

FOR OUR ENGLISH-SPEAKING READERS

OVERLOOKED...

Artistic research laboratories,
through the work-in-progress lens

Pauline Boivineau & Nathalie Schieb-Bienfait.

Faced with the challenges of integrating young artists into the workforce, and ensuring their artistic continuity, this article addresses the issue of artistic research practice and the conditions under which it is carried out, based on an ethnographic approach conducted within an ephemeral laboratory for inter-generational and multi-disciplinary research (dance and drawing). It examines the conditions of creation and reproducibility of these laboratories, in a context where the current model of creation and distribution in France is being called into question. The proposed characterization demonstrates the value of studying the practice of artistic research through an organizational lens. It enables us to identify work practices, and pinpoint the levers of professionalization for young artists.

TRIAL BY FACT

Compensation scales and dismissals,
what is the outcome?

Brigitte Pereira.

One of the ordinances of September 22, 2017 enshrined a scale that determines the compensation an employer must pay an employee when they dismiss them without real and serious cause, or unfairly. This scale is binding on judges who order the employer to compensate the unfairly dismissed employee. The level of compensation is now strictly defined. The amount that can be paid is subject to a floor and a ceiling. The aim of our study is firstly to highlight the consequences of the application, but also of the non-application, of the compensation scale for dismissals without real and serious cause. Indeed, if the compensation scale for unfair dismissal is applied, what are the real consequences in terms of hiring? However, as hiring was not made easier, we are witnessing the ineffectiveness of the scale, and, correlatively, the instability of court rulings affecting relations between employers and employees.

The creation of the Innovation Défense Lab: An
institutional innovation

Laure Colin & Hervé Dumez.

The Innovation Défense Lab (acronym AID in French) was created in 2018. This is an institutional innovation in a structured and stable field, that of defense.

The aim of this new agency is to bring together, in a single structure, the Ministry's former scattered innovation management systems, as well as the new "open"

innovation systems. The latter are designed to capture and rapidly exploit innovations from civilian players.

How can we analyze the process that led to such innovation? In this article, based on a narrative of the creation of the AID and a series of interviews with players in the defense community, we propose to show, on the one hand, that this innovation is the result of crystallization, and, on the other hand, to highlight three dilemmas, echoing the title of Christensen's book (Christensen, 1997), specific to institutional innovation: that of subtle or restructuring creation; that of adaptation or creation; and, finally, that of attestation. The case study enriches the theory of institutional innovation formulated by Van de Ven and Hargrave (Van de Ven and Hargrave, 2004; Hargrave and Van de Ven, 2006), which identified only one of these dilemmas (adaptation *versus* creation), rethought on the basis of the notion of subtle innovation.

Intrapreneurship: The value of experience

Christophe Deshayes.

Companies are increasingly encouraging intrapreneurship. Many of them have launched employee recruitment and support schemes, known as intrapreneurship programs, through which they hope to attract new ideas from inexperienced intrapreneurial candidates, whom they then train, coach, and mentor, drawing on the methods and imagination of the start-up ecosystem. This is what we call neophyte intrapreneurship.

Other companies more discreetly launch opportunistic intrapreneurial initiatives, entrusted to more experienced intrapreneurs, and managed in other ways. Our research, based on a number of case studies in France, shows a major difference in value creation between these two categories of intrapreneurial initiatives and the different types of arrangements and intrapreneurial profiles.

The comparison is pursued through the four entrepreneurial paradigms of opportunity identification, organization emergence, value creation, and innovation, mobilized for the occasion. It suggests hitherto little-documented explanations between these contrasting performances, in terms of the career paths of the different types of intrapreneurs, the nature and origin of the innovation, and its level of imbrication in the organization.

Sanctioning to coerce or to understand one
another?

Responding to sanction requests in the
workplace according to the type of rule and fault

Alain Jan-Kerguistel, Bérangère Condomines & Émilie Hennequin.

Disciplinary measures in France have remained unchanged since the workshop regulations of the 19th century. They solely adhere to a punitive approach, whereas, legally, sanctions encompass other forms

associated with different purposes. We propose to question this stability by initiating an analysis of sanction requests. Are all of these requests in line with a punitive agenda? Do they align with a restorative dimension by offering an opportunity for rule renegotiation? In other words, do they suggest an evolution to adapt to new labor realities? To address these inquiries, this article, firstly, conceptually outlines the diversity of types of faults, rules, and sanctions. Secondly, it demonstrates the possible connections among these types of transgressions, rules, and sanctions. These connections unveil distinct disciplinary issues not all coherent with a punitive approach. Thirdly, it analyzes the findings of a study based on data collected from 27 interviews with recipients of sanction requests. These data validate an analytical framework for sanction requests, and allow us to recommend a new sanction modality.

MOSAÏCS

Lucie Noury

“On Anthony Hussenot’s *Pourquoi Travailler ? Place et rôle du travail dans un monde en mutation*” (FR: Éditions EMS) 2022.

Frédéric Garcias

“On Philippe Artières’ *La mine en procès, Fouquières-lès-Lens, 1970*” (FR: anamosa) 2023.

Jean-Michel Saussois

“On Jean-Michel Frixon’s *L’ouvrier qui murmurait à l’oreille des cadres*” (FR: Nombre7 éditions) 2023.