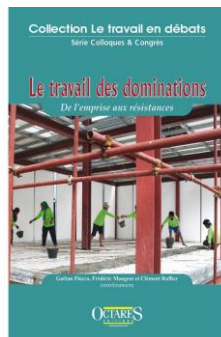# LEADING THROUGH UNCERTAINTY

ENSV-FVI RESIDENTIAL COURSE – 2022

FRÉDÉRIC MOUGEOT

WELCOME TO THIS SESSION ! AND LET'S GET TO KNOW EACH OTHER

- Who am I ?

- In which field do I work ?

- My productions and my expectations for the session.

PROGRAM OF THE SESSION
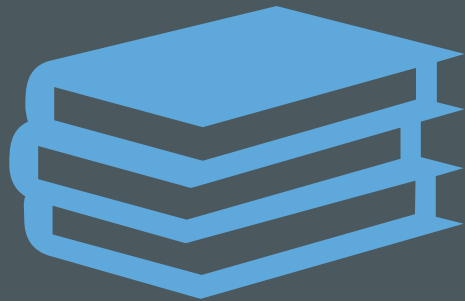
Part 1

- (De)construct a vision of the organization and its actions

Part 2

- Leading uncertainty, an organizational history

Part 3

- Sociology of organization : uncertainty in the field

Part 4

- Putting it into perspective

UNCERTAINTY IN OUR TIMES

- Climate change

- Disease outbreacks

- Financial volatility

- Uncertainties at an organizational level

WHY THINK AT THE ORGANIZATIONAL LEVEL?

We live in a society of organizations

Many of the problems we face are organizational.

It is useful to give meaning to the actions of individuals in the work environment

BUILDING A SOCIOLOGICAL APPROACH

Understand what an organization is and what an organizational phenomenon can be

Build hypotheses to explain organizational processes

Get familiar with the sociology of organizations, its methods and objectives

Differentiate the main currents of organizational theories and their contribution to the management of uncertainty

Apply the concepts and integrate them into your practice

PART I:

(DE)CONSTRUCT A VISION OF THE ORGANIZATION AND ITS ACTIONS

- What is an organization

- What problems are related to the organization

- Deconstructing the organization and its actions

- Consolidate perspectives on the organization

BUT, WHAT IS AN ORGANIZATION ?

William_Richard_Scott : "Organizations are conceived as social structures created by individuals to support the collaborative pursuit of specified goals. "

William_Richard_Scott (2003) Organizations: Rational, natural and open systems. Upper Saddle River, Prentice Hall, NJ

WHICH PROBLEMS ARE ORGANIZATIONAL ?

The purpose of the organization:

Define its goals and objectives, which is not always so easy.

Internal relationships:

Getting people to come

Getting people to do what you expect them to do.

Coordination of tasks

Make sure that the people you are coordinating are available for the tasks they have to perform.

Relations with the outside world :

Getting the resources to make the organization work

Finding a place to distribute the organization's products

Relationship of the organization with other organizations

Renewal and acquisition of skills specific to the organization

EXAMPLE : THE "FIDDLING" OF WORKERS IN NUCLEAR PRODUCTION SITES

In a company requiring the surveillance of potentially dangerous materials for the personnel and the environment, the patrolmen play an important role. They circulate permanently in the "sensitive" areas of the company. Their function is very precisely defined by rules that must be strictly applied under penalty of sanctions. They are only required to report any incident they may detect to the maintenance department, but, due to a lack of specific technical skills, they must never intervene on the equipment, even if the incident seems benign and they think they can fix it (for example, tighten the bolts of a leaking valve). Strict adherence to this rule is justified from a rational point of view: any incident is an indicator of a problem of premature wear of the equipment. Intervention without prior analysis by specialists can lead to more serious incidents if it masks undesirable effects without acting on the causes. Only qualified experts can intervene after being reported by the operators.

Observations show that the patrolmen sometimes intervene on equipment when they have detected incidents. In the company, there is an expression that characterizes this type of behavior: the patrollers are said to be "fiddling". As in the previous example, it will be necessary to verify whether this " fiddling " behavior is specific to a single cleaner or characterizes a majority of cleaners.

THE BRICKS OF THE ORGANIZATION
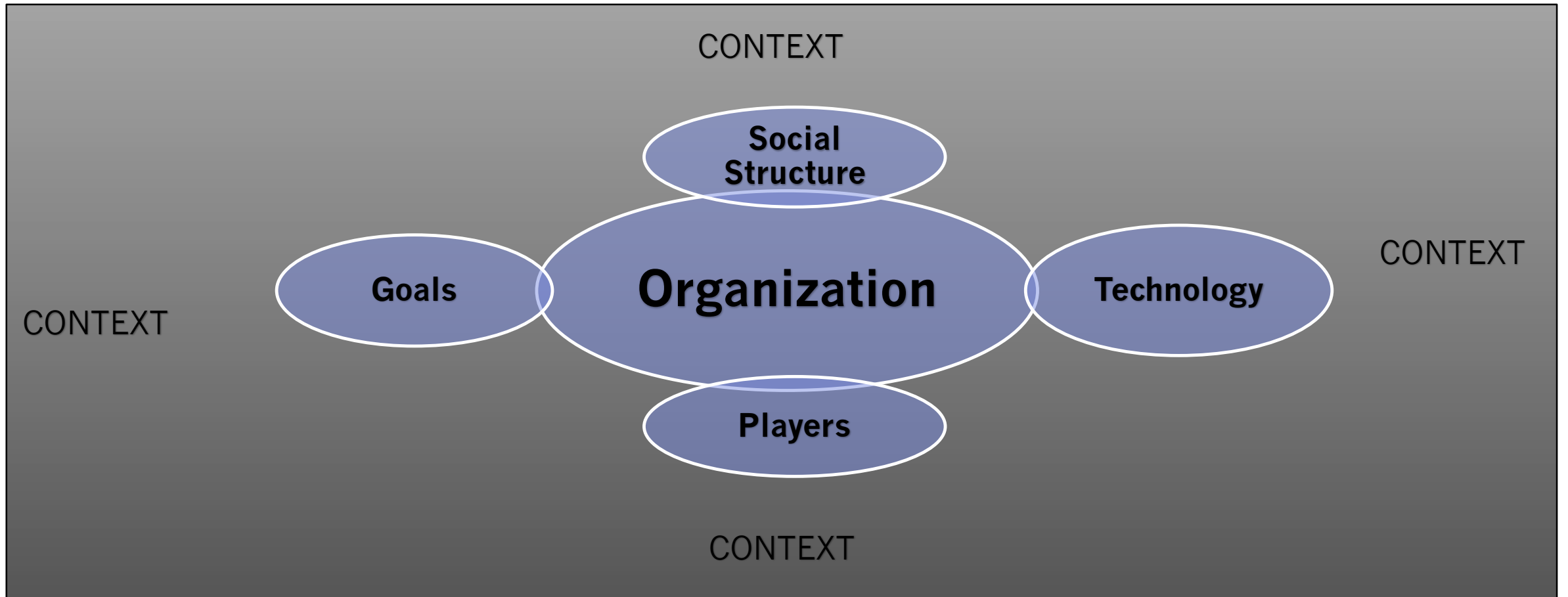
THE ORGANIZATION'S PLAYERS

The players (or participants) of the organization are those who are involved in the organization including partner companies.

- Example: If we consider the school as an organization, the participants can be both the adults and the children who are there. Children benefit from the services offered by the organization, while adults have a variety of roles: principal, vice-principal, teacher, intern, custodian, school nurse, secretariat, canteen staff...

Players can also be organizations that, for example, can be partners on certain projects. Companies are organizations that can have partnerships at T times, joint ventures, which makes the partner a participant in the organization (some steering committees are common to several organizations).

- Example: As part of a specific research project, researchers belong to laboratories funded by the university or the CNRS and may work in partnership with other researchers from other organizations.

HOW DO PLAYERS THINK (THEORETICALLY)

Perfect rationality (*homo economicus*)	An omniscient agent
	With unlimited cognitive abilities
	Calculative and maximalist
	Selfish
Bounded rationality	An imperfect agent
	Who follows a decision-making process
	Choosing a satisfying solution
	Selfish

THE TECHNOLOGY OF ORGANIZATION

It is the set of objects and techniques that allow the organization to transform raw material into product.

Examples :

- Production lines

- Company information system

- Internal rules and regulations

THE SOCIAL STRUCTURE

The social structure is all the factors that regulate and are responsible for the existence of behavioral patterns, i.e. the persistent relations, observed regularly, between the participants of the organization.

Structures with variable forms : vertical at several levels (n+2, N+1.... with n being the studied actor), horizontal (services in a company) and often both

Formal or informal structures

Formal characteristics of an enterprise: The division of tasks (organization of operations aimed at accomplishing an objective), the hierarchical control system (which allows the hierarchy to control the work done and a desired behavior)...

Informal characteristics of an enterprise: In the interstices of the organization

Structures related to "beliefs "

- **" deep" structures,** that generate shared beliefs and behaviors in the organization: cultures
- Social structures: the **mirror of external representations**.

FORMAL AND INFORMAL STRUCTURES
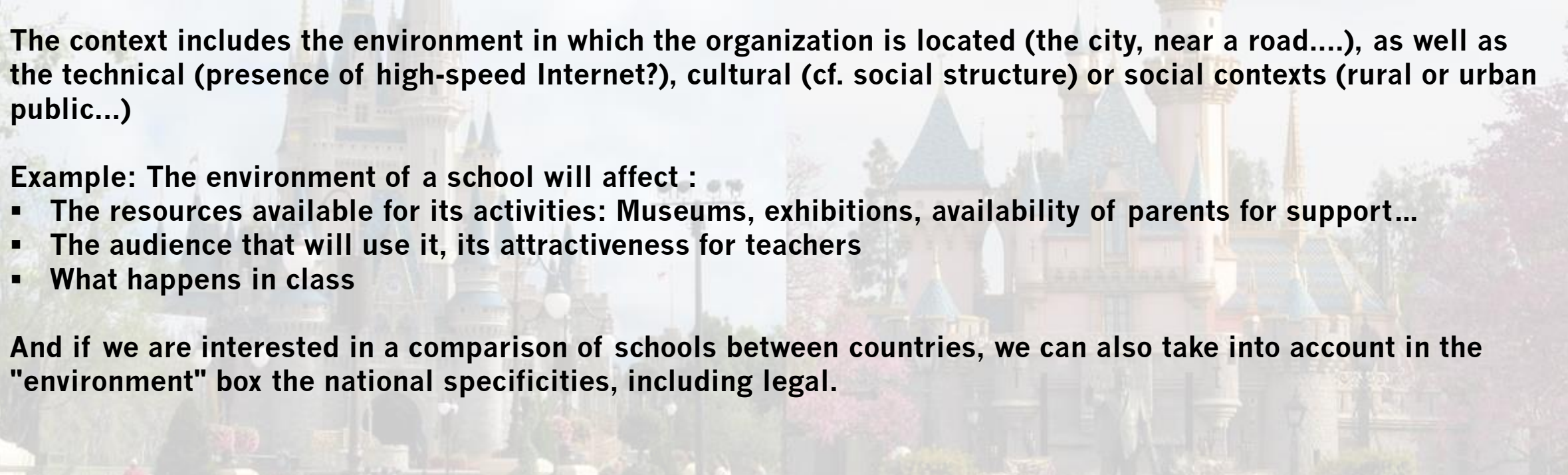
- Southern Bank is composed of a Corporate Market Manager (CMM), a Branch Manager (BM), seven Corporate Account Managers (CAE) and five Assistant Account Managers

- The research question is: How do formal and informal relationship are related to decision making in a banking organization?

- Survey method: Participant observation
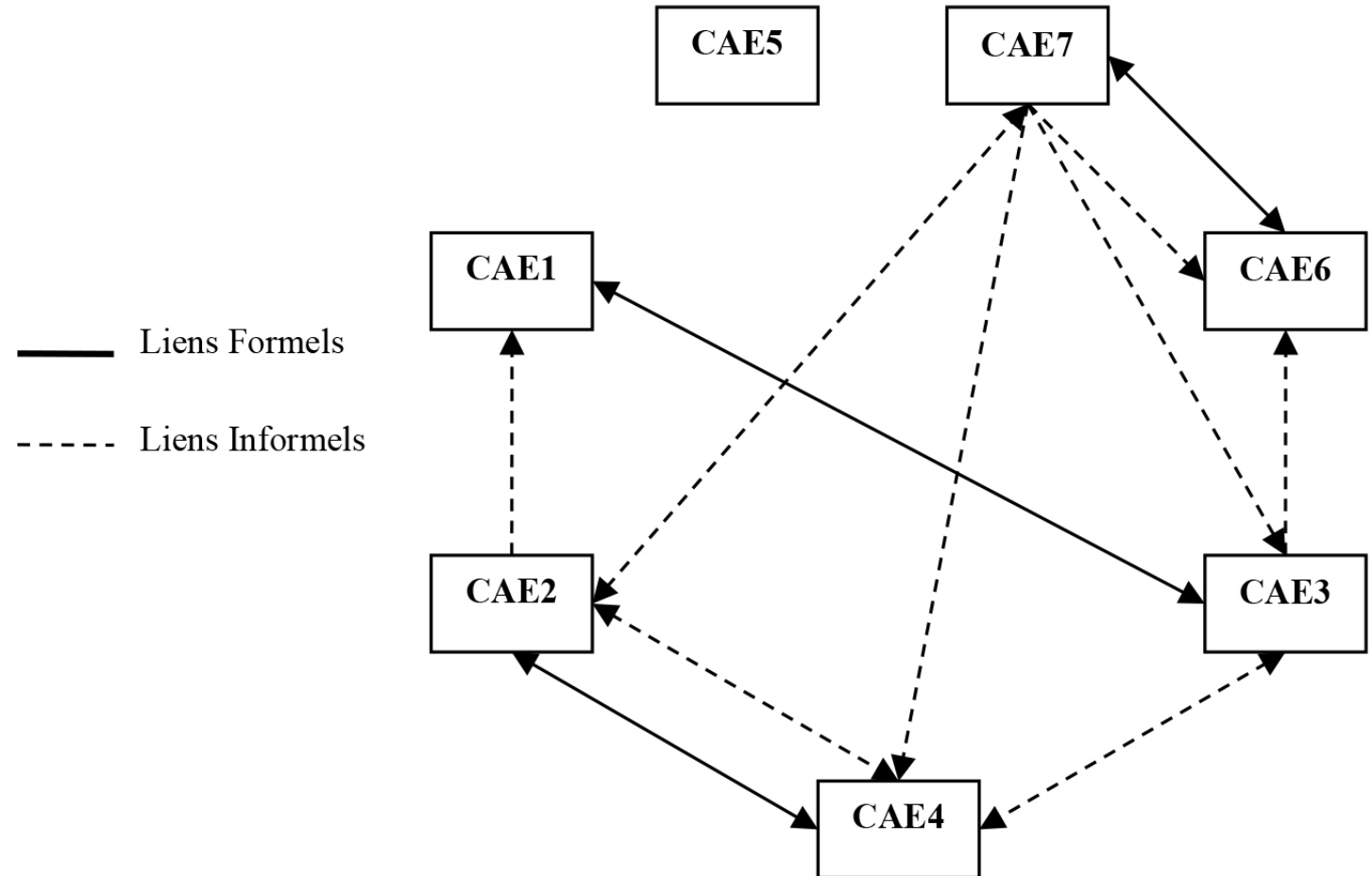
THE GOALS

Organizations have goals and these goals are those that the participants in the organization wish to achieve through the tasks they perform.

- There are multiple goals
- The goals can be ambiguous

The context includes the environment in which the organization is located (the city, near a road....), as well as the technical (presence of high-speed Internet?), cultural (cf. social structure) or social contexts (rural or urban public...)

Example: The environment of a school will affect :
▪ The resources available for its activities: Museums, exhibitions, availability of parents for support...
▪ The audience that will use it, its attractiveness for teachers
▪ What happens in class

And if we are interested in a comparison of schools between countries, we can also take into account in the "environment" box the national specificities, including legal.

THE ROLE OF THE CONTEXT AROUND THE ORGANIZATION

ORGANIZATIONAL APPROACHES

	Rationalist approach	Naturalist approach	Open approach
Unité principale d'analyse	A single organization or administrative unit	A single organization seen as a coalition of players or of smaller organizations	Multiple organizations
Players (participants)	Management and administration	Players whose roles may change and who will meet each other	Shareholders, employees, even consumers
Social Structure	Formal and hierarchical	More informal and emergent than formal	The outside world has entered the organization
Goals	Specific goals	Multiple goals, sometimes in opposition to each other	The survival and the acquisition of legitimacy in the environment of the organization
Technology	Decision trees, procedures	Contingent decision, unexpected consequences in terms of efficiency	Less anticipation, more adaptation and almost entirely dependent on the environment
Environment	Ignored	A minor role	Major role

TAKE-HOME MESSAGES

An organization is built around the need for coordinated action to achieve a goal.

Organizational problems are multiple and can affect the organization from multiple angles

An organization can be decomposed into 5 bricks: Players, Objectives, Social structure, Technology, Context

Organizational theories can be broken down into three types of approaches: rationalist, naturalist and open

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TO CONCLUDE PART I

Rationalist and naturalist approaches have

· A common object: the actor in interaction in his group and the way to manage uncertainty

· Two oppositions: The rationality of the action, what underlies its logic and The place of the worker in his mode of organization of work equally in opposition.

PART II :

LEADING UNCERTAINTY, AN ORGANIZATIONAL HISTORY

Taylor and the scientific organization of work

The Fordist approach

Fayol & Taylor

Criticism of "Taylorism"

FREDERICK WINSLOW TAYLOR (1856–1915)

After passing the Harvard University entrance exam, Taylor was unable to continue his studies for health reasons (his eyesight). In 1874, he entered a pump factory as an apprentice and later became a foreman. In 1878, he began working as a laborer in a workshop at the Midvale Steel Company, a company specializing in the manufacture of axles and connecting rods for locomotives. He later held several positions there. In 1884, after attending evening classes, he obtained a degree in engineering and later became chief engineer of the factory. He resigned to become a company consultant. From 1898 to 1901, he worked for the Bethlehem Steel Company. To make his ideas known, he gave lectures to engineers, notably to the ASME (American Society of Mechanical Engineers), of which he later became president.

[...] Some of his publications dealt with specific technical aspects, others with the use of machines. Among others, in 1893, he published a work on belts and, in 1906, another on steel cutting. This work led to a significant increase in the efficiency of machine tools. Other papers dealt with production in workshops and, more generally, with the organization of work, and developed his ideas and conceptions concerning the organization of work and the management of companies.

These works present principles aimed at improving overall productivity in industrial enterprises. In 1895, he published a memoir on piecework wages, in 1903 a book on shop management and, in 1911, his best-known book, Principles of Scientific Management, the first major reference on scientific management. In the United States, Taylor founded an association that would spread his ideas to company managers and government agencies. In France, his work was translated in 1902 and disseminated under the influence of a polytechnician, Henry Le Chatelier. His principles were introduced in 1910 to industrialists in the automobile sector.

THE PRINCIPLES OF THE SCIENTIFIC ORGANIZATION OF WORK

Optimizing the way we work

Scientific analysis of work

Task decomposition and specialization

The division of labor

Scientific selection of the workforce

Compensation and the utilitarian view of work motivation

CRITICISM OF "TAYLORISM"

Taylor believed that he could bring the interests of workers and management together by increasing productivity and wages. His reference point was science, which he considered to be impartial and perfect: for him, if productivity was optimal and remuneration scientifically established, there was no reason for continuing conflicts between employers and employees..

However,

❑ timekeeping is not only a measure of time, it is also an increased form of **social control of workers**

❑ Exclusive reliance on outside experts **deprives all staff of their ownership in their own work**

❑ Workers do not only come for a salary, they also come for **other forms of job satisfaction**: recognition, technical challenge, etc. …. These needs will be taken into account in naturalistic approaches

"FAYOLISM": A FRENCH ADAPTATION OF "TAYLORISM"

Henri Fayol (1841-1925) is a French mining engineer. He distinguishes six functions in the company: technical, commercial, financial, security, accounting and administrative. He considers the administrative function, the management and the supervisors, as "the nervous system of the company" and will be at the origin of the organization chart.

F.W TAYLOR	FAYOL
« *One best way* » :	Permanent adaptability to the manager's situation.
The worker does not organize his work, it is up to the methods office to produce an analysis.	The worker can influence the content of his work
The worker does not need any particular aptitude	Not all workers are equal in their tasks

Fayol combines the psychology of command with knowledge of the organizational chart. The importance of hierarchy, usually associated with Taylorian doctrine, comes much more from Fayol than from Taylor himself.
However, Fayol envisaged a certain flexibility in the relations between managers and workers, whereas from this point of view, factories were more likely to follow the determinism of the "one best way", ignoring other aspects more easily.

FORDISM: THE BIRTH OF PRODUCTION LINE WORK

TAKE-H

- Recognize the principles of scientific work organization when they are in action

- Taylorism: a scientistic vision with a real field approach

- The worker, a rationality to be canalized by his only desire: the salary

- Rationalist theories are still prevalent in the organization of work today, even outside factories.

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- Frederic Winslow Taylor, 1911, The Principles of Scientific Management Henri Fayol, 1916, Administration industrielle et générale [archive], Dunod.

NATURALIST THEORIES: THE SCHOOL OF HUMAN RELATIONS

Naturalist theories consider organizations as emergent :

- Elton Mayo and the investigations of the *Western electric Company*

- The pyramid of needs of Maslow

L'école des relations humaines

| Mayo | Maslow | Herzberg | Mc Gregor | Lewin | Likert |

ELTON MAYO (1880–1949)

Born in Australia, Elton Mayo studied medicine in Scotland and psychology in Adelaide (Australia). He taught philosophy and psychology and did his first research on repetitive tasks, monotony and fatigue in an industrial environment. In 1922, he immigrated to the United States and taught industrial psychology at the Warthon School in Philadelphia and then at Harvard University from 1926 to 1947, where he worked in the Harvard Fatigue Laboratory and the Laboratory Department of Industrial Research.

Elton Mayo's work was made famous by his research, from 1927 to 1932, at the Western Electric Company, a company producing components for telephones. The books he wrote on this subject do not elaborate on the methodological aspects or conclusions of the investigations - rather, comments on them were developed by his collaborators, among others EG. Roethlisberger and W.J. Dickson, in 1939, in Management and the Worker. On the other hand, Mayo proposes reflections which are the basis of psychosociology; he presents a theory of human relations in organizations. He also develops criticisms of capitalism.

Mayo's study generated theoretical reflections on management. Chester Barnard (1886-1961), among others, was influenced by his analyses; in a famous work, The Function of the Executive (1938), he developed reflections that are a synthesis of orientations in terms of management and others, more theoretical, he proposes reflections on cooperation, authority, behaviors in collective action, etc. It is one of the first important books of the current that will later be called "the school of human relations".

Mayo published mainly :
The Human Problems of an Industrial Civilization, The Mac Millan Company, 1933 ;
The Social Problems of an Industrial Civilization, Harvard University Press, 1945.

LIGHTING IMPROVEMENT SURVEY

1924: The engineers of the Western Electric are looking for the "one best way" to increase productivity and are convinced that the lighting of the workshops could be a determining element. To test their hypothesis, they isolated an experimental group in a workshop and compared their production with a control group. Both groups are observed by the engineers of the methods office.

They are confronted with the following results.

		Groupe expérimental	Groupe témoin
Phase 1	LIGHTING	Increase	Identical
	Productivity	Increase	Identical
Phase 2	LIGHTING	Diminution	Identical
	Productivity	Increase	Increase

Unable to interpret them, they asked Elton Mayo to conduct his own experiments.

THE CASE OF TELEPHONE RELAY STATIONS

Composition
- 2 groups of 6 workers
- One forewoman and one observer per group

Interviews with the workers revealed :
- Productivity affected by team replacements
- An informal life within the group highly appreciated by the workers
- Games of influence
- The effects of the forewoman's leadership style

Phases	Caractéristiques de la phase	Observed productivity / Number of transfers per week
1 & 2	Usual conditions	2400
3	The workers are working in groups	2500
4	Introduction of 5-minute breaks	Increase in production
5	Introduction of 10-minute breaks	Strong increase in production
6	The duration of the breaks goes back to 6 minutes	Production drops slightly below 2500
7	A hot snack is served during a break	Increase above 2500
8	The conditions of 7 are maintained and the workers can leave work 30 minutes earlier	Strong increase in production
9	Same as 7 but end of day 1 hour earlier	Stable production
10	Same as 7. End of day on original schedule	Strong increase in production: 2800
11	Same as 10 but Saturday morning work removed	Stable production
12	Return to original conditions. Removal of all benefits	Strong increase in production: 3000

INTERPRETATION OF THE RESULTS

❖ **<u>The Hawthorne Effect</u>** : In both experiments, the workers chosen for an experiment conducted by Harvard academics respond in the way that seems best suited to what the experimenters wanted for them. They value themselves, constantly increasing their productivity, even if the working conditions are degraded by taking a break, lowering the light, etc. This is called the Hawthorne effect. It is indeed very often noticed that in case of reorganization or search for improvement of the working conditions, the people who feel observed will try to show themselves in a good light. However, this effect is transitory; once the observation loses its novelty, its effect fades.

❖ **<u>The importance of group life and its influence on individual behavior.</u>** This was particularly evident with the workers in the test room, because all these workers, without consulting each other and without saying so, always reached more or less the same level of production (the same number of pieces): there is a kind of informal production norm, which varied from day to day, but which clearly influenced the level of production. The important thing here was also to note that when there were discomforts, conflicts, days when things were going well and others when they were not, this had an effect on the level of production of each person. In the other questionnaire surveys, it was also found that mood and atmosphere had a strong influence on the way people worked. For example, in the test room experiment, the role of the foreman changed from that of a boss giving orders to that of a coach, offering help, giving advice, listening to the workers rather than commanding them, and the interviews showed that this had a significant impact on the workers' morale... a result that the management could then use to improve employee performance.

CRITICISM OF MAYO'S WORK

The sociologist Alex Carey (1922-1987), in 1967, studied the researchers' logbooks to propose criticisms concerning the validity of the method and the scope of the results.

❖ **The small sample size,**

❖ **The failure to take into account data that do not support the proposed interpretation**

❖ **Oriented interpretations**

❖ **Distortion of the data collected**

❖ **The lack of validation of the hypotheses on the factors of the Hawthorne effect**

Source : Carey, A. (1967). 'The Hawthorne Studies: A Radical Criticism' *American Sociological Review*, 32(3), 403-416.

TO CONCLUDE PART II

- Uncertainty has been the driving force behind the rationalization of organizations

- Organizational designs influence the way uncertainty is managed

PART III : SOCIOLOGY OF ORGANIZATION

- The strategic approach

- Uncertainty in the field

ORGANIZATIONAL APPROACHES

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A DEFINITION OF ORGANIZATIONAL SOCIOLOGY

« Organizational sociology is the study of individual or collective behaviors that can be observed in the functioning of organizations. It aims to explain behaviors and relationships that are compliant or unexpected, in relation to prescriptive rules »

Michel Foudriat, *Sociologie des organisations*, 3em édition, 2011

FROM SOCIOLOGY OF WORK TO ORGANIZATIONAL SOCIOLOGY

- Friedmann and Naville « The sociology of work is the study of all the various aspects of human collectivities that are formed through work. »

  - Work = the foundation of human activity and the engine of social change.

  - From the 1950s, the work of Alain Touraine, Friedman and others no longer confined work to economic and technological analysis.

- Development of the sociology of organizations as a separate discipline

- USA : Simon (1916-2001), March (1928-2018), Gouldner (1922-1980)

WHAT ARE THE SPECIFICITIES OF ORGANIZATIONAL SOCIOLOGY?

- According to W.R. Scott (2003), for organizational sociology

  - The analysis is built on **empirical data** and not on the basis of a comparison with a predefined "good/bad" organization model.

  - the organization is seen as a **separate entity**, not just the aggregation of its members.

  - Research in the area of organizational sociology aims to go beyond the analysis of the specific form of organization that is being studied, i.e. to produce **transferable knowledge**.

STRATEGIC AND SYSTEMIC ANALYSIS

- A founding case in France: The Seita monopoly

- An approach to power relations in relation to uncertainty

La Bretagne Pittoresque

Today we will discuss the case of Seita.

651. - MORLAIX. - Sortie des Cigarières

Collection A. Waron, St-Brieuc - Phot. Fougère, Morlaix

THE CASE OF THE INDUSTRIAL MONOPOLY

Michel Crozier (1922-2013) conducted a survey at the end of the 1950s on the SEITA Service d'Exploitation Industrielle des Tabacs et Allumettes (which became Société d'Exploitation Industrielle des Tabacs et Allumettes in 1980).

He focused on the social structure of the factories of this state monopoly and in particularly on the informal and formal relationships in this company (naturalist perspective).

His analysis will open up the field of strategic analysis, which postulates that the functioning of the firm is the result of power games between actors.

DESCRIPTION OF THE FORMAL ORGANIZATION

The workshop managers, men, supervise the use of raw materials and the recording of the daily production of each production worker they have under their command.

The production workers, mostly women, are called specialized workers (SW). Two or three workers work around the same machine. They have no perspective of promotion but receive a performance bonus.

The maintenance workers (MW), men, are highly skilled adjusters responsible for setting up and maintaining the machines. Each maintenance worker manages three machines. Maintenance workers have no prospect of promotion to shop manager. They are under the hierarchical responsibility of a technical engineer who almost never comes to the factory

CHATEAUROUX - Manufacture Nationale des Tabacs   Atelier de Londrecitos

ORGANIZATION CHART
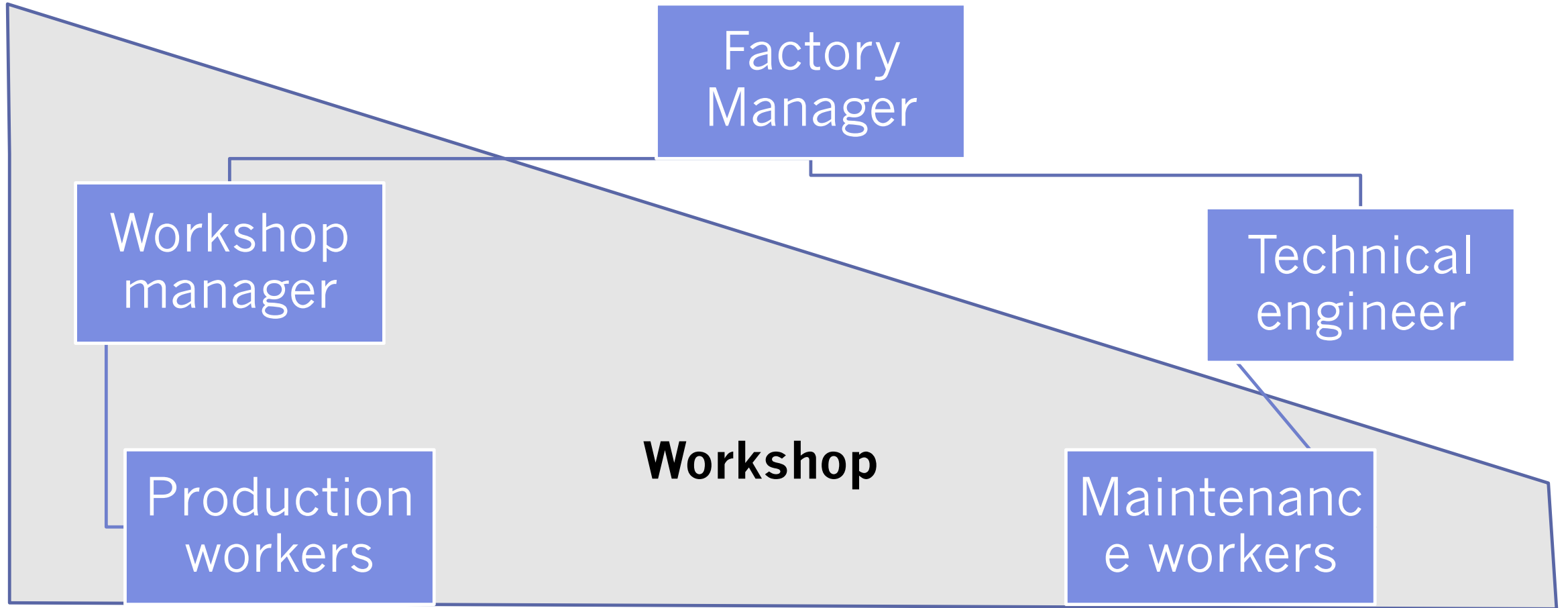
ANALYZE THE RELATIONSHIPS

Points of surprise: Answers given by workers :

❖ When asked, "How do maintenance workers repair?" 33% say they "arrange to repair as soon as possible."

❖ When asked, "How well do you get along with your cleaner?" 75% respond favorably. 75% respond positively.

Why is this surprising?

How can it be explained?

RELATIONS BETWEEN PRODUCTION WORKERS AND MAINTENANCE WORKERS

- **<u>Generalization of the analysis of the questionnaire based on the interviews</u>**

1. The performance bonus creates dependence between production workers and maintenance workers

2. The workers anticipate difficulties if they complain about the work of the maintenance workers who are not dependent on the workshop managers and over whom they have no control (the engineer is outside the workshop)

This leads to "bargaining".

1. The workers let the engineers behave like " small bosses " in order to keep their bonus.

2. Maintenance workers belittle production workers to ensure their recognition of their implicit superiority.

Crozier will thus consider that interactions in the workplace are power relations that give rise to strategic games between players. Each player has an objective, a stake, more or less declared, and resources (in this case, the recognition of the leader that only the workers can provide).

BARGAINING RELATIONSHIP BETWEEN PRODUCTION AND MAINTENANCE WORKERS

Stake : the bonus

Strategy:
Maintain the relationship with the maintenance workers

Stake :
recognition of informal power

Strategy :
Remind production workers that they are dependent on them

Production Workers → Maintenance Workers

Good relationships: masking relationships and silencing claims →
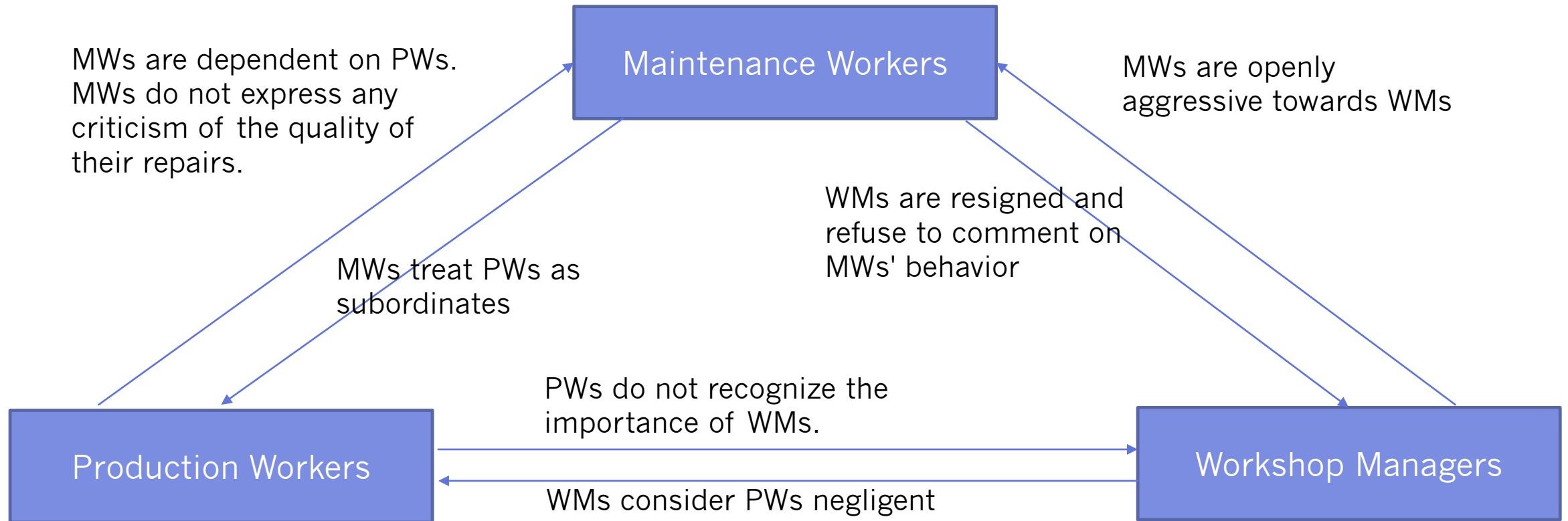
Arrangement (bargaining)

An acceptable level of machine maintenance quality ←

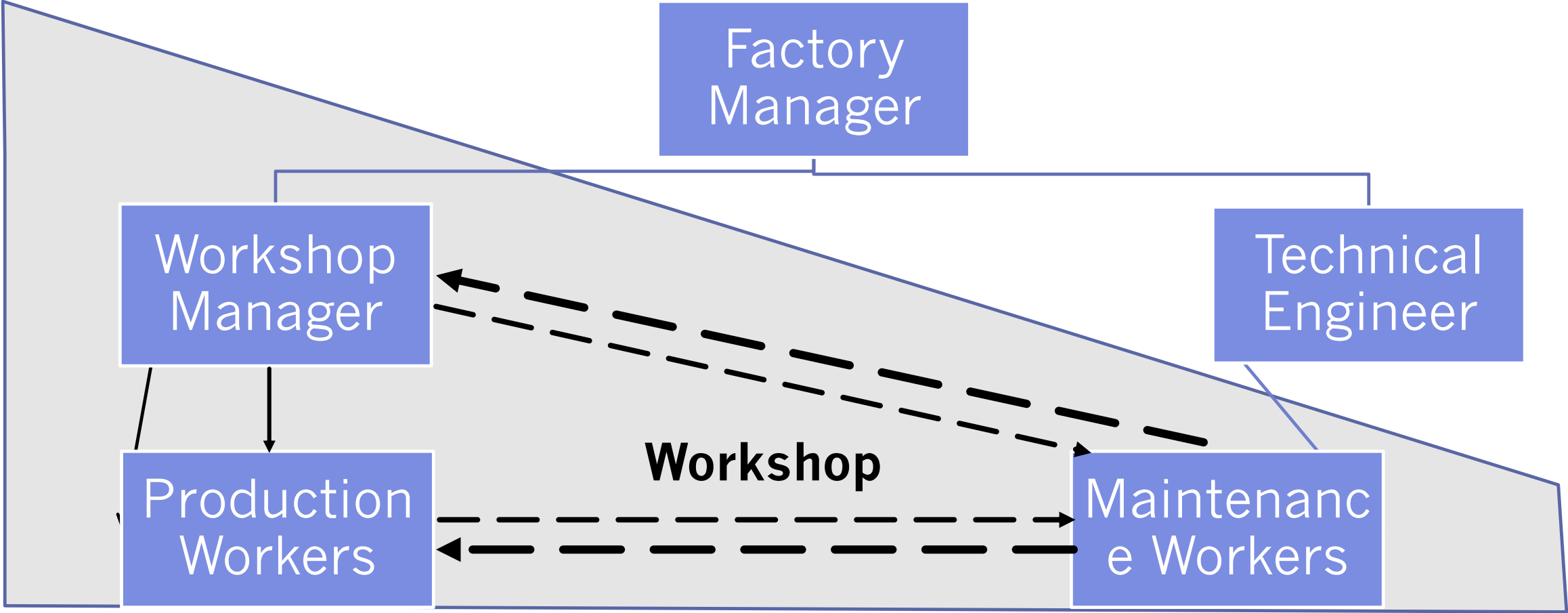# RELATIONS BETWEEN WORKSHOP MANAGERS AND MAINTENANCE WORKERS

	Expression of a doubt about competence	**Expression of recognition of competence**	**Non-response**	Total
Workshop managers	33%	38%	29%	100%
Maintenance workers	46%	47%	7%	100%

1. How to interpret the non-response rate of the question?
2. What does the non-response of workshop managers to the question about their perception of the competence of maintenance workers mean?

RELATIONSHIP BETWEEN DIFFERENT CATEGORIES ACCORDING TO CROZIER

Maintenance Workers

Production Workers

Workshop Managers

MWs are dependent on PWs. MWs do not express any criticism of the quality of their repairs.

MWs are openly aggressive towards WMs

WMs are resigned and refuse to comment on MWs' behavior

MWs treat PWs as subordinates

PWs do not recognize the importance of WMs.

WMs consider PWs negligent

SOCIOGRAM

ORGANIZATIONS, UNCERTAINTIES, PROBLEMS AND POWER GAMES

The strategic and systemic analysis was developed by Michel Crozier and Erhard Friedberg in "Actors and Systems" in 1972 (trad.1980).

Two starting points :

- There is a prescriptive, formal, constraining organization in organizations. (see Part I)

- Individual behaviors are always distinct from the prescriptive organization.

The organizational analysis must take into account all interactions (prescribed or not)

1. **The uncertainties of organization are the source of power games**

2. **Problem solving is a power issue** : In work situations, there are many problems and their resolution is always a more or less perceptible power issue. **All solutions do not benefit the same players**.

3. Cooperation is always the result of arrangements based on a desire to solve a problem,

4. In a power relationship, the one who needs the other's contribution the most pays "more"..

5. Not everyone has access to the same resources (because of their position in the organization)

CONFLICT, UNCERTAINTY AND INTERDEPENDENCY AT THE SOURCE OF ORGANIZATIONAL FUNCTIONING

The stakes of the actors and the resources they can mobilize in their games refer to the characteristics of the organization (needs, objectives, types of actors, technology or environment).

- Conflict is not a sign of bad organization; it reflects the interdependencies between actors. (Interdependencies and conflicts go hand in hand).

- Power relations in work relationships are inherent to the social functioning of organized action. Conflicts reveal these interdependencies and the resources available to the players.

For the interpretation process, conflicts are indicators to identify power relations between actors and to understand their constraints and issues.

THE PLAYER IN STRATEGIC ANALYSIS

- In strategic analysis, the player is analyzed through :

  - His subjective perspective on his situation, i.e., what he wants (stakes) and what he can make the other actors do.

  - In contrast: Neither the ability to bargain independently of the context nor the strategies objectively calculated by the players are analyzed (they are only arguments that they develop).

THE CONCEPTS OF STRATEGIC AND SYSTEMIC ANALYSIS

The theory of strategic and systemic analysis is based on five core concepts :

❖ The power ;

❖ The player's stakes ;

❖ The strategy ;

❖ The zones of uncertainty ;

❖ The concrete system of action and game rules.

POWER: A DEFINITION

Power is the ability of a player to influence the behavior of other players.

To do this, the player uses the resources at his disposal to control at least partially the "organizational uncertainties" necessary for his partner in the exchange relationship.

Power is relational: without reciprocal needs, there is no power relationship, it is a **bargaining relationship.** It is unbalanced because of the distribution of resources in the organization.

POWER ACCORDING TO CROZIER & FRIEDBERG

Technical expertise and skills .... :

The control of the rules and the attribution of the rules

4 sources

The control of information :

Control of the relationships with the relevant environments for all or part of the organization :

THE STAKES OF THE PLAYER AT THE BEGINNING OF HIS STRATEGY

In an organization, the player remains partially free , and acts on his or her own interests and goals that do not overlap with the objectives of his or her position : **the stakes**

Stakes are the goals that individuals pursue in a context of constraints. The stakes are of various types: to make a career, to secure one's position, to gain autonomy in relation to one's hierarchy or **colleagues. The stakes do not coincide perfectly with the official goals of the organization.**

A strategy to achieve one' s goals

The player will use the resources he considers relevant to all the opportunities he perceives in the game context. **The behaviors of the players in interaction can therefore be considered as strategies**.

In summary : The player/participant: [The player] will at all times try to use his or her margin of freedom to negotiate his or her "participation", trying to "manipulate" his or her partners and the organization in such a way that this "participation" will be as well·paid as possible.

PLAYERS' BEHAVIORS AND STRATEGIES

To analyze a strategy, it is essential to start from the behaviors of "interdependent" actors .

The differences observed in the behavior with certain people

Apparently unrelated actions

<> Objective incoherence

Subjectively rational strategy

«Instead of being rational in relation to objectives, [strategy] is rational, on the one hand, in relation to opportunities perceived by the individual in his or her space of action, and on the other hand, in relation to the conduct of other actors in this space and in relation to the game that has been established between them . »

ZONES OF UNCERTAINTY

Formal rules are supposed to provide answers to anticipated problems and prescribe behaviors to achieve the organization's goals.

Still,

Not all problems can be predicted by the prescribed rule. **Where the activity is not defined and the regulatory constraints are less strong: there are "zones of uncertainty "**

« a zone of freedom that cannot be regulated and that they [the players] will use to pursue their strategies » (Crozier)

According to the position of each person in the organization and his or her attributions, this means additional margins of freedom or, conversely, constraints. These disparities create sources of power; they generate difficulties in the performance of tasks and in their coordination. This obliges the players to find arrangements to be able to respond to these unexpected problems.

 According to Crozier & Friedberg : **cooperation, when not prescribed by official rule, is always an arrangement.**

CONCRETE ACTION SYSTEM AND GAME RULES

The concrete system of action is "the actual functioning [which] is the product of the arrangements between all the players "

Strategic analysis is based on observations of behaviors and categorizes them by homologous groups (which belong to the same category), it considers that the arrangements between actors follow rules: "the game rules".

Game rules

- governs cooperation between players around problems and is the product of arrangements between players: it is a construction.

- The game rules are: unwritten, applied in the observed organization.

- The game rules depend on the perceptions of the players, the evolution of the problems and the rules.

- The game rules are learned and internalized by the players as they attempt to play.

Therefore: the "real" (and not just formal) organization is always the result of multiple strategic games that are played between players.

EXAMPLE: THE GAME RULES BETWEEN PRODUCTION WORKERS AND MAINTENANCE WORKERS IN THE CASE OF THE SEITA PRODUCTION WORKSHOP

The games between production workers and maintenance workers involve an exchange between, for the maintenance workers, a quality of repair acceptable to the workers, and, for the production workers, a tolerance of the " small boss " behavior attributed to the adjusters.

Below a certain level of repair quality, the production workers begin to discover that they cannot get the same amount of bonus. When they realize that they are really losing out on the bonus, they will begin to protest on multiple occasions. As the production workers become less compliant, they create a situation where the maintenance workers become losers on their own issue, the acceptance of their informal power. They will then begin to pay more attention to the quality of the repairs again. However, they will manage not to repair the machines too well in order to maintain the production workers' dependence on them.

The game rule is established around repair thresholds. It requires maintenance workers to have specific technical expertise that they have built up over time.

THE STEPS OF STRATEGIC ANALYSIS

1. Do not think in terms of a problem for the company but in terms of areas of uncertainty and stakeholder games (negotiations, open conflicts, bargaining)

2. Go beyond the definition of the problem as given by a single player

3. Identify what is recurring in the behaviors of the actors: conflicts, meetings …

4. Identify regularities and recurrences in the behaviors of players that are perceived as related to the problem

5. Identify a concrete system of action

6. Define the game rules that hold the concrete system of action togethert.

LIMITATIONS OF STRATEGIC ANALYSIS

- A bounded rationality but close to the rationality of the homo oeconomicus

  - rationality is seen as immediate (vs. procedural))

  - Rationality is a way to exploit opportunities (vs. Culture, values…)

- A permanent resistance to changes by the player (versus a capacity to innovate)

- The question of a purely relational power (vs. domination))
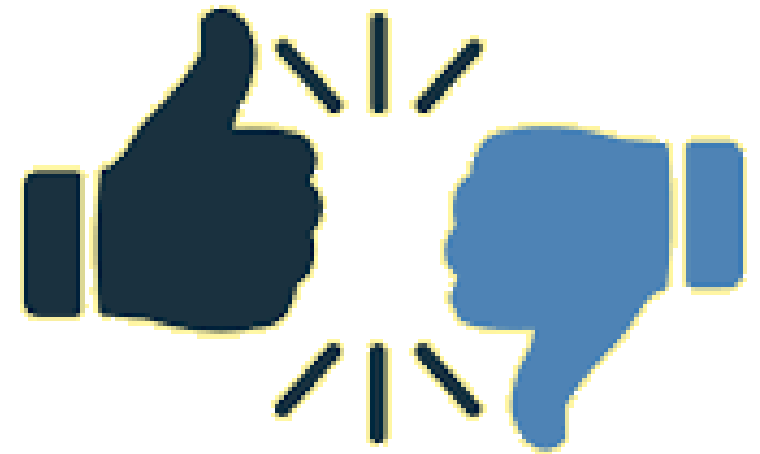
TO CONCLUDE PART III

- Uncertainty is the driving force behind action

- The players develop strategies

- The organization is the result of these actions

THANK YOU !