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What organisational system should be adopted to achieve a company's objectives? This, of course, is one of the main concerns of all executives. In order to provide an answer, the Bouygues group proposes a three-stage approach to its subsidiaries.

The first stage is to properly identify the various goals pursued. In addition to customer satisfaction, which is clearly an organisation's "reason for being", respect for employees, shareholders and other stakeholders must also be factored into these goals. A full assessment of a company's impacts must be carried out prior to the definition of the strategy and organisational skills needed to be developed.

The EFQM Excellence Model is the basis that the Bouygues group proposes to its subsidiaries to carry out this initial stage, coupled with a self-assessment tool called "Abby", developed in-house just over ten years ago and which has been continually updated since.

The second stage is to assess whether the initiatives implemented by the company enable it to achieve its objectives. The Abby process is based on a series of self-assessment seminars, held over a certain period of time, intended for the executive committees of Bouygues group entities. During these seminars, the committees review all the various sections of the EFQM Model, expressed in the terms the most adapted to the Group's culture. A certain number of sub-questions are linked to each section. Each sub-question is formulated so that the wording can be understood very easily in different contexts.

A small team provided by the parent company is responsible for coordinating the process. Its role is to inform management teams of the emergence of new managerial practices or to develop new business models that offer value added creation potential whilst giving symbolic examples to illustrate its thinking. It is in the interests of all

first stage

identify the various goals pursued

second stage

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About Bouygues

Bouygues is diversified French industrial group listed on Euronext Paris (CAC 40) and has a stable shareholding. Present in over 80 countries, it employs more than 128,000 employees. Created in 1952, Bouygues is driven by a strong and unique culture based on the principles of its Charter of Human Resources (respect, trust and fairness). Bouygues positions itself in markets with potential for growth over the long term. Its core businesses are construction (construction, real estate and roads), telecom and media. Bouygues is also the main shareholder of Alstom.

companies to regularly compare their management methods with current best practice in order to identify avenues for improvement.

More than 110 Abby sessions have been organised to date, involving more than 1,500 managers.

The third stage, made possible by the two previous ones, is to maintain the momentum of overall performance improvement via a management (or organisation) system continuous improvement policy.

The ingredients for this policy's success are the precision contributed by the EFQM process and the spirit of dialogue and cooperation resulting from the Abby collective self-assessment approach.

third stage

**continuous
improvement policy**