

Hello, I'm Isabelle Januel !

-Graduated from the National Center of Arts and Crafts, département of Management and Society of Paris-

- Master of Sciences (of work and society) - Pierre Falzon

-Graduated from the Institute of Labor Studies, University of Lyon II-

- Diploma of ergonomic analysis of work - Claude Germain
- Training in Law, economics and Social Sciences - Institute of Labor Studies of Lyon

-Training-

- Developed a successful entrepreneurial project - The Chamber of Commerce and Industry of Lyon
- Psychodynamic - Christophe Dejours, Pascale Molinier
- Sociology of organizations - Florence Osty - M.Uhalde
- Optimization des organizations / Change management - David Autissier
- Psychosociology - Véronique Guienne-Bossavit
- 4 D system - Anne Choquette
- Synergy4 - Olivier Zara
- Lean Six Sigma - Orsys Formation

-Research : The notion of performance - Center National Art et Métiers - Paris

-Created his own JI business after serving in medium and large French and international companies-

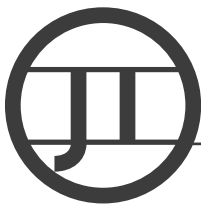
1992 - 2000 / Companies : Manpower ; Conseil Régional Rhône-Alpes ; Pasteur Mérieux ;
- Employed Human Resources In Service Employment Contract and Recruitment

2001 - 2018 / Society : Electricité de France
- Employed Customer in Sales agency Individuals and Local authorities (30 employees)
- Employed then Manager Human Resources and Training. (15 employees - 150 students per week)
- Consultant Strategy and performance, of the nuclear plant (2000 employees), of the thermal power plant (250 employees), of the commercial agency (60 employees), of transport agency (200 employees)
- Manager Performance, pilot of the Leadership program. (200 managers), of the nuclear plant (1500 employees)
- Director in charge of human resources and training (780 employees) of the nuclear plant

2018 - Since October - Society : JI
- Chief Executive Officer : I created the company JI whose activity is the socio-economic and cultural development in France and internationally. For JI, I have a branch project in Japan.

art-ji.com





The obstacles made my understanding easier and my approach

Yesterday as today, I ask myself a lot of questions about the relations between human beings and about the way the work unfolds. I found a lot of answers in the human sciences and a lot of questions too. I became aware of the breadth of knowledge and power of the humanities in problem solving. I worked on my posture and discovered how my consulting services could bring performance and well-being.

I will not bore you with long conceptual sentences about the intelligence, the emotion, or the collective aspect of the man at work. My job is to simplify yours so, just, I'll tell you what my clients say about my type of intervention.

They evoke the fact that it's magic, fast, amazing and particularly relevant. For them, it is a very operational translation of the human sciences ... Our collaboration opens the possibilities, favors the anticipation and accelerates the realization of the objectives. Because my analysis tells you about what you love, your professions, your culture with a «critical» approach, shifted benevolent and without condescension. It's not a micro-sidewalk, it's an analysis of the mechanisms in place.

In the pre-diagnosis phase, your understanding of the first mechanisms opens a door to a more peaceful and promising future. Your new performances appear during the diagnosis and during the projection phase.

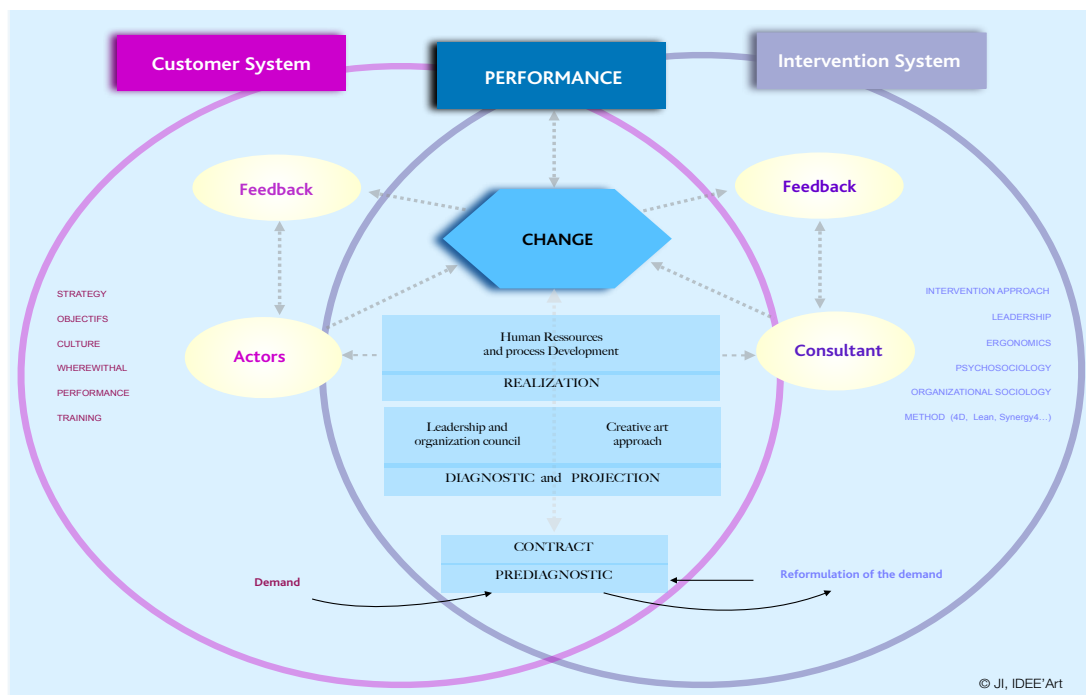
The realization phase makes it possible to measure these performances. Then the REX meeting will allow us to learn from our common experience and conclude the study. In the schema below, I give you my vision of a successful intervention.

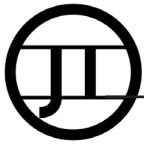
JI's offer will begin with a pre-diagnosis after which we will be free to continue the collaboration or to stop it. This test will gauge our ability to move forward in problem solving, for you as a change manager and for me as a change management support specialist.

I have a real interest in the microcosms that companies form. I come from a family of entrepreneurs. I have experience in different professional worlds such as industry, commerce, education and crafts. In the short term, I am looking for the development of human resources, performance and well-being.

My travels, my meetings and the work situations allowed me to create an approach combining scientific method and creative arts. This approach aims for a social climate that promotes leadership and innovation.

If you want to go further in understanding my interventions, you can consult the following pages or contact me ... I can speak long time... but I will adapt to your need for information :-)





IDEE'ART is the result of my many years of experience

I am the creator of IDEE'ART consultancy. For 26 years, I am in the field of human resources. I used art in the performance of my duties. I have found that art is an artefact that facilitates expression, creates a bond, and allows you to get out of the situation. Art gives permission to think differently. I put art at the heart of relational exchanges and performance. Employees are active for their business with this fun approach. IDEE'Art is a universal consultancy approach because it goes through the image, the emotions, the astonishment and the creativity. This approach stems from a long process of reflection in the face of social conflicts, demotivation and declines in performance. It is based on a theoretical framework, my scientific research and my experiences.

Through my experiences, I apprehended the difficulty of transforming work situations. I have found that the human sciences are a lever of socio-economic performance provided that certain dimensions are included in its consulting practice. My first interventions deeply questioned me about my approach and allowed me to write a bibliographic analysis on the performance of the intervention.

In this bibliographic analysis, I first wanted to shed light on the notion of performance and understand the socio-organizational and human mechanisms that feed it. Then, I identified how the search for performance puts the work in motion and I explored the possible consequences of this set in motion. Finally, in a process of determination of the performance, I located the action of disciplines such as the psychosociological consultation, the evolutionary approaches of the control of management and more particularly the ergonomic intervention. In conclusion, I presented a performance model of the intervention.

This model, which I have experimented with in many degraded work situations, favors the creation of enabling environments to creativity and improved performance.

My missions and my research made me aware of the importance of the human factor and the organizational factor. They are both essential for safety, security and economic performance.

IDEE'ART feeds on knowledge of the behavior and functioning of human beings, their missions and the organizations that govern their activities,

IDEE'ART facilitates your prescription of effective organizations in relation to the real work of teams,

IDEE'ART brings you a fine understanding of social relations,

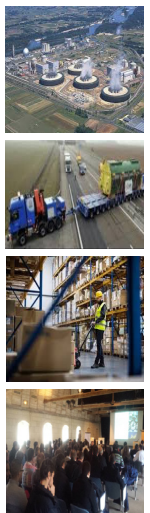
IDEE'ART strengthens your managerial action in favor of the actors of the system in their appropriation of the changes,

IDEE'ART offers you a different and entertaining approach with a multicultural and multidisciplinary capital.

«Respect for self and others builds our ethics
and our professional practice».

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Extracts from my missions 1/3

Activity: Consultant Team Manager - Senior Consultant - Lead Mission Leader and Pilot - 1500 Employees
Subject: Change of social and organizational balances, sociological scenarios of rupture, cultural and identity change; Improvement of productivity: organization of work; Piloting the local leadership program.

Abstract : I agreed to intervene in this plant when I learned that it had to be stopped due to safety problems, numerous social conflicts and production performance at the lowest level. The social context was very tense. Employees had lost «their business identity» in favor of a single identity, that of «the opposition». There was a shift in tasks, fuzzy decision-making processes, inappropriate roles and responsibilities, blocked strategic developments, and high absenteeism.

For 5 years, with the will of 2 successive unit directors, I worked with my team of consultants to support the managers and their teams. Together we have rebuilt the «business» identities, strengthened the managerial line, professionalized the technical line, deployed major national projects, sized engineering to replace large components, enhanced and structured maintenance, and restored the leadership of the Conduite, and strengthened services support and logistics. We also renewed the social dialogue for finally ability to act on performance optimization. Our action was at all levels of the organization, in the field and with the management team.

In parallel with my consulting activities, I sat on the Steering Committee of the nuclear power station to bring my expertise in social sciences and my knowledge of the evolution of the social context in this plant. Thus, I brought help to leaders to bring the prescribed work into line with real work and to make strategic decisions effective and understandable.

As an example, here are some interventions carried out in support of management and teams in this nuclear production center :

- Integrated Management System : Creation of the annual cycle - Creation of a process improvement method - User training - Harmonization and interoperability of piloting tools.
- Rapid Intervention Team : Work on the bond of

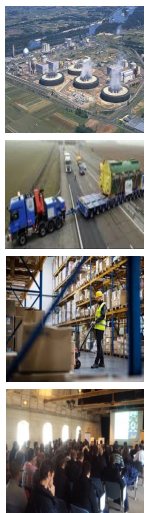
subordination, on the acquisition of skills, on the reduction of time-consuming procedures, on inter-professional cooperation, on rituals and work rhythms.

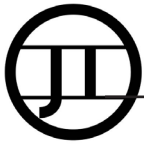
- Maintenance department : Process creation - Leadership - control method - Team animation and professionalisation - Performance improvement.
- Environmental Chemistry Department : Creation of a work identity - Valorisation of the chemistry and environment professions (Marketing) - Cooperation - Practice evolutions - Resource management - Leadership.
- Materials Processing Unit - Creation of the social link, development of a socio-economic plan (strategic section), restructuring of the organization of service - Leadership - Inter-service cooperation - Review of quality procedures.
- Security and Quality Service : Cultural change - Work on the posture of the inspectors Security - Piloting the service - Transmission of knowledge and know-how - Operational leadership.
- Unity leadership program: the lead program was born from the analysis of our various interventions in the different collectives, the history and the social evolution of the power station, the level of maturity of the social relations of the managers and their teams as well as the human resources development strategy. This program included three areas of development concerning the managers, the technical managers and the project managers . The modalities were distracting and nevertheless a source of understanding and evolution of social relations. We created A Intranet platform and a communication campaign to this program. Thus it was the subject of a national communication and a multiplication on other power plants of the French production park.

After my 5 years in this unit, the external audits showed a favorable and serene social climate in modernized workspaces. The «ground» was at the heart of the concerns and the collective intelligence was a motor of the agility and the improvement of the performances. The plant based at the highest level in the classification of plants for all its performance (production, safety, security ...).

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Extracts from my missions 2/3

Activity : Human Resources Manager / Director of Training - 780 employees

Subject : Redefining the performance of the human resources field / Leading the evolution of the field of human resources - Nuclear Production Center

Abstract : At the time of my appointment, human resources results were down sharply. My analysis revealed an overconsumption of compensation elements, a lack of correlation and collaboration between the different sectors of human resources. All this combined with the omnipresence of union representatives. Faced with the intense fatigue of the HR team, I set myself, among other things, the objective of rebalancing the different space of negotiation and driving the changes that would give meaning and added value to HR action in this factory.

In addition to my day-to-day work as a human resources manager, I had to lead the evolution of the human resources field, from outsourced work contract management to HR strategy consulting.

This major evolution of the HR field aimed to standardize the regulations in all nuclear power plants in France in order to facilitate its remote management at national level. This regulatory evolution has been accompanied by an upgrade of the HRIS to make employees more autonomous in the processing of their requests related to their employment contract. The treatment of our committees and committees with staff representatives has also evolved to provide transparent information management and accessibility. Thus the local HR team of the power plant Nuclear has been able to free itself from a significant part of its workload in order to focus on its HR strategy consulting business. It could now carry out studies allowing managers to master their target employment, develop a GPEC adapted to the demographic changes of their service and also define their HR objectives in the short / medium / long term.

It was also about focusing on social action and helping managers to lead the socio-organizational changes needed for the performance of the plant and more broadly the group. I did not have time to commit this last axis of the evolutions because I left the power station and my functions of Manager of the Human Resources to create my own company.

The HR field is strategic in essence. Decisions made in this area have professional and personal consequences for employees. They also affect the overall performance of the company and the safety of its employees.

The result of this mission is positive as a performance of the HR field. This necessitated cultural breaks with the social actors and with the managers who integrated (for

the majority of them) or rejected these evolutions. The profound changes in HR action were understood by the HR team.

When I left this plant, there was still work to be done on the intergenerational and intercultural understanding and on the external influences of work evolution to be integrated in this complex system and this high-risk industry that is a nuclear power station.

Activity : Strategy and Quality System Consulting - 2000 employees

Subject : Support for the implementation of the integrated management system - Nuclear Production Center

Abstract : The study has highlighted the profound modification of pilotage imposed by the SMI (Integrated Steering System, from US nuclear power plants). This bottom-up and top-down system is powerful to ensure effective strategic and operational management of activities. It modifies the temporal organization, the relation to the reporting and the efficiency on the implementation of the evolutions.

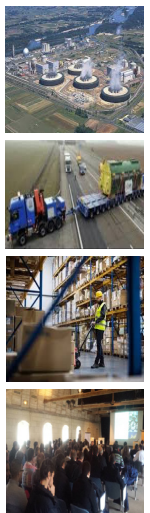
The acceptance of the SMI by the teams and their management required an explanation of the meaning of the SMI and its effectiveness. The study lasted 2 years. A first year to put in place the structure of the SMI and a second year to realize the 1st annual cycle as well as the feedback of experience. The intervention concerned all the services of the - nuclear power station.

- The first axis of the intervention was to help the project team to structure and implement the SMI deployment.
- The 2nd Axis consisted in accompanying the Sub Process Facilitators (ASP) by helping them to prepare and animate their first meetings and review of sub processes.
- The 3rd Axis of the intervention allowed to accompany strategic pilots of macro processes (PSMP) to guide them in the preparation and the realization of their Review and support them in the construction of the action programs with the ASP.
- The 4th Axis was to train the ASP so that they could to animate the improvement and the appropriation of Elementary Processes.

The SMI has boosted governance, to illuminate activities not covered by the organization, to revive innovation, to take ownership of the actions to be carried out. The SMI of this unit referred to all nuclear power generation units in France.

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Extracts from my missions 3/3

Activity: Strategy and Quality Consulting - 250 employees

Subject: Creation of an IS and birth of a quality system - Thermal Electricity Production Center

Abstract : The objective of the study was to set up a quality management system. The documentary system was kept alive only by the motivation of certain agents. These agents were anxious to preserve the intellectual and industrial heritage of their company. These «interlocutors of documentation» had no mission attributed by the institution but were known to all. They acted in a fuzzy organization with inadequate tools in a context of strong industrial evolution. To explore this system, I used NASA-TLX's ergonomic activity analysis and mind-load perception survey. After the analysis of the existing, I accompanied the users in the co-design of a new documentary system. In a context of high staff turnover, the challenge was also to move from a purely oral culture to an oral and written culture.

We built the documentary pyramid and wrote the quality documents. We built a management IT tool to structure, capitalize and master the documentation. Finally, quality interlocutors were clearly assigned. The thermal production unit has obtained its certifications. This study generated a questioning in my practice on the autonomy of the actor and takes the form of a reflexive analysis on the autonomy of the actor in relation to his dependence on the council.

Activity: Strategy Consulting - 650 Employees **Subject: Reliability of operations (safety / security) / Information flow to be optimized - Nuclear power generation center**

Abstract : The objective of this study was to demonstrate the mismatch between the local requirements of Directive 82 (in and out of the control zone), in terms of organization, and the actual activity. This by highlighting the activity variables, the associated constraints and the compromises implemented to carry out maintenance interventions. Then the objective was to transform and simplify the triggering of the Directive 82 controls, by creating a process equipped with tools adapted to the reality of work as part of a social construction.

These tools facilitated the flow of information, taking into account the management of priorities and the movement of planning. Their implementation freed up space of collective or individual regulations necessary to carry out the activity in good conditions.

The collaboration of the two organizations (company and service provider) in this exchange of information has optimized productivity, improved working conditions and potentially reduced the risk in terms of safety. The maintenance network has become even more reliable because maintenance operations are faster and employees

are more confident in carrying out their technical interventions.

Activity: Strategy Consulting - 160 employees **Subject: Restructuring of the national logistics agency / Optimize and demonstrate the economic performance of the agency**

Abstract : The group had to make the choice to keep the Logistics Agency in its organization or to outsource its activities. In this context, the Logistics Agency had 3 years to show its effectiveness. The intervention allowed to accompany this Agency during 2 years. During this period, the staff was renewed at more than 50% with an increase of 30%. All processes have been reviewed. A 5-year strategic component has been created.

The study made it possible to give visibility on the new organization and associated missions (strategy, orientations, objectives) by developing external and internal communication. It also made it possible to adapt the organization in order to create cooperation modalities to drive and make the activity more reliable. The logistics agency still exists today and provides all the production units of the group.

Activity: Strategy Consulting - 20,000 employees **Subject: Organization of Budget Governance / Multiculturalism / Information Flow - Trade Directorate**

Summary: Following the various evolutions of the group and the creation of new unit directorates, the study made it possible to define the links between these directions, to set up an adapted communication (to manage the flow of information circulating between these different directions) and define budget governance where roles and responsibilities are clear and known.

Activity: Territorial Anchorage - 59 cities for 1,281,971 inhabitants **Subject: Marketing Development**

Summary: My missions were to establish a quality territorial anchorage in Greater Lyon, to initiate the renewal of concessions in gas and electricity. By operational communication actions (technical and financial report), and by the organization of VIP events, I favored the strengthening of the commercial link and the confidence of the official representatives of the city halls of Greater Lyon.

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