



SOPHROLOGY AS A NEW MODEL FOR ACCOMPANIMENT OF AFRICAN MANAGERS, WHAT PROSPECTS?

Rabiae Saidi* & Aziz Soulhi

*¹PhD student at National Higher School of Mines, Laboratory LASTIMI, CEDOC EMI, Rabat, Morocco

²Professor at National Higher School of Mines, Rabat, Morocco

²ORCID: 0000-0003-1904-513X and the Scopus Author id: 42162322200

DOI: 10.5281/zenodo.1006775

Keywords: Sophrology, competence, management style.

Abstract

The role of the manager within the company is not a long quiet river, purpose rather a turbulent river in which the manager must have the capacity for adaptation to live in harmony the permanent change or the only certainty that we can have is that the company will continue to change, especially with the digital transformation and artificial intelligence. The main purpose of our article consists in the proposal of a model of accompaniment of individual and collective based on sophrology. On the one hand for the control of stress within the company which is in constant evolution, on the other hand, to learn how to manage the change with serenity, develop self- confidence, and guide the intentionality toward the actions of the future by the techniques of relaxation dynamics of Caycedo.

Introduction

Sophrology va-t-it will impose as an emerging trend to achieve the professional development and to confront the phenomenon of stress as being one of the consequences of the economic and technological development of Africa, through this article, we intend to respond to this question, in addressing as a particular case the practice of the trainings of the sophrology before the holding of the meetings to reduce the stress and create a casual atmosphere for all participants.

The African Mangers to Meet the Principal Challenges

The challenge of the Performance

More and more African businesses are part of a comprehensive approach to performance. To this effect, they are encouraged to adopt a new management focused on results. The African managers as to them have a double obligation as regards the performance, on the one hand the individual performance as the main actor in the chain managerial, on the other hand the collective performance relating to functional teams operational and under their direct responsibilities for the collective creation of the value added. To achieve these performance objectives, the mobilization of managers is crucial. In this context, it must be distinguished from senior managers (upper level), intermediate managers (average level) and operational managers. The problem of the dynamism staff [1] from managers who becomes a requirement accentuated by the economic development which induces an addition of the travail to accomplish and responsibilities. Given that a large part of African enterprises always adopt a mode of management hierarchical, therefore necessarily, there has preconceived ideas attesting that the fact not to accept a job even if it is not part of the mission of the manager could compromise its progress and its brand image, and therefore the managers should be able to accomplish this quantity of travail supplementary. This can be translated in different ways, for example Skip systematically the lunch break, work late in the evening at the office, work home to complete the processing of urgent folders. Therefore this permanent search of the personal performance and that of the subject creates inevitable consequences, in particular physical and mental fatigue, the permanent stress constitute an evil professional who leading in the majority of cases to the phenomenon of burn-out, or burnout syndrome linked to the work, which does not cease to multiply, and which appears as a concept strongly



dependent on the professional context or the obligation of the combined performance with other professional aspects in permanent interaction.

The Challenge of the Updating of Skills

The economic development of the African continent becomes a challenge inevitable for the African enterprises especially with the installation and the relocation of a set of international companies that this either in Morocco or in other African countries to emerging economy. The Synergy as well as the interaction between and the multinationals and the African businesses require these last to become more and more demanding as regards the performance of operational managers, which will even evolve the perception of the concept of jurisdiction by the resolution of problem [2] at the level of the Africa. In this framework, it is appropriate to point out two critical points in connection with the said concept. First the evolutionary character of the said concept in the relations between the university, the research institutions scientists who are producing knowledge, and Foreign Enterprises, which are both consumers of these skills, through relationship built around research activities [3] which is regarded as a royal way for innovation and a true engine of growth for the sets of multinational companies. The second critical point which is sometimes burning and who is to know if the degrees of African managers will be devalued by a certification of skills in accordance with stringent international standards, and which is left to the only power of the foreign company which impose high requirements in terms of certification of skills as the certifications in project management according to the international repository PMBoK, and this for well control the key factors of success of the management of the project [4], the certifications Green and Black Belt in Lean Six Sigma. This impacts certainly the concept of the jurisdiction especially of intermediate managers and operational are indispensable actors to translate the strategic directives in shares Operational on the ground and to give them concrete meaning. As regards the African businesses, the role of these two levels of management is necessarily in strong evolve to. In effect, the successful implementation of the Strategic Directions is conditioned by their involvement, which requires a new management centered on the effectiveness and efficiency as well as the performance and personal and collective without necessarily be prepared. Managers do not always have the means necessary to enable them to respond to a whole range of challenges that arise from this role of declination to obligation of results to this adds other requirements including the capacity to respond to the expectations of staff, operational teams including direct subordinates as well as the satisfaction of the customers. **This allows you to say that this function intermediate managerial operational and constitutes a challenge whose success signs the evidence of the performance of managers. However, this challenge is strongly linked to the concept of the jurisdiction in which** a lot of authors have attempted to give a precise definition to the jurisdiction. For example, during the International Day of the training in Deauville in October 1998, the movement of enterprises in France (MEDEF) defines the jurisdiction as a synergy between the knowledge developed, of proven know-how, the Experiments confirmed, as well as the behaviors appropriate professionals, practicing in a professional situation given. The company is led only to identify, evaluate, validate the said jurisdiction through a implementation in the professional situation. In contextualisant this definition by report to the African undertaking, it taints strongly of the concept of the jurisdiction and therefore the African managers, particularly those working in Africa have a competence of strong territorialiste component to the extent where it is determined by the culture, the know-how and the mode of management es African enterprises which is often hierarchical. This fact experienced influence the structure and the content of the jurisdiction which is moving often toward the control of records, the spirit of command, hierarchy and information singular, so that the manager is the main see the unique source of strategic information and downlink toward its teams even if there is information systems. However Africa is becoming more and more a plate rotating economic with significant foreign investment and the installation of the multinationals Chinese and European, therefore, the concept of jurisdiction territorialiste adapts to them difficult and taking obsolete forms on the ground. Such is the necessary emergence of the concept of international jurisdiction that must have the African managers characterized essentially by the multicultural vision of the world of the company and of management styles modern and totally different that promote the opening on the other, the acceptance of the others as well as the hierarchical decompartmentalization and oriented toward the exchanges, the work of the teams and the acceptance of conflict as a source of progress and not as a taboo or some to avoid. On the other hand, foreign companies including those that operate in the sectors with high value added as the areas of aeronautics, automobile as well as the electronic including the International offices of industrial engineering work with standards strictly. This is the reason for which "logic of the jurisdiction



INTERNATIONAL Journal of Research Science & Management

evolutionary" imposes a real constraint of resilience among African managers, and an approach for the development of personal potential which is often a source of release in question and of burn-out.

Technological Challenge

African firms are brought to continuously monitor the technological developments recent, and put in place concrete actions to integrate the new technology into their mode of management in order to boost their competitiveness and performance. In this perspective, issues of African enterprises in the field of new technologies can be classified into two main categories: issues related to productivity and those related to governance. As regards productivity, all companies must search for example of new technological solutions to ensure the ability of their managers to be productive wherever they are and remain in contact with the collaborators as well as the customers while reducing the costs of internal communication and external. We are talking about the requirement of "availability" of managers. With regard to governance, the rapid evolution of technologies requires the African businesses to rethink the importance of the strategy of governance and the urbanization of Information Systems saw that there was a possibility to accelerate their growth rates thanks to the new technology by integrating by examples of computerized services to better meet their customers. This has an influence on the functions and activities of the African managers who will be intimately related to the control of technological solutions. **Here we are speaking of the need to have the capacity for resilience to get out of the comfort zone related to conventional skills to adapt to the process of the transformation digitale.** This is the reason for which it should be noted that the African managers are and will be confronted with the technological evolution and must be open on the new technologies and develop their skills digitales.

The Challenge of the Young People of the Z Generation

According to a research conducted by Ricoh Europe [5] (a technological company of international scope) the new generation called the Z Generation (as a succession to the Generation Y), consisting mainly young people who are currently aged 19 years or less will be a major challenge for businesses. This will greatly impacted the African companies as well as their operational managers given that the African continent knows a great mass of young people and this in comparison with other continents such as the African continent which will be in the face of the problem of the aging of the population according to this same cabinet, the generation Z is demanding in terms of working conditions, in effect the main elements of attraction of a company for the Z generation are:

- The work/life balance (48%),
- Work with people with talent (47%);
- The flexibility of working hours, the benefits and the security of the employment (42 per cent for all these latter factors).
- More than double of individuals of the Z generation feel more attracted by the companies giving them the impression that they could change the world - 34% compared to 13 per cent of "baby-boomers", 14 per cent of the Generation X and 15 per cent of the Generation Y. And nearly three times more young of the Z generation are seduced by the companies offering a technology to work more effectively (28%) compared to previous generations (10%).

The African managers can be demanding with the future collaborators belonging to the Z generation saw that they are very sensitive to the frustration, it must avoid the put under pressure as machinery to produce and to be too prescriptive, develop the sense of listening to humanize the working relations with them. This requires a rethinking of the managerial style as a manager in a sense more participatory. **The generation Z is also very aware by report to the balance between the professional and personal life, it will be unavailable to clarify the roles and responsibilities in order to avoid conflicts,** work overload, and have the flexibility schedule for better balance their personal and professional lives. On the other hand, the young people of the Z generation do not appreciate the permanent control and the 'engage frequently to know how they are and where they are and prefer **the autonomy** to mobilize their creativity.

**The Consequences of the Challenges****Phenomenon of Stress**

The stress is a response of the body and the spirit subject to a sudden event often undesirable. In other words this response explicitly takes the form of a reaction psycho-the body of the organization Human vis-a-vis the physical factors, psychic and emotional are not expected causing a disharmony of the body and the spirit. The phenomenon of stress in the companies is often accompanied by a questioning of management practices. This phenomenon reveals in part of the function managerielle when it only focuses on the objectives without taking into account the human component as well as the recognition of the efforts of employees who have a strong contribution with regard to the achievement of results. So we can conclude in part that the stress can have as a source among other the faults of the management. What can easily assign the Z generation if it is the mode of hierarchical management will be adopted with the Z generation especially during a meeting, participants who are stressed may be exposed easily to a anger. This can occur through the tone of the see, a gesture in flux as well as the words which can be moved in relation to the situational adaptability in term of behavior:

Contribution of the Sophrology**Presentation of the Sophrology**

Sophrology was created 1960 by Dr. Alfonso Caycedo through a resolutely approach medical and scientific [6] in which the term SOS (balance)-PHREN (consciousness)-logos (study) is of Greek origin that means the study of the conscience in balance and the values of the existence of the Be. It has for objective to bring an improvement in the quality of life by the conquest of a consciousness called extraordinary sophronique consciousness. It is really a scientific methodology and epistemology well structured which revolves around "theories-key" and four principles as well as many of the concepts of the method of Caycedo named the Dynamic Relaxation of Caycedo (DRC). The 1st "theory-key" presents the qualitative states of the conscience and the three possibilities existential be in terms of conscience (consciousness pathological, ordinary consciousness, conscience sophronique). The 2E "theory-key", is defined as an integrated consciousness, free and clear which allows to study the consciousness itself. The 3E "theory-key" divides the body in five body systems called Isocay systems, including a mega-system (6th system) which reflects the entire corporeality. With respect to the principles, we find the body schema as lived reality, the positive action, the objective reality and adaptability. The objective reality is closely linked to a phenomenological approach of the conscience. The Alliance sophronique is the adult relationship established between the sophrologue and the sophroniste by a speech rhythmic, called the terpnos logos.

Caycedo Method or Dynamic Relaxation of Caycedo (DRC)

The relaxation dynamics of Caycedo (DRC) or method of Caycedo is a method of drive vivantiel which includes 12 degrees based on the protocols of drives that have been created in the course of many years and which are divided into three cycles with techniques specific to each cycle[7]. In this article, we are only interested in the first three degrees which are largely sufficient to improve the quality of life of professional managers Africans on the daily plan and give them the techniques of vivantiels drive likely to reduce the effects of psycho-physical characteristics of the daily stress and to deal with the risks of burn-out. The first cycle which is part the first three degrees is a réductif cycle, in other words, it lets go of the space subjective to the space objective on the basis of the vivantiels drives leading to the reduction which phenomenological is inspired by the Philosophy of Husserl, which is characterized by a return to the concept and the intuition originating of species [8] negative perceptions, ideas bulky subjective judgments, thoughts, disturbing, activating the vivance phronique which is defined as the biological life in train to feel itself as a proven reality beyond the thought. This explains deeply the importance of the principle of the objective reality even the practice of meetings of Sophrology all days during Long years, the impact generated in the body and on the mental continues to develop. We are talking about the law of the repetition vivantielle.



INTERNATIONAL Journal of Research Science & Management

- First degree of relaxation dynamics of Caycedo (DRC1): The presence of the body in the conscience by vivance of the body of the six Isocay systems (anatomical classification of all areas of the body). **It is a degree concentratif**
- The second degree of the relaxation dynamics of Caycedo (DRC2): situate the spirit in time and space by the vivance phronique of the Spirit by the six Isocay systems. **It is a degree contemplative**
- Third degree of relaxation dynamics of Caycedo (DRC3): situate the positive emotions in time and in space by the vivance phronique of the meeting of the body-mind. **It is a degree of meditation**

In what follows, we try to show to what extent, the three degrees of the relaxation dynamics of Caycedo may be beneficial during the meetings of performance management, we focus this effort saw that 75% of the activities of a manager to spend in direct contact with the superiors, collaborators and subordinated, in this perspective, the meetings of the management of performance and resolution of problem constitutes an act of management with whole share.

Elimination of Bodily Tensions in Management Meetings of Performance

The meeting for the management of performance is a meeting during which the manager must assess in a comprehensive manner the performance achieved during a week, if we integrate in a logic of loop of Management (position, day, week). This requires a global vision and a spirit to be both positive and objective allowing to make the review of the status of all actions planned during the positions and the cumulative days and to evaluate in a factual way what has been achieved in relation to what was planned and in case of a deviation of important it is necessary to schedule a meeting for a resolution of a problem during which he must really enter into detail and this to identify the root causes of the problems occurred. This type of meeting is often the seat of the negative judgments, of bodily tensions and subjective perceptions of which it is possible to have frowns, redness, tensions in The jaws, which can have a negative effect on the conduct of meetings Given that the manager will be in a body posture tense having a negative effect on its resonance as well as the quality of its communication which may become violent. This is the reason for which the techniques of training of the first degree of the relaxation dynamics of Caycedo (DRC1) allow to take conscience of the body condition, of positive feelings, the elimination of tensions, as well as the recovery of his energy, the perception of the inner peace, and especially the reduction of phenomenological judgments and activate the vivance of the present moment. In this framework, we propose that the training sessions of the DRC1 are agreements and regular so that the Manager gathers all the participants before the beginning of the Management meeting of performance in order to carry out a collective drive in the same room. For reasons of adaptability, we propose a protocol abstract (which lasts only 15 mn) for the head and the face as the first Isocay system.

At the beginning of the training techniques of sophronisation of vivantielle basis (S.B.V) and the sophro displacement of the negative (S.D.N) will be used. On the one hand for each participant at the meeting of the management of performance center on itself to release and release the capacity to feel exist as individual, one to identify itself by report to his body and not in relation to external benchmarks and subjective. On the other hand for the physical and mental tensions accumulated at the level of the head as well as at the level of the other regions of the body, activate the setting in parentheses the judgments. The negative ideas as well as all mental tension accumulated at the level of the head and all surrounding objects (in Greek in dicere : what is said in Me) [9]. This second technique is very powerful because it allows you to release everything that hinders as well on the body as on the spirit and strengthen the voluntary act to deepen the relaxation. Sophrology proposes the breath as a means to release and hunt all physical and mental tensions accumulated and live the presence of the body in the consciousness beyond any rationalization.

**Mental Preparation and Emotional one for the Holding of meetings of Resolution of Problem**

With regard to the meetings of resolution of problem requiring a resonance logic and a mental predisposition to see the details of the problems, and analyze in depth the figures. The practice of specific trainings in the second degree of the relaxation dynamics of Caycedo (DRC2) allows to **improve the mental concentration and well focus thinking and activate the essence of leadership [10] During the meeting and in the present moment and avoid its dispersal between the past and the future. The particular training which enables a clear conscience improving both the intentionality of the thought that the mental concentration is called the posture Isocay who practice in a sitting position after the practice of techniques SBV and SDN in a position "standing" and the technique SAV in a sitting position.** It should be noted that the high-level athletes are appropriate quickly the profits of the practice of sophrology, as well as the students to optimize their successes to the competition. The techniques of vivantiel training offered by the DRC2 release of the serenity and at the same time the most reactive. The stress as a phenomenon psycho-physical is also manifest by a negative somatization disorder at the level of the Spirit. . As regards the spirit, stress may take the form of an anger with the Emotions ambiguous and even a emotional overflow which manifests even a verbal flow ready to express with violence in the event of disagreement on a point of view. In this framework the regular practice of the techniques specific to the 3th degree allows to eliminate the negative emotions and the development of the intentional feeling, i.e. a voluntary act to release the vivance and the sensation of a sense desired when a meeting, for example the joy, the optimism. This can help all participants in a meeting to cause positive emotions adapted to the proper conduct of the meeting.

References

- [1] F Guinochet and JC Durieux, all keys of a good coaching ESF editor, 2006, p 15-18.
- [2] has Harouchi, the approach by skills, Edition The Fennec, 2010, P291.
- [3] S Aissaoui, for a partnership science-industry, economic presses of Morocco, 2012.
- [4] M Batchelor, Project Management Secrets, Edition Business Secrets, 2010, p34-35.
- [5] <https://www.ricoh-europe.com/search.html?query=generation+Z>, consulted 06/09/2017
- [6] has Caycedo, the adventure of the sophrology, Edition Retz, 1979, p 12-16
- [7] [Http://www.sofrocay.com/fr/content/la-methode-caycedor](http://www.sofrocay.com/fr/content/la-methode-caycedor), consulted, 06/09/2017.
- [8] I Patocka, Introduction to the phenomenology of Husserl, 1993.
- [9] C Labescat, actor and responsible for its advance in age, Lulu Edition, 2011, p 52
- [10] F Durnez, the essence of leadership, Edition the Harmattan, 2015, p86