
Editorial

In this editorial, I'd like to announce the birth of our new collection, **La transformation en Action(s)** / Transformation into Action(s), and of our first book, dedicated to the transformation of organizations.

About this collection...

This collection was born of the realization that transformation is both a relatively recent concept for practitioners, one of those “in” concepts, and also an old one, or at least one that benefits from numerous references in different disciplines, given the number of research works that exist.

For this reason, the aim of this collection is to present the wealth of work on the concept of transformation and its variations, while highlighting practices and concrete applications in private and public organizations of all sizes and sectors.

The aim of this collection is to question theories, concepts, practices and methods; it provides a framework for reflecting on practices and anticipating the possible futures of current transformations.

It is a collection open to researchers and practitioners alike, who wish to share their visions of transformation, whether from a conceptual and theoretical point of view and/or from a more practical and methodological one.

The first books are structured around three key questions: What? What? Why? Why? How? It can be a basis for authors interested in this collection but is in no way obligatory. It just sets the tone for what's expected in this collection: explaining what it's about, discussing what's at stake in a transformation and how it can be put into action(s).

About the first book in this series...

The first book in the series, which I co-wrote with Romuald de la Cruz, is entitled: **Oser la transformation: des clés de compréhension pour repenser les organisations/ Daring to transform: keys to understanding how to rethink organizations**. In this book, we set out to establish the fundamentals of transformation and emphasize the urgency of transforming organizations. Indeed, in the current context of growing geostrategic uncertainties and accelerating technological, environmental and social upheavals, we believe that

daring to transform is an imperative. Understanding the interactions between the transformation of the world and its impact on organizations, work and people will enable us to gain in agility, resilience and learning capacity, and to nurture experiences that restore meaning.

Our book is at once a collection of analyses of the various transformations underway in society, a quest for understanding of the concept of transformation, and a perspective for formalizing possible transformational management practices. It is also intended as a basis for reflection and action, encouraging everyone to ask themselves the right questions, so as to dare to make transformations in all sectors of activity.

It is aimed at all those - corporate or organizational managers or executives, trainers, consultants, researchers or students - who seek to understand what transformation is, and how it can be approached differently. This book offers the opportunity to decentralize, to take what is known in foresight as a “step aside” in order to think and act differently; it is therefore an invitation to commit oneself, each at his or her own level, to daring transformations, to daring to transform oneself.

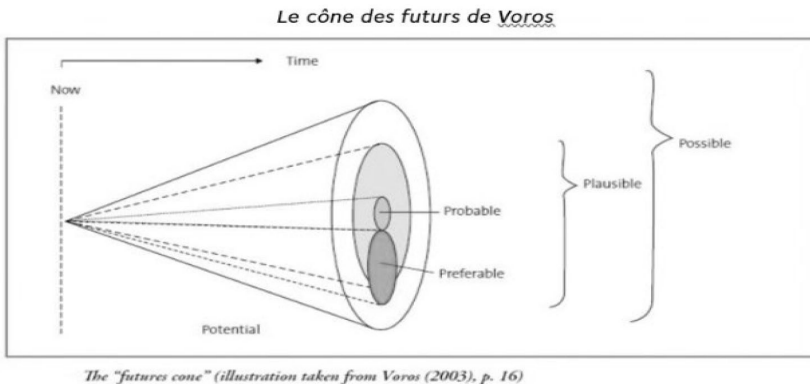
Our book is part of the foresight tradition we’ve been upholding for years. To encourage you to take the plunge and read *Daring to Transform*, here’s a short extract highlighting the value of foresight and its role as a pathfinder for change:

“What we need to remember about the foresight approach is both the need to monitor the environments around us and to develop a foresight attitude or posture. Indeed, when we talk about ecosystems and integrate a foresight dimension into them, we end up highlighting the importance of monitoring. The official AFNOR (Association Française de Normalisation) definition is as follows: monitoring is a “continuous, largely iterative activity aimed at active surveillance of the technological, commercial or other environment, in order to anticipate its evolution”. Intelligence can therefore be considered as “an organized, integrated and finalized system for collecting, processing, disseminating and exploiting information, with the aim of enabling a company or organization, whatever it may be, to react in the medium and long term to changes or threats in its environment, whether technological, competitive, social, etc.”. In the final analysis, monitoring can be likened to surveillance of the external and internal environment, in order to detect major trends, ruptures and weak signals, and thus identify threats and opportunities.

As Philippe Destatte (2023) reminds us, adopting this forward-looking stance means daring to take action, daring to bring about change. Foresight is expressed and embodied in informed decision-making. If foresight is justified, it’s because it implies the creation of a system which, by mobilizing collective intelligence, makes transformations possible. ...

But when it comes to transforming organizations, what does foresight have to offer? The relatively recent revival of interest in foresight, and in particular

foresight applied to the world of business, organizations and work, is expressed today in so-called “visioning” approaches, in which management teams, accompanied by consultants, researchers and experts, imagine tomorrow’s world, tomorrow’s business, tomorrow’s desirable futures. It’s interesting to note this renewed interest in foresight today, in such an unpredictable world. Foresight’s contribution is thus regaining its meaning and usefulness: illuminating the field of possibilities to design desirable or desirable futures.



Foresight distinguishes between different types of future:

- Possible futures, which outline the field of possibilities and characterize what could happen, albeit with a high degree of uncertainty.
- Plausible or probable futures, which are consistent with the present situation but remain uncertain.
- Probable futures that are a continuation of current trends.
- Desirable or preferable futures are based on value judgments. They are therefore highly dependent on the people who imagine them.

This recourse to foresight is fully in line with the forward-looking attitude described above, and in particular with the need to see far ahead. Even if the timeframe for foresight work today is shorter than in the past, due to growing uncertainties, it enables us to rethink our relationship with time and to value this indispensable skill: anticipating. In fact, we speak of “present foresight” to illustrate the extent to which this forward-looking attitude must constantly nourish present action.

Pierre Gonod (2001, p.20) reminds us that “foresight of the present” breaks with the traditional approach of looking to the future: “Today, we must also focus on the prospects of the present, ‘no longer a beacon, but the identification and experimentation of new configurations (Armand Braun)’. Its main characteristics are “to detect transformations already underway in society; to

provide a strong lever for change by encouraging the desired transformations and channeling their development; to launch forward-looking initiatives by involving innovative populations and setting up demonstrative operations with a knock-on effect”.

Foresight, this “intellectual indiscipline”, aims to “see far, wide and deep”, but also differently (innovation) and together (appropriation). It seems to resonate with transformation by illuminating the field of possibilities, the intentions to act and to decide. It gives us a plural reading of the times and enables us to adopt an attitude or posture of permanent watch, making it easier to spot major trends, weak signals or ruptures. It is conceived as a pathfinder of possible transformations”.

We hope this little extract will inspire you to continue reading, and to suggest publication projects for this new collection!

Books are already planned for 2025:

- The transformation of work and the HR skills to be developed,
- The transformation of higher education via Competency Orientation,
- etc...

Enjoy reading our review RMA!

Aline SCOUARNEC
Co-editor in chief