

L'ORÉAL

AUSTRIA • GERMANY • SWITZERLAND

# The “busy-ness” Trap Making time for what matters most

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GLC





**~4000 weeks**



SIMPLICITY  
ADDRESSES  
**EXCESSIVE WORKLOAD**

BY YOU  
FOR YOU  
**CONCRETE SOLUTIONS**  
TO REAL PROBLEMS  
**MAKE TIME**  
FOR WHAT MATTERS MOST



# THE SIMPLICITY MINDSET

**TEAMS  
ARE THE  
HEROES**

simplicity 2)

**COOPERATION  
IS OUR  
CULTURE**

simplicity 2)

**FEEDBACK  
DRIVES  
PROGRESS**

simplicity 2)

**FRAME AND  
TRUST IS  
LEADERSHIP**

simplicity 2)

**RECHARGE.  
WARM-UP.  
PERFORM.**

simplicity 2)

**FEWER  
MEETINGS.  
BETTER  
MEETINGS.**

simplicity 2)

**PSYCHOLOGICAL  
SAFETY IS  
THE CRADLE OF  
CREATIVITY**

simplicity 2)

**STRONGER  
TOGETHER**

simplicity 2)

**TEST AND  
LEARN DRIVE  
EXCELLENCE**

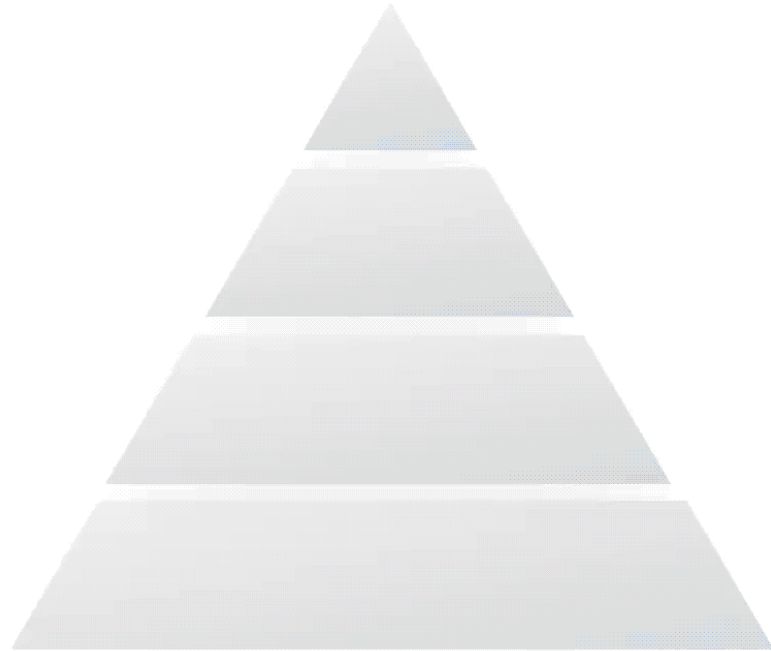
simplicity 2)

**MAKE TIME  
FOR WHAT  
MATTERS  
MOST**

simplicity 2)

# INTRODUCING THE **SIMPLICITY** PYRAMID

A SIMPLE WAY TO IDENTIFY & PRIORITIZE OUR AREAS OF IMPROVEMENT



# INTRODUCING THE **SIMPLICITY** PYRAMID



# INTRODUCING THE **SIMPLICITY** PYRAMID





# PSYCHOLOGICALLY SAFE ENVIRONMENT

## WHAT IS PSYCHOLOGICAL SAFETY?

« A shared belief held by members of a team that the team is safe for interpersonal risk taking, without fearing negative consequences. »

Amy Edmondson

### IS

- Productive disagreement
- The right to challenge (including workload)
- Learning from error
- Conflict resolution



Feeling:

- *Comfortable to take risks*
- *Empowered in one's role*
- *Comfortable to speak up in meetings*

### IS NOT

- Being “nice” and agreeing
- Lowering performance standards
- Systematic pushback



**Amy Edmondson**

- Best known for her **pioneering work on psychological safety**
- Professor of **Leadership at Harvard Business School** (leadership, teaming & organizational learning)
- Author of 7 books and over 75 articles & case studies over the past 15 years



# PSYCHOLOGICALLY SAFE ENVIRONMENT

## WHY DO WE NEED INCREASED PSYCHOLOGICAL SAFETY?

*Inputs from listening circles conducted with >70 L'Oréal employees from 27 Countries, 4 Regions*

### Consistent results highlighting:



- Employees' commitment to L'Oréal
- Employees' passion to see the company succeed and grow with it

### BUT 3 major problems perceived, increasing workload and stress:



1. "Always-on" mentality encouraged in order to grow
2. No right to challenge without risk of not growing anymore
3. Managers not always helping

### Simplicity's objective regarding psychological safety:

Further boost a **psychologically safe environment** in which **unhealthy workload** can be **challenged** and **addressed**



# PSYCHOLOGICALLY SAFE ENVIRONMENT

FIRST PROBLEM TACKLED BY SIMPLICITY:  
ADDRESSING THE “ALWAYS-ON” MENTALITY

## A RECOVERY PACT TO HELP PEOPLE RECHARGE, THROUGH 3 SOLUTIONS:

1. Establishing boundaries:  
GOLDEN RULES OF DISCONNECTION
2. Encouraging awareness on psychological safety and recovery:  
NEW GROUP ACTIVATION WORKSHOP: “PSYCHOLOGICAL SAFETY & TEAM PERFORMANCE BY SIMPLICITY”
3. Focusing on wellness:  
L'OREAL RECHARGE DAY



# GOLDEN RULES OF DISCONNECTION



## **DO NOT SEND EMAILS ON WEEKENDS**

Activate delayed delivery



## **RESPECT THE GROUP MEETINGS CHARTER**

Book focus time during the week, including the start of the week:

**Warm-up Monday Morning**

**Respect your colleagues' time** by starting and ending meetings on time, respecting **45' is the new 60'**, etc.



## **COMMIT TO RECHARGING DURING YOUR HOLIDAYS**

## **DECLINE MEETINGS DURING YOUR HOLIDAYS**

Just because you can join remotely, it does not mean you should



## **RESPECT YOUR COLLEAGUES' TIME OUTSIDE OF WORKING HOURS**

Allow your teammates to disconnect by not contacting them outside of working hours

# INTRODUCING THE **SIMPLICITY** PYRAMID



C1 - Internal use



# MASTER MEETINGS & INTERACTIONS

To nurture L'Oréal culture while making time for what matters most, we aim to **reduce inefficient meetings & interactions**



Objectives:

**-20%** time spent in meetings

**-50%** meeting preparation time



Warm-up Monday Morning



45'+15' is the new 60'



Meeting charters



Recurring Meetings Challenge



Meetings Tech enablers



# CHECKLIST MASTER MEETINGS & INTERACTIONS



NO AGENDA  
NO MEETING

## PURPOSE

- ✓ Include the meeting **purpose** in invitations
- ✓ Only invite **relevant participants**
- ✓ **Share agenda** 48h in advance

## RESPECT

- ✓ Ensure meeting **owner is responsible** for execution & quality
- ✓ **Use roles:** facilitator | time-keeper | note-taker | decision pusher

### TIMINGS

- Check **participants' availability** before booking
- Start & end **on time**
- **Flag pre-read** 48h in advance
- **Flag pre-work** 2 weeks in advance
- Respect **Warm-Up Monday routine**
- Respect **meeting hours & potential time zone differences**

## OUTCOME

- ✓ End with **summary of decisions/actions plan**
- ✓ **Cascade** to all relevant stakeholders



# CHECKLIST MASTER MEETINGS & INTERACTIONS



## Automatic agenda template in Outlook

Add the agenda of your new meetings in just one click.



## Transcription / Minutes

Automate meeting minutes by using Teams Transcript and uploading it to the AI Meeting Minutes helper.



## Teams Meeting Timer Bar

A slick timer in Teams to help us to stick to our 45 minutes meetings.



## Automatic translation in Teams meetings room

Break down language barriers and activate live translation captions in Teams meeting rooms.

INTEGRATE  
**TECH ENABLERS**

# THE AMAZING RESULTS OF SIMPLICITY

**+39**

**pts\* in enablement** where  
Simplicity 2 is adopted

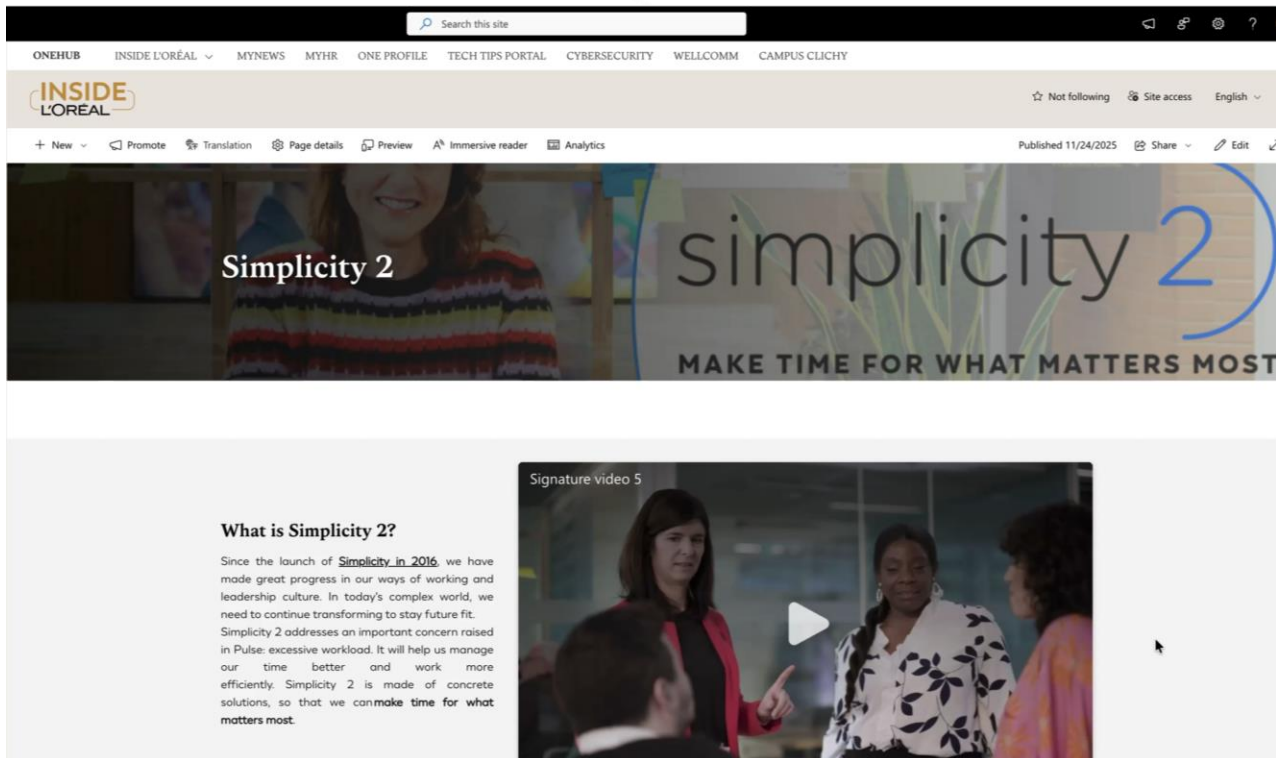
**+49**

**pts\* in barriers  
improvement** where  
Simplicity 2 is adopted

**+50**

**pts\* in manageable  
workload** where Simplicity 2  
is adopted

# YOUR ONE-STOP-SHOP FOR SIMPLICITY



The screenshot shows the Inside L'Oréal website interface. At the top, there is a search bar and navigation links for ONEHUB, INSIDE L'ORÉAL, MYNEWS, MYHR, ONE PROFILE, TECH TIPS PORTAL, CYBERSECURITY, WELLCOMM, and CAMPUS CLICHY. Below the navigation is the Inside L'Oréal logo and user options like 'Not following', 'Site access', and 'English'. A secondary navigation bar includes '+ New', 'Promote', 'Translation', 'Page details', 'Preview', 'Immersive reader', and 'Analytics'. The main content area features a large banner for 'Simplicity 2' with the tagline 'MAKE TIME FOR WHAT MATTERS MOST'. Below the banner, there is a section titled 'What is Simplicity 2?' with a video player labeled 'Signature video 5' showing three women in an office setting.

Search this site

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INSIDE L'ORÉAL

Not following Site access English

+ New Promote Translation Page details Preview Immersive reader Analytics

Published 11/24/2025 Share Edit

## Simplicity 2

MAKE TIME FOR WHAT MATTERS MOST

### What is Simplicity 2?

Since the launch of [Simplicity in 2016](#), we have made great progress in our ways of working and leadership culture. In today's complex world, we need to continue transforming to stay future fit. Simplicity 2 addresses an important concern raised in Pulse: excessive workload. It will help us manage our time better and work more efficiently. Simplicity 2 is made of concrete solutions, so that we can make time for what matters most.

Signature video 5

# INCREASE VISIBILITY

## DISPLAY THE POSTERS PROMENTLY ON OFFICE CAMPUS

These visuals were displayed on interactive and static screens across our campuses, along with readily accessible QR codes allowing instant access to the game once the workshops are prepared in your entity.



### MEETING ROOMS

On the wall of corridors or in the hall for example



### DIGITAL SCREENS

On the hall or other common spaces for example.

**THANK YOU  
FOR YOUR  
ATTENTION  
ANY QUESTIOS?**

**BACK UP**

ADD YOUR LOCAL PRIORITIES BASED ON YOUR RESULTS IN THE DIAGNOSIS TOOL (SEE MANAGERS TOOLKIT)

# OUR 2026 PRIORITIES TO MAKE TIME FOR WHAT MATTERS MOST



**LOCAL PRIORITY 1**  
Short description



**LOCAL PRIORITY 2**  
Short description



**LOCAL PRIORITY 3**  
Short description



# CHECKLIST TEAM ROUTINES

JAN

FEB

MAR

APR

MAY

JUN

JUL

AUG

SEP

OCT

NOV

DEC

Q1

- Definition of the key priorities of the year
- Yearly frame Update
- Agenda cleaning using Recurring Meetings Challenge

Q2 - Q3

- Status since last team meeting & next priorities
- Promotion of new Simplicity 2 solutions
- Before Pulse: Communicate on action plan since last survey and show progression made with new solutions implemented

Q4

- Team Retrospective to step back on achievements and challenges of prior year

All year long with your team members: Connect Conversations

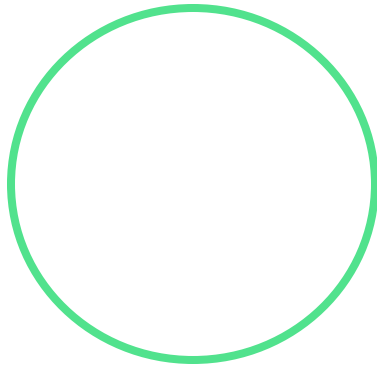
- Prioritization Review
- Feedback

COMPLETE WITH NAMES & PICTURES OF YOUR LOCAL TEAM

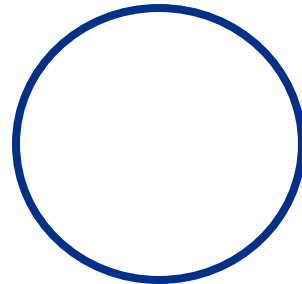


# YOUR **SIMPLICITY 2** TEAM

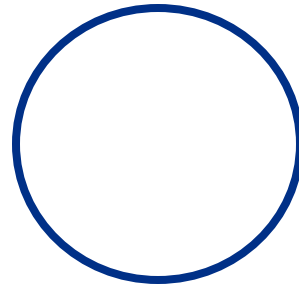
IN CHARGE OF THE PROGRAM ACTIVATION



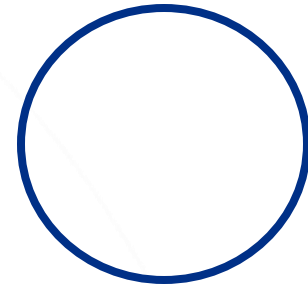
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