

« People, Planet, Profit – Experience from France »

Sustainable Innovation Development
University of Stavanger 7th june

Details of my presentation

- Research issues
- Theories and practical approach
- Two examples of small business companies
- What psychoanalysis way of research or interpretation?
- Discussion

It is a research in progress



Inventory and challenges

- What has changed in the world today?
 - Natural resources and demography
 - Globalisation and diversity
 - Individual aspirations, lifestyle and evolution of mentalities
- To understand these evolutions, we must change our understanding and interpreting patterns.
- Can we produce and consume as before?



Research design

- Observation of two companies :
 - Bretagne Ateliers and Hewlett Packard
 - Interviews
 - Document analysis
- Why is a psychoanalytical approach a good tool to observe management practices?



Institut psychanalyse et management (Institute of Psychoanalysis and Management)

- Created in France in 1990
 - Ca. 100 members in France and abroad
 - Especially well-established in Business Schools
 - An annual forum or conference
 - Regional groups meeting once a month to study society problems, particularly in Organizations.
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- <http://www.ip-m.com/>



Bretagne Ateliers

- A traditional Organisation with 4 level:
 - A supervisory board
 - A board of directors
 - Managers
 - Employees working in teams of twelve people (« villages »)
- A participative management style based on the « CRISTAL » concept (Conviviality, Rigour, Implication, Simplification, Together, Improvement (Amélioration), Longevity).
- Relationship of trust, training, ... « *We try to get from each person what they are good at (and not what they are not so good at)* »
- Everybody has the right to speak – most improvements come from the bottom.



One unit in HP Group

- Sale and IT-development unit
- 3 200 employees in 52 countries on 5 continents
- The main goal is profitability but:
 - Every employee works at home
 - Every employee is connected to the group on-line (multimedia)
 - Management on goal
 - Everybody is free to organize its own working time as long as they respect the assigned deadlines



Psychoanalytic Approach

- Thanks to Copernicus, mankind discovered that it was not in the centre of the Universe. Since Darwin and his theory of evolution, we know that we are not a « superior » species. Freud brought into focus that we are subject to the vagaries of our senses (unconsciously)
- Our behaviour is not always conscious. We act according to our impulses too.
- The Institute of Psychoanalysis and Management is a group of practitioners, managers and researchers who try to understand the working patterns of individuals and their relationships in organizations.



First Interpretation

BA

- Demonstrates the strength of a group of persons for maintaining a high quality level and for meeting dealines
- Social and economic aspects are well-managed. They now have to take into account environmental challenges.

HP

- Limitation of travelling and commuting
- Loneliness and network
- The economy and the environment are well-mangaged. The social aspects have still to be improved.



THOUGHTS / ACTIONS IN ORGANISATIONS

- What should be the main goal of Labour?
- Which meaning should Labour have ?
- What is the role of organizations in the society?
- How to use the produced wealths (goods and services) ?
- Shouldn't we question our attitude towards consuming?
- How to organize Labour ?
- How to manage work teams ?
- ...

The relevance of these researches is to reckon the importance of the Unconscious in human relationships and individuals' acts.



Research Results

- When a housewife anticipates systematically the needs of her newborn, the probability is high that she will induce to her baby psychotic problems
- A total satisfaction of the needs annihilates totally desire
- And yet, which goal do we give to marketing?



Thank you for your attention

