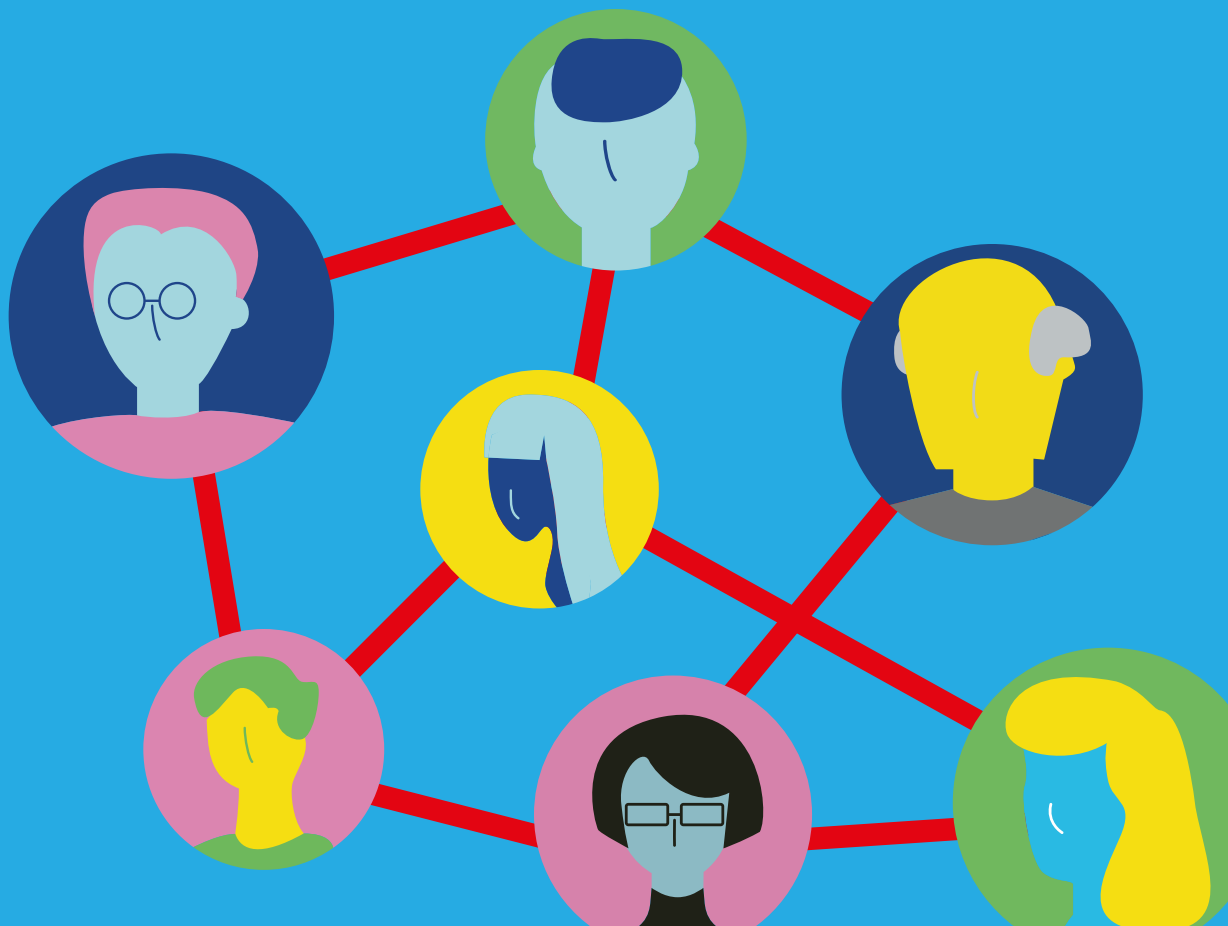


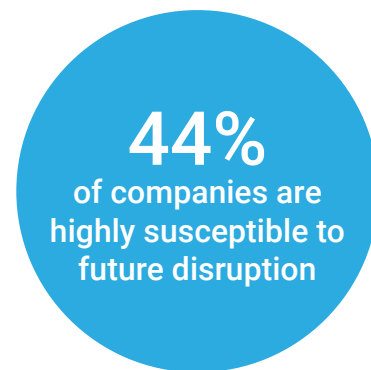
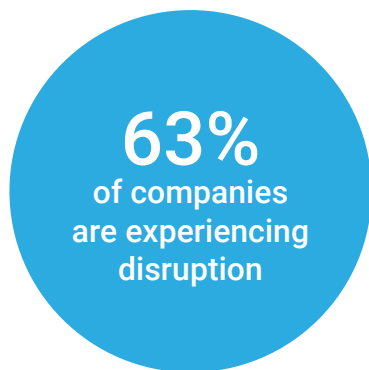
CONTRIBUTING TO A FUTURE-PROOF AND RESILIENT ORGANIZATION THROUGH SELF-ORGANIZATION AND SELF-EMPOWERMENT

A viewpoint on new organizational models driven by the
constant need to adapt and transform



Change has always been shaping and reshaping organizations. Digital, globalization, climate, these are just a few among the forces affecting enterprises

globally. The ability to quickly adapt and transform is a key success factor to stay relevant and competitive.



Source: *Disruption Need Not Be An Enigma*, Accenture 2018 [1]

This LOOP Insights explores how Bayer Middle East works in a flexible way to promote self-organized collaboration.

Bayer is a global enterprise with core competencies in the life science fields of health care and nutrition with around 100,000 employees.

As a market leader, Bayer is used to being challenged and to the need to constantly improve and transform.

Innovation, research and development, entrepreneurship and social responsibility are at the core of Bayer. One of their purposes being "Science For A Better

Life", Bayer constantly focuses on continuous improvement, working closely with customers to develop better products and services and flexibility is part of the Bayer DNA.

"As many other organizations, Bayer is constantly facing challenges driven by globalization, digital and the increasing pace of change, hence we constantly need to find new approaches to reinvent ourselves to stay relevant and ahead of the competition" says Quentin Descat, Head of Marketing & Marketing Operations, Pharmaceuticals - Middle East.



“As an agile and lean oriented thinker, I strongly believe in self-empowerment and self-organization as tools to overcome challenges and constantly improve.”

Quentin Descat

Bayer Middle East has been successfully breaking internal silos by promoting a program incentivizing employees to stretch outside existing country and organizational boundaries and engage in activities made available by other Bayer employees within Bayer Middle East.

One among several positive effects is that employees can perform activities that help them to practice their current skills but also focus on improving or acquiring skills they desire and that are beneficial to the organization.

This way of working also contributes to an engaged, diverse, connected, and effective workforce, core aspects of a healthy organization.

Achieving a higher degree of self-decision and autonomy where employees themselves can decide what tasks to work on also makes it easier finding people suited for the specific job.

By introducing LOOP as a marketplace, Bayer was able to further scale their initiative and make it easier for employees to both share and find tasks they could join and work on.

Research shows that empowering employees by giving them responsibility, trust, and autonomy triggers a number of positive effects and results. Not only does it create superior engagement, by

promoting self-organization companies are sourcing and cross-pollinating talents across businesses, making sure to unlock the organization's full potential.

By providing a self-service marketplace, employees themselves can browse and find activities that better suit their current skills or the skills they want to develop.

An additional positive impact is that it gives higher transparency in terms of where to find specific skills, highlighting the competencies already existing within the organization. Knowing who has specific skills is often a challenge, in particular within larger companies.

Organizations on all levels are facing unprecedented challenges adapting to the increasing pace of change. COVID-19 further accelerated the ongoing transformation tenfold, exposing vulnerabilities but also triggering positive transformation and creativity.

Companies globally have stepped up and found new ways to overcome these challenges. Agile principles like self-empowerment and self-organization have proven to be powerful tools in helping organizations to mitigate the effects of the pandemic and support business transformation and innovation.



ABOUT

LOOP

LOOP (<http://loop.work>) is a market leading peer-to-peer learning platform. LOOP helps organizations globally to reskill and upskill employees in a new, engaging and scalable way, ensuring that employees have the skillsets required to support continuous transformation and innovation.

BAYER

Bayer is a global enterprise with core competencies in the life science fields of health care and nutrition. Its products and services are designed to help people and planet thrive by supporting efforts to master the major challenges presented by a growing and aging global population. Bayer is committed to drive sustainable development and generate a positive impact with its businesses. At the same time, the Group aims to increase its earning power and create value through innovation and growth. The Bayer brand stands for trust, reliability and quality throughout the world. In fiscal 2020, the Group employed around 100,000 people and had sales of 41.4 billion euros. R&D expenses before special items amounted to 4.9 billion euros. For more information, go to www.bayer.com.



AUTHORS

Kristoffer Ewald, Marketing Manager - LOOP

Aristo Togliatti, CEO - LOOP

Eliška Burdychová, Marketing Intern - LOOP

Thanks to **Elitsa Nacheva**, Management Consulting Manager, Talent & Organisation, Accenture

For any inquiries related to this white paper please contact info@loop.work or kristoffer@loop.work

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