifts in demand.

239 The central staffers agreed to a monthlong test.

240 It was a clear success, and in time headquarters delegated target setting to all plants.

241 Through similar experiments, the Olsztyn plant gradually took over quality audits and decisions on major capital purchases such as tire molds.

242 For the first time in decades, central control shrank instead of growing.

## 243 ***An Irreversible Movement***

244 At the end of 2016, Ballarin, together with the head of manufacturing and members of the MAPP team, visited each of the test plants to gauge progress.

245 While **results** were uneven, responsabilisation had not only boosted Homburg's productivity by 10% but enabled the plant to expand its workforce by a third without hiring additional managers or professional staff.

246 Le Puy and Olsztyn reported similar improvements, and soon additional plants were lobbying to join the trailblazers.

247 The ripples of MAPP have now spread beyond manufacturing.

248 A major reorganization in 2018, developed by 70 cross-unit teams with little executive input, further decentralized decision-making.

249 In a sign that responsabilisation is here to stay, Menegaux has declared empowerment to be a new company hallmark.

250 "We're too big and too global," he argues, "to not rely on the skills of everyone across the company."

251 Unlike most top-down initiatives, the responsabilisation program kept early objectives broad and the means purposefully vague.

252 The goal was to build commitment rather than force the adoption of specific protocols.

253 Ballarin and his team understood that real change happens through persuasion and persistence, not mandates and metrics.

254 They realized they didn't have the on-the-ground experience to envision all  
the things they would need to change in frontline work.

255 Instead, they relied on the pilot teams to discover and map the many  
dimensions of the responsabilisation journey.

## 256 ***The Case for Radical Empowerment***

257 A big part of what makes jobs unattractive is the perceived lack of  
opportunities for personal growth and individual contribution.

258 Companies like Michelin show what can be achieved when an organization  
has faith in the potential of its people and is prepared to invest in their skills  
and reward their contributions.

259 This workplace alchemy – turning dead-end jobs into get-ahead jobs –  
doesn't require new legislation or billions of dollars in public spending.

260 It just takes commitment to building organizations that kindle the spark of  
everyday genius in each human being.

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554 daily  
555 dashboards  
556 data  
557 day  
558 daylong  
559 days  
560 daytime  
561 de  
562 dead-end  
563 deal  
564 decades  
565 december  
566 decentralized  
567 deciding  
568 decision  
569 decision-making  
570 decisions  
571 declared  
572 decline  
573 declining  
574 deemed  
575 deep  
576 deeply  
577 defects  
578 define  
579 delegated  
580 delegating

581 deliver  
582 delivering  
583 demand  
584 denied  
585 department  
586 departure  
587 depended  
588 depending  
589 deposits  
590 depresses  
591 described  
592 design  
593 despite  
594 detailed  
595 develop  
596 developed  
597 developer  
598 developing  
599 development  
600 did  
601 didn't  
602 difference  
603 dimensions  
604 diminishing  
605 direct  
606 directors  
607 discover  
608 discovered  
609 discovery  
610 discuss  
611 distinction  
612 diversity  
613 do  
614 document  
615 doers  
616 doesn't  
617 doing

618 dollars  
619 dominates  
620 don't  
621 done  
622 door  
623 downstream  
624 downtime  
625 drafted  
626 dramatically  
627 draw  
628 drawing  
629 drive  
630 driving  
631 dropped  
632 duplain  
633 during  
634 dutch  
635 duty  
636 each  
637 eager  
638 early  
639 early-20th-century  
640 earned  
641 easy  
642 economics  
643 economy  
644 Édouard  
645 educated  
646 effective  
647 effects  
648 efficiency  
649 efficiently  
650 effort  
651 efforts  
652 eight  
653 eighteen  
654 else

655 elsewhere  
656 emotional  
657 emphasized  
658 employee  
659 employees  
660 empowerment  
661 enabled  
662 enablers  
663 enabling  
664 encourage  
665 encouraged  
666 encouraging  
667 end  
668 enforced  
669 enforcing  
670 engagement  
671 engineering  
672 engineers  
673 enhance  
674 ensuring  
675 enterprising  
676 enthusiasm  
677 enthusiastic  
678 entrenched  
679 envision  
680 equal  
681 equipment  
682 equity  
683 european  
684 even  
685 event  
686 eventually  
687 every  
688 everyday  
689 everyone  
690 everything  
691 example



692 exceedingly  
693 exceeds  
694 exception  
695 exceptional  
696 exceptionally  
697 exclaimed  
698 executive  
699 executives  
700 exercise  
701 exert  
702 existing  
703 expand  
704 expanding  
705 expect  
706 expenses  
707 experience  
708 experiment  
709 experimentation  
710 experiments  
711 expertise  
712 experts  
713 explained  
714 explore  
715 extra  
716 extraordinary  
717 facilitate  
718 factories  
719 factory  
720 failed  
721 faith  
722 far  
723 feels  
724 felt  
725 few  
726 fewer  
727 figured  
728 filled

729 finding  
730 findings  
731 finicky  
732 firms  
733 first  
734 five  
735 fix  
736 fleshed  
737 flexibility  
738 flexible  
739 floor  
740 floors  
741 florent  
742 focus  
743 focused  
744 follow  
745 followed  
746 for  
747 force  
748 forebears  
749 formed  
750 former  
751 forth  
752 forward  
753 found  
754 foundation  
755 founder  
756 four  
757 fraction  
758 framework  
759 france  
760 france's  
761 frederick  
762 freed  
763 freedom  
764 french  
765 from

766 front  
767 frontline  
768 frustration  
769 full  
770 fully  
771 function  
772 functions  
773 further  
774 g&a  
775 gain  
776 gains  
777 gallup  
778 gary  
779 gauge  
780 gave  
781 generated  
782 generous  
783 genius  
784 geographic  
785 german  
786 germany  
787 get  
788 get-ahead  
789 gets  
790 gettys  
791 giant  
792 giants  
793 gig  
794 give  
795 given  
796 gives  
797 global  
798 go  
799 go-ahead  
800 goal  
801 goals  
802 goes

803 going  
804 good  
805 government  
806 gradually  
807 greater  
808 greenville  
809 grew  
810 ground  
811 group  
812 grouped  
813 groups  
814 grow  
815 growing  
816 growth  
817 guaranteed  
818 guidelines  
819 guillon  
820 had  
821 hagemann  
822 half  
823 hallmark  
824 hamel  
825 hand  
826 handelsbanken  
827 handing  
828 hands  
829 hands-on  
830 happens  
831 hard-nosed  
832 harnessing  
833 harvard  
834 has  
835 have  
836 haven't  
837 having  
838 he  
839 he'd

840 head  
841 head-office  
842 head-on  
843 headquarters  
844 health  
845 hectic  
846 held  
847 help  
848 helped  
849 helping  
850 helplessly  
851 her  
852 here  
853 hierarchical  
854 high-level  
855 higher  
856 him  
857 hiring  
858 his  
859 historically  
860 homburg  
861 homburg's  
862 home  
863 home-health-care  
864 hoping  
865 horrified  
866 hosted  
867 hosting  
868 hours  
869 housekeeper  
870 houses  
871 how  
872 however  
873 hq  
874 hr  
875 human  
876 hung

877 i  
878 ice  
879 idea  
880 ideas  
881 identified  
882 identify  
883 if  
884 imagine  
885 impact  
886 implements  
887 implicit  
888 important  
889 improve  
890 improvement  
891 improvements  
892 improving  
893 in  
894 include  
895 included  
896 including  
897 income  
898 increased  
899 increasingly  
900 independently  
901 indicators  
902 indirectly  
903 individual  
904 industrial  
905 industry  
906 influence  
907 information  
908 ingenuity  
909 initially  
910 initiative  
911 initiatives  
912 innovation  
913 input

914 insights  
915 inspired  
916 instance  
917 instead  
918 intelligence  
919 interesting  
920 interference  
921 internal  
922 into  
923 introduced  
924 introduction  
925 inventive  
926 invest  
927 invested  
928 investments  
929 invests  
930 invite  
931 invited  
932 involved  
933 involvement  
934 involving  
935 ireland  
936 iron  
937 irreversible  
938 is  
939 isn't  
940 issue  
941 issues  
942 it  
943 it's  
944 its  
945 jaroslaw  
946 jean-dominique  
947 jean-michel  
948 jim  
949 job  
950 jobs

951 join  
952 joining  
953 joke  
954 jos  
955 journey  
956 judgment  
957 july  
958 july-august  
959 just  
960 kaizen  
961 keep  
962 kept  
963 key  
964 kick-started  
965 kickoff  
966 kill  
967 kindle  
968 know  
969 knowledgeable  
970 known  
971 knows  
972 kpis  
973 labeled  
974 labor  
975 laborer  
976 lack  
977 laid  
978 largely  
979 largest  
980 later  
981 launch  
982 launched  
983 launching  
984 laurent  
985 le  
986 lead  
987 leader



988 leaders  
989 leadership  
990 leading  
991 leads  
992 learn  
993 learning  
994 left  
995 legislation  
996 lesson  
997 let  
998 level  
999 leveled  
1000 levels  
1001 like  
1002 likely  
1003 limits  
1004 lines  
1005 listening  
1006 little  
1007 loan  
1008 lobbying  
1009 local  
1010 long  
1011 long-serving  
1012 looked  
1013 looking  
1014 lose  
1015 losing  
1016 loss  
1017 lot  
1018 low  
1019 low-wage  
1020 lower  
1021 machine  
1022 machines  
1023 made  
1024 maintenance

1025 major  
1026 make  
1027 maker  
1028 makes  
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1030 management  
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1034 mandates  
1035 mandatory  
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1037 manufacturing  
1038 many  
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1040 mapp  
1041 mappedia  
1042 march  
1043 marsal  
1044 material  
1045 maximize  
1046 meaning  
1047 means  
1048 meanwhile  
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1050 meeting  
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1054 mentor  
1055 mentors  
1056 menu  
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1060 metrics  
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1062 michele  
1063 michelin  
1064 michelin's  
1065 micromanagers  
1066 mid-2000s  
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1071 minimally  
1072 minimum  
1073 minutes  
1074 mission  
1075 mix  
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1077 model  
1078 molds  
1079 momentum  
1080 monitor  
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1083 months  
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1086 more-rewarding  
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1089 mostly  
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1091 moved  
1092 movement  
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1094 much  
1095 multiskilling  
1096 mused  
1097 must  
1098 my

1099 narrow  
1100 near  
1101 near-term  
1102 need  
1103 needed  
1104 needs  
1105 nevertheless  
1106 new  
1107 night  
1108 nil  
1109 no  
1110 none  
1111 norms  
1112 not  
1113 noted  
1114 notes  
1115 nothing  
1116 noticed  
1117 notoriously  
1118 now  
1119 nucor  
1120 number  
1121 nurses  
1122 objectives  
1123 obsessed  
1124 october  
1125 odds  
1126 of  
1127 off  
1128 off-loaded  
1129 offer  
1130 office  
1131 officer  
1132 often  
1133 olivier  
1134 olsztyn  
1135 on

1136 on-the-ground  
1137 once  
1138 one  
1139 one-third  
1140 ones  
1141 online  
1142 only  
1143 onto  
1144 opening  
1145 operate  
1146 operating  
1147 operations  
1148 operators  
1149 opinions  
1150 opportunities  
1151 opportunity  
1152 or  
1153 order  
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1155 organization  
1156 organization's  
1157 organizations  
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1159 organizing  
1160 orientation  
1161 originality  
1162 other  
1163 others  
1164 our  
1165 out  
1166 outperform  
1167 outperformed  
1168 outset  
1169 over  
1170 overall  
1171 overhead  
1172 overly

1173 own  
1174 owner  
1175 pair  
1176 part  
1177 part-time  
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1180 participating  
1181 parts  
1182 past  
1183 path  
1184 patient  
1185 patients  
1186 pay  
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1188 peer-to-peer  
1189 peers  
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1191 per  
1192 perceived  
1193 performance  
1194 permission  
1195 persistence  
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1201 persuasion  
1202 phone  
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1205 pitch  
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1208 planning  
1209 plans

1210 plant  
1211 plant's  
1212 plants  
1213 playing  
1214 poetry  
1215 point  
1216 poland  
1217 policy  
1218 polish  
1219 poorly  
1220 popular  
1221 population  
1222 positional  
1223 positioned  
1224 positive  
1225 potential  
1226 power  
1227 powerful  
1228 practical  
1229 practice  
1230 practices  
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1232 prejudice  
1233 prepared  
1234 prescriptive  
1235 pressuring  
1236 previously  
1237 principles  
1238 priority  
1239 probably  
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1254 professionally  
1255 profit-sharing  
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1263 proper  
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1265 propose  
1266 protests  
1267 protocols  
1268 proudest  
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1270 provider  
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1275 purpose  
1276 purposefully  
1277 pursue  
1278 push  
1279 put  
1280 puy  
1281 puy's  
1282 quality  
1283 question



1284 questions  
1285 quickly  
1286 quotas  
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1290 ramping  
1291 ran  
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1293 rates  
1294 rather  
1295 ratio  
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1300 realized  
1301 reassign  
1302 recalls  
1303 recently  
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1310 redefining  
1311 redistributing  
1312 reduced  
1313 regardless  
1314 regional  
1315 reinforced  
1316 relations  
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1318 relationships  
1319 relentlessly  
1320 relied

1321 relief  
1322 rely  
1323 remarkable  
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1325 remote  
1326 renegotiating  
1327 renting  
1328 reorganization  
1329 repairing  
1330 reported  
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1336 requisite  
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1338 reservoir  
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1342 responsibilities  
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1351 review  
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1357 rights

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1368 root  
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1373 same  
1374 sample  
1375 sap  
1376 satisfaction  
1377 saw  
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1386 sector  
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1391 selection  
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1393 self-managing  
1394 self-regulate

1395 semiprogrammable  
1396 senard  
1397 senior  
1398 sense  
1399 series  
1400 services  
1401 session  
1402 set  
1403 setting  
1404 several  
1405 shadow  
1406 shanghai  
1407 share  
1408 shared  
1409 sharpen  
1410 shift  
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1412 shipment  
1413 shop  
1414 shorter  
1415 show  
1416 shows  
1417 shrank  
1418 side-by-side  
1419 sign  
1420 signature  
1421 significant  
1422 significantly  
1423 similar  
1424 simple  
1425 since  
1426 six  
1427 size  
1428 skepticism  
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1430 skills  
1431 slew

1432 slowly  
1433 small  
1434 snabe  
1435 so  
1436 software  
1437 solution  
1438 solutions  
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1441 some  
1442 sometimes  
1443 soon  
1444 soul  
1445 sounds  
1446 south  
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1459 squeeze  
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1462 staffing  
1463 stage  
1464 stages  
1465 stall  
1466 stand-alone  
1467 standardization  
1468 standardized

1469 standardizing  
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1471 standing  
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1477 statistics  
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1482 stepped  
1483 still  
1484 stock  
1485 stop  
1486 stopped  
1487 strip  
1488 strongly  
1489 struck  
1490 structures  
1491 struggled  
1492 studying  
1493 stupid  
1494 subordinates  
1495 subsequently  
1496 succeed  
1497 success  
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1499 successfully  
1500 such  
1501 suggested  
1502 suit  
1503 summarized  
1504 summer  
1505 supervised

1506 supervisors  
1507 suppliers  
1508 support  
1509 surprise  
1510 surprised  
1511 survey  
1512 sustained  
1513 svenska  
1514 swedish  
1515 switching  
1516 system  
1517 take  
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1521 target  
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1523 targets  
1524 task  
1525 tasks  
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1527 tax  
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1529 taylor's  
1530 team  
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1532 teams  
1533 tenure  
1534 tenures  
1535 term  
1536 territory  
1537 terry  
1538 test  
1539 testing  
1540 than  
1541 thanks  
1542 that

1543 that...faster  
1544 that's  
1545 the  
1546 their  
1547 them  
1548 themselves  
1549 then  
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1551 there  
1552 these  
1553 they  
1554 they're  
1555 things  
1556 thinkers  
1557 third  
1558 this  
1559 those  
1560 though  
1561 three  
1562 three-day  
1563 through  
1564 time  
1565 times  
1566 timing  
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1568 tire  
1569 tires  
1570 to  
1571 today  
1572 today's  
1573 together  
1574 told  
1575 tomorrow  
1576 too  
1577 took  
1578 tools  
1579 top-down



1580 top-heavy  
1581 topics  
1582 total  
1583 toured  
1584 tractor-tire  
1585 traditionally  
1586 trailblazers  
1587 trained  
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1590 transition  
1591 trap  
1592 treasurer  
1593 treats  
1594 tried  
1595 trivial  
1596 trust  
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1599 trying  
1600 turn  
1601 turning  
1602 turnover  
1603 twist  
1604 two  
1605 typical  
1606 typically  
1607 unattractive  
1608 under  
1609 underperforming  
1610 understood  
1611 uneven  
1612 unfamiliar  
1613 united  
1614 units  
1615 unless  
1616 unlike

1617 unspoken  
1618 untapped  
1619 up  
1620 upgrade  
1621 upgraded  
1622 upon  
1623 us  
1624 use  
1625 used  
1626 useful  
1627 using  
1628 vague  
1629 value  
1630 vast  
1631 version  
1632 very  
1633 videos  
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1635 viewed  
1636 virtually  
1637 visited  
1638 vocal  
1639 voluntary  
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1645 wanted  
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1647 was  
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1651 way  
1652 ways  
1653 we

1654 we're  
1655 we've  
1656 week  
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1658 weighed  
1659 well-below-average  
1660 went  
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1662 weren't  
1663 what  
1664 whatever  
1665 whatsapp  
1666 when  
1667 where  
1668 which  
1669 while  
1670 who  
1671 whose  
1672 why  
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1674 will  
1675 willing  
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1677 win-win  
1678 win-wins  
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1681 within  
1682 without  
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1690 working

1691 workplace  
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1694 workshops  
1695 world  
1696 worth  
1697 would  
1698 wresting  
1699 year  
1700 yearly  
1701 years  
1702 yet  
1703 yoke  
1704 you  
1705 you're  
1706 your  
1707 zanini  
1708 zero  
1709 zero-sum