

Un modèle de management alternatif: à partir du cas de l'entreprise OtoKar

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The OtoKar company (luxury coaches, cooperative, 800 persons, in the Spanish Basque Country) presents specific organizational features: model is very far from the hierarchical traditional one and, to our mind, it borders on the "intelligent" organizational model (Peter Senge, 1998). Complexity is very currently in the heart of the representations of situations, the way solutions are built and implemented and the modes of functioning managers, project managers and collaborators generate. In order to take the measure of the reality and the potentialities of this model, largely founded on the on-going construction by doing of shared vision, it is necessary to investigate what is currently and concretely done in the day to day organizational and working modes. This investigation will also allow us to distinguish contextual aspects from more generic features and to understand better how the main principles of the theory of complexity are acting behind this concrete mode of functioning.