

# FOR OUR ENGLISH-SPEAKING READERS

## OVERLOOKED

### Detecting talent among production operators: The contribution from a thesis grounded on field-work

**Jocelyne Yalenios**, psychosociologist, HR consultant in evaluation and operational management.

The stakes in collaboration between researchers and practitioners are to both continue theory-building and implement appropriate practices in an organization. This article focuses on such a collaboration organized around the writing of a master's thesis grounded on fieldwork and centered on the development and implantation of practices for detecting talent among production operators in an automobile industry firm. Attention is drawn to the master's thesis contribution to the production of knowledge in the service of an ad hoc development and deployment of a set of managerial practices in the firm. Consulting the literature in the managerial sciences on both talents and the importance of working with managers was useful for developing and appropriating these practices. This example provides a potential framework, in between academia and practitioners in organizations, for a collaboration that is productive for both educational purposes and management.

### The theater of the firm as a tool for training programs in diversity: The case of handicaps

**Nathalie Montargot**, adjunct professor, Excelia Business School, La Rochelle, CEREGE (EA1722) and CERIIM; & **Gaëlle Redon**, lecturer, researcher, head of Diversity, ISC Paris.

In a context of stigmatization in hiring and an aging workforce, the aim of this article is to analyze training and disability awareness programs for current employees in France. The mode of training studied is corporate theater, a tool to fight stereotypes and facilitate awareness of diversity and inclusion. This research focuses on the objectives of disability training through the corporate theater and the way stereotypes are addressed. This study shows that corporate theater is responding to changing demands from organizations / sponsors. It is now a matter of revealing situations of disability internally in order to encourage as many employees as possible to request the recognition of the status of disabled worker (RQTH). However, this objective is in line with a policy of equal opportunities rather than of equal positions.

The interest of this research is twofold, both academic and managerial: on the one hand, it shows that the changing demands of organizations are aimed at helping them meet a financial challenge: the legal obligation to employ disabled workers. On the other hand, it aims to better fight against discrimination and stereotypes, in order to know, include and more effectively support people with disabilities. It appears that the

timing of training actions should be reviewed and that a policy of reasonable and individualized job adaptation would allow for better inclusion on the part of organizations.

## TRIAL BY FACT

### From organizational silence to deontological anger: When the whistle is blown

**Philippe Jacquinot**, associate professor, Paris-Saclay University, & **Arnaud Pellissier-Tanon**, associate professor, University of Paris I Panthéon-Sorbonne.

A whistleblower speaks up: he/she declares to have witnessed a breach of a rule in effect in his social setting and signals it to the competent regulatory authority, even at the risk of irritating the persons at fault. The literature explains the decision to alert authorities as a calculation that weighs the advantage of putting an end to the violation against the disadvantage of risking exposure by eventually breaking silence in the organization. It adds that the goal of alerting authorities is seldom reached and whistleblowers are often subject to retaliation (harassment, isolation or even dismissal). How can the advantage of seeing the violation come to an end or of any eventual personal advantage resulting from the alert outweigh the risk of major personal losses? This analysis of a biographical account of a whistleblower proposes the concept of "deontological anger", used for organizational behavior in lawsuits. Decision-making by one possible type of whistleblowers (those who, sensitive to values, have a prosocial orientation) is analyzed, namely: persons whose decision to appeal to authorities stems from an anger motivated by their sense of duty when they think they have witnessed a violation. In conclusion, a few recommendations are made: it would be worthwhile for research on whistleblowing to take account of emotional intelligence; and practitioners should understand the motives of the anger, justified or not, that moves certain employees to action.

### Proactive and reactive strategic flexibility for coping with turbulence in the environment: The "brain drain" in Tunisia

**Fadia Bahri Korbi**, Conservatoire National des Arts et Métiers, LIRSA, France.

The international migration of skilled workers (the so-called "brain drain") has attracted attention in recent years. In this article, we propose to study the role of an organization's strategic flexibility in the face of this phenomenon, distinguishing two approaches: a reactive approach aiming at passively adapting to this trend and a proactive approach aiming at anticipating it. Our methodological approach is based on a case study of a

Tunisian company BETA evolving in the IT sector, which recognizes a real environmental turbulence caused by the “brain drain”. The findings show that strategic flexibility allows the organization to better cope with the turbulence of the environment. Reactive and proactive flexibilities seem to complement each other to help the organization adapt to, and even modify, the environmental changes. These two types of flexibility, however, rely on separate mechanisms.

## OTHER TIMES, OTHER PLACES

### The emergence of team work in movie studios (1905-1914)

**Samuel Zarka**, researcher, Centre Maurice Halbwachs (CNRS, EHESS, ENS).

Taking the organizational transformation of Pathé Films in the middle of the first decade of the 20<sup>th</sup> century (as told by the historian Laurent Le Forestier) as a starting point, this article examines a “work action” as it is performed and in the margin of maneuvers. Its sociological hypothesis is based on the idea that the industrialization of production in the studios for shooting films went in hand with the consolidation of a specific form of work: team work based on cooperation between various specialists or technical departments

(for staging, shooting, decorating, etc.) in the making of prototypes. This perspective opens a different approach to the origin of the Pathé style (and of the styles of other moving picture companies at the time) than the adoption of an industrialist paradigm with its insistence on methods or the dominant paradigm of the film as the work of an author.

## MOSAICS

**Michel Villette**: “Local initiatives in the quest for a better world: On Béatrice Barras’s *Une Cité aux mains fertiles*” (Valence, FR: Éditions Repas) 2019.

**Hervé Dumez**: “The Ghosn affair: On Hans Greimel and William Sposato’s, *Collision Course: Carlos Ghosn and the Culture Wars That Upended an Auto Empire*” (Cambridge, MA: Harvard Business Review Press) 2021.

**Kevin Caillaud**: “Managerial actions related to environmental problems: On Rémi Barbier, François-Joseph Daniel, Sara Fernandez, Nathalie Raulet-Croset, Laetitia Guérin-Schneider & Maya Leroy’s *L’environnement en mal de gestion. Les apports d’une perspective situationnelle*” (Villeneuve d’Ascq, FR: Presses Universitaires du Septentrion) 2020.