

FOR OUR ENGLISH-SPEAKING READERS

OVERLOOKED...

Introducing the practice of meditation in the workplace: What path to follow?
The case of the Humanis Group

Éline Nicolas & Stéphane Onnée.

Initiated in the United States, the introduction of meditation practice in the workplace has spread to France in recent years, and numerous studies have analyzed the effect of these practices at individual or organizational level. However, little work has been done on the processes involved in introducing meditation practice into the workplace. In this article, we explore this process by looking at the mechanisms and logic behind it. To this end, we have conducted inductive qualitative research with a comprehensive approach, supported by an in-depth case study. The case refers to a pioneering sector, namely the mutual insurance industry, through the Humanis mutual insurance company, with which we have signed a research partnership covering the period 2017-2021. In support of our findings, we interpret the process of introducing the practice of meditation as an entanglement of individual and collective logics, each of which follows its own path without any desired or controlled planning being observed. Furthermore, we show that the introduction of meditation practice is neither the expression of a performative will that is assumed and relayed by the organization, nor that of a will to instrumentalize meditation practice.

Working with cobots in the “factory of the future”:
Towards a change in the prescription relationship?

Thierry Colin & Benoît Grasser.

Whereas industrial robots operate in cages to avoid contact with them, collaborative robots or cobots share the same physical spaces as human operators. They can be redeployed easily, are readily programmable, and can be used with a wide variety of tools. In this article, based on qualitative research, we seek to understand the extent to which collaborative robotics is challenging the organization of work in the factory of the future. After defining what a collaborative robot is, and after analyzing the limits of the notion of human-cobot collaboration, we show the interest of the concept of the prescription relationship in understanding the evolutions underway. The empirical results we have gathered enable us to propose a typology of emerging forms of cobot use, and to discuss it in terms of the evolution of the prescription relationship. Finally, three key challenges for the future role of cobots in the “factory of the future” are highlighted.

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Spring's odyssey: Managing global innovation strategies in a fragmented and unstable world

Christophe Midler & Marc Alochet.

Innovation, traditionally associated with market competition, is today increasingly “administered” by public policies, in the name of societal imperatives, such as the fight against the climate crisis, or sovereignty. How does a company belonging to a globalized industry integrate the increasingly precise and intrusive regulations of the various countries whose markets it wants to conquer?

This article provides some answers to this question, based on an analysis of a project for an accessible electric vehicle, designed in China for the Chinese market, and then marketed in Europe under the name Dacia Spring.

First, we present the theoretical framework of global innovation strategy management, and then outline the research question addressed in this article.

Next, we analyze the progress of the project, from its emergence in China to its commercial launch in Europe, focusing on the opportunities and constraints linked to the intrusion of public policies on electric vehicles, and on the way in which the project was able to integrate them into its management.

Finally, we draw lessons from this case both in terms of the management of the pilot project in the target country and in terms of global deployment.

Firstly, we highlight the importance of “innovative development”, combining the traditional imperatives of quality, cost, and lead-time for the development of a conventional product with the needs of an exploration and decision-making process in a new context. Then, in a situation of multi-company and multi-cultural cooperation, generally imposed by the project's host country, we emphasize the importance of a project organization that ensures decision-making autonomy and integration of team players.

In terms of global deployment, we analyze how companies can use these local pilot projects to manage global innovation strategies, following project lines that combine capitalization of learning and piecemeal adaptation to a variety of local contexts.

In conclusion, we summarize the theoretical and empirical contributions of this research, its limitations, and the research prospects it opens up.

Of chips and men: When “4.0” work turns out to be more human than expected

Véronique Blanc-Brude & Christian Defélix.

In order to meet the challenges of efficiency and manufacturing quality, the high levels of automation and data integration that characterize “industry 4.0” make it possible to produce customized series at the cost of mass production, which leads to the creation of dynamic and complex work situations. In “flow” industries, such as microelectronics, the very much real human work becomes less visible as it only intervenes in the event of a flow or process interruption. But what exactly are the consequences of this automation pushed to its maximum on the work and the skills required for production operators? This paper is based on the study of an industrial case, where the quest for high performance and the increase in automation lead to more monitoring of anomalies. The theoretical framework chosen is that of invisible work and its threefold experience (Gomez, 2013), and allows to discover a mutation of work that is not really considered by the official organization. Thanks to a qualitative approach combining direct observation and semi-directive interviews, this research reveals that the work experience is marked by a hypertrophy of the objective dimension, far from the most frequent, flattering presentations of “industry 4.0”. A collective part, non-official, is still necessary, with many interactions. At last, the subjective experience reveals many tensions. Thus, the “4.0” work, even it is more automatized, turns out to be much more human than expected.

MOSAICS

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