

FOR OUR ENGLISH-SPEAKING READERS

OVERLOOKED...

[Mechanisms of cooperation between NGOs: The case of plastic pollution in the oceans](#)

Maïlys Quilhot & Clément Gambier, Claire Njoo, Alexandra Étienne & Jean Cointault.

The world of NGOs is apparently different from that of companies. However, there are competition phenomena (with the public and public authorities, for funding), and cooperation phenomena at the level of the actions carried out and lobbying. In this article, we propose to analyze the functioning of the NGO sector with the help of the notion of cooperation, which has become established in the analysis of business strategies. To do so, we chose the field of action of the fight against plastic pollution in the oceans. We then sought to classify the NGOs into different groups. We then studied the relationships of competition and cooperation within and between these groups. The article shows that the notion of cooperation is a good tool to understand the strategies of NGOs, even if there are differences with the corporate world. Finally, managerial conclusions are drawn, as NGOs may seek to better control their cooperative strategies.

TRIAL BY FACT

[When art therapy cares for caregivers: The effects of patients' artistic productions on the quality of life at work of nursing staff in cancerology](#)

Fabien Canolle, Nathalie Bernard & Didier Vinot.

We seek to understand the effects of art therapy, practiced with palliative care patients in oncology, on the quality of worklife of caregivers. We study it from the perspective of the clinic of activity, *i.e.* the quality of work by studying how art therapy contributes to the organization of the dialogue on the quality of work and to the development of caregivers' *pouvoir d'agir* (power to act) in a constrained hospital context.

We carry an inquiry in a palliative cancer care center, with three modes of data collection (interviews, focus group, and observations).

Art therapy forms part of a care system by participating in the transformation of the work environment, of the caregivers-patients relationship, and of the coordinated organization of care. It contributes to a dialogical, ethical, and aesthetic movement, making it possible to heal the work of care and the caregivers by developing their *pouvoir d'agir*.

[History of a progressive decline of maintenance skills of a high-risk company \(1980-2020\)](#)

Léna Masson & Anne Dietrich.

In industry, maintenance activities, considered as non-strategic, are largely outsourced. Although these activities are essential to maintain the reliability of risky organizations, their subcontracting is frequently incriminated during industrial disasters. In the short term, it produces financial gains, but it also has undesirable effects, particularly in terms of skills. An in-depth, longitudinal, and multi-level case study within the risky activity branch of a large public company allows us to trace the process of skills degradation, to identify the factors, and to feed the analysis of the relations between inter-organizational control modalities and the skills necessary for the outsourced activities.

[What NEETs make of digitalized recruitment: Conventions and magical thinking](#)

Jean Pralong & Marie Peretti-Ndiaye.

The digitalization of recruitment is regularly presented as a solution to youth unemployment. However, young French people who are permanently out of work (or NEET: "Neither in Employment, nor in Education or Training") represent 20.2% of their age group (18 to 26 years old). In this article, we propose an analysis of the behaviors of young job seekers confronted with digitalized recruitment practices. A practice analysis model is built and then used to analyze the practices of a group of young graduates who have been out of the job market for a long time. In this population with a high level of qualification, the effect of the diploma on integration is neutralized, which highlights the effect of recruitment itself. The results indicate that applicants fail to validate normative recruitment conventions. This failure and the continuation of ineffective practices, such as the search for an "accurate CV", are analyzed as the consequences of a relationship to knowledge that is far removed from that of the business world. The persistence of failure leads the young people interviewed to unexpected ways of thinking in the technological world of digital recruitment: Luck and magical thinking. These findings allow us to formulate recommendations.

[Is carbon offsetting by large companies greenwashing?](#)

Alice Valiergue.

This article examines the purchase of carbon offsetting services by large companies. While these purchases are often associated with greenwashing,

many companies invest in carbon offsetting services. In order to understand this paradox, the article proposes to reconstruct the organizational context of the actors in charge of these purchases within large companies, namely the sustainable development departments, based on a survey conducted at the level of the actors in charge of implementing these purchases. Such a study makes it possible to explain the rise of these purchases by showing that the sustainable development departments of large companies lack the means to carry out their mission, and that in this context, they find environmental management tools in carbon offsetting. The article thus makes it possible to renew explanations of corporate environmental policies, which traditionally describe macro-sociological changes. It shows the analytical contribution of a study conducted at the organizational level.

MOSAIC

Michel Berry

“On Claude Henry’s *Pour éviter un crime écologique de masse*” (FR: Éditions Odile Jacob) 2023.

Hervé Dumez

“On Mathieu Arnoux’s *Un monde sans ressources. Besoin et société en Europe (XI^e-XIV^e siècles)*” (FR: Albin Michel) 2023.