



### **Flexibility: the new leitmotiv of businesses**

**Deeply affected by technological breakthroughs, the world of work is changing. Businesses must evolve at high speed to keep pace with market changes. The so-called PACTE Law\*, designed to “adapt companies to the realities of the 21<sup>st</sup> century”, reflects these upheavals. Its credo: injecting more flexibility into the inner workings.**

Override the administrative burdens that hinder entrepreneurial momentum. This is one of the objectives set by the PACTE Law, the purpose of which is primarily to relax or eliminate a certain number of formalities imposed on companies. Flexibility, the word is out. A winning asset of our contemporaries, it is implicitly reflected in new ways of working. Dematerialized office and home office working are examples of this. These new uses, driven by material developments, set the tone for the legislator's texts.

### **The emergence of an assignment-based model**

While the era of salaried employment is not over yet, the model may be questioned. Businesses are increasingly turning to independent – and agile – players capable of supporting them towards transformation. They are external to the company, but they work at its heart, on site, for a fixed-term assignment with a specific objective. Some will see this model as a precariousness of work. As an independent transition manager since 2009, this flexibility seems to me to be the natural way of the contract that will bind workers to tomorrow's businesses.

### **Assignment-based contracts: mutual benefits**

For businesses, this type of work contract restores confidence. Collaboration finds its rationale in the existence of the assignment. In other words, no need, no job. Companies, yesterday cautious, no longer hesitate to call on outside forces to successfully carry out their projects. On the employee side, in a constantly changing world, building on diversity seems relevant. According to some of the managers we met, it is better to have successfully completed 10 renowned projects in different sectors than to have worked for 15 years in the same company on the same function. The candidate's desirability is essential!

### **Transition manager: a case study**

Transition management, once focused on restructuring and handled by senior profiles, testifies to this economic evolution. Businesses now buy a short- and medium-term result from an agile transition manager who knows how to play the role of an orchestra conductor. Previously a consultant with Ernst & Young for 5 years, I supported and advised outside companies. As a transition manager, my role is quite different. I work from the inside, on site, with a focus on results for clients from various business sectors ([www.hugoexcoffier.com](http://www.hugoexcoffier.com)).

# Hugo Excoffier

MANAGEMENT DE TRANSITION  
CONSEIL & GESTION DE PROJET



+33(0) 6 11 67 09 53



[hugo@hugoexcoffier.com](mailto:hugo@hugoexcoffier.com)



[www.hugoexcoffier.com](http://www.hugoexcoffier.com)



## New codes

References to "title, function, location" tend to lose their importance. Crucial in the past, they are losing ground against criteria based on efficiency and interpersonal skills. Codes and working methods are changing, called into question by the advent of digital technology. In the near future, the use of Big Data and machine learning promise to transform processes. As for me, I bet on the emergence of the human. While automatable tasks will be processed by machines to optimize time, women and men will express all their talent and creativity on strategic topics with high added value.

### *\*Action Plan for Business Growth and Transformation*

Hugo Excoffier, transition manager, performs general management, financial management, purchasing and project management assignments for companies such as Feu Vert, Indra (Renault-Suez), Terrena, Gamm Vert, Cultura, Casino...