HAL
open science

Where Is the Work Team Based ? The Case of Matrix-Type Organisation in French Automotive Engineering Sector.

Rossitza Kaltchéva, Katia Kostulski

To cite this version:

Rossitza Kaltchéva, Katia Kostulski. Where Is the Work Team Based ? The Case of Matrix-Type Organisation in French Automotive Engineering Sector.. Enabling Change through Work and Organizational Psychology, May 2017, Dublin, Ireland. . hal-02352296

HAL Id: hal-02352296

https://hal.science/hal-02352296v1

Submitted on 6 Nov 2019

HAL is a multi-disciplinary open access archive for the deposit and dissemination of scientific research documents, whether they are published or not. The documents may come from teaching and research institutions in France or abroad, or from public or private research centers.

L'archive ouverte pluridisciplinaire **HAL**, est destinée au dépôt et à la diffusion de documents scientifiques de niveau recherche, publiés ou non, émanant des établissements d'enseignement et de recherche français ou étrangers, des laboratoires publics ou privés.

WHERE IS THE WORK TEAM BASED ?

The Case of Matrix-Type Organisation in French Automotive Engineering Sector

R. KALTCHEVA[1] & Pr. K. KOSTULSKI[2]
Conservatoire National des Arts et Métiers, Paris, France

Epistemological Benchmarks

- Clinical qualitative approach
- Vygoskian perspective on activity (Clot, 1999)
- Theory of health (Canguilhem, 1966)
- Vygotskian perspective on language-thought relationship

Contexte

- Social experiment in Clinic of Activity (Clot & Kostulski, 2011) : Demand of the top management of the firm to re-engage work relations between C-suit and unions.
- Intervention's field : Industrial engineering sector, Sealing design, 2 teams (8 technicians).

•Poor quality of sealing spare parts : in-door technically specified and developed; drawn with CAD software by subcontractors, manufactured by specialised suppliers.

•Fragmented and overspecialised tasks : professional loneliness, few discussions with colleagues on technical issues, potential social and psychological vulnerability.

Operational Hypothesis

If differences in points of view on work quality, as experienced in everyday work activity, are better supported in professional dialogues, it will improve :

- argumentation's quality
- decision making
- health and efficiency at work

Methodology

- Cross self-confrontation analysis (Kostulski & Kloetzer, 2014)

•Implementation of evolutionary dialogical framework

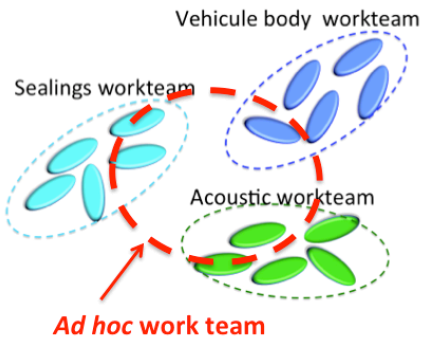
- Interlocutory analysis of collected data (Trognon & Kostulski, 1996)

Intermediate Results

• There is effective development of professionals' argumentation after controversy (Kostulski, 2011) with colleagues.

• This development relies on the possibility for the professionals to mobilise there everyday work team.

• This development also seems to rely on another team, an informal one. This ad hoc team is defined by criteria conflicts experienced by the the technicians and the engineers, and linked to a technical issue.



Conclusion & Discussion

•The development of the quality of the technical issue seems to have a double collective resource : the everyday work team and an ad hoc work team.

•The development of quality argumentation and of technical compromise relies on the organisational possibility for the professionals to mobilise this double collective resource.

Referencies

Canguilhem, G., (1972). Le normal et le pathologique. 2e édition revue, PUF, Paris.
Clot, Y., (2008). Travail et pouvoir d'agir, Paris, PUF.
Clot, Y. & Kostulski, K. (2011). Intervening for transforming activity to institution, an horizon of action un " clinic of activity " approach, *Theory and Psychology*, vol. 21, N°5, 681-696.
Kostulski, K. & Kloetzer, L. (2014) Controversy as a Developmental Tool in Cross Self-Confrontation Analysis, *Outlines*. 15,2, 54-73.
Vygotski, L. (2003/1925). Conscience, inconscient, émotions. Paris : La Dispute.

[1] Work Psychologist, PhD Student, Work Psychology Chair, EA 4132, CRTD, rossitza.kaltcheva@lecnam.net
[2] Full Professor, PhD Supervisor, Work Psychology Chair, EA 4132, CRTD, katia.kostulski@lecnam.net