

Management & Sciences Sociales

Call for papers for a thematic paper in the journal Management & Social Sciences (FNEGE 4) entitled

"Construction of paths of convergence between Psychoanalysis and Management

Conditions of Opportunity: Case Studies »

Psychoanalysis in extension – the field of groups, organizations and institutions – questions the ontological presuppositions of management. It sheds light on the opportunities and feasibilities of change management, the transformation of the functioning of organizations, and their management.

The journal *Management & Social Sciences* wishes to propose in a thematic issue a selection of research works associated with case studies in management and change management, putting into perspective the **constructions of transformations between Psychoanalysis and Management, shedding light on the opportunities and feasibility of paths of convergence and specificity**. This perspective requires an analysis of the conditions of possibility. **The proposed work will thus enrich the knowledge of management's expectations with regard to psychoanalysis**. Submissions are sought in four areas:

- The transformation of intervention methods within organizations (axis n° 1)
- Transformations in the management of human potential (axis n° 2)
- Managerial transformations (axis n° 3)
- Organizational transformations (axis n° 4)
- The crossing of axes is possible and desirable in many respects

Management is transversal to scientific disciplines. Psychoanalysis is even more so. Thus, the enlightenment based on work in management sciences can also be nourished by research work or references from all disciplines coalescing with management sciences, while also questioning presuppositions.

Different categories of interventions mobilizing the contributions of psychoanalysis – let us mention for example psychosociological interventions, action research, intervention research, clinical interventions of management or activity, Analysis of Professional Practices – contribute to the construction of knowledge for management, interesting or inspiring for organizations and institutions in the field of management sciences. It is therefore in the broad field of the humanities and social sciences, in line with the positioning of the journal Management & Social Sciences, that the I. P&M plans to contribute to a publication project supported by original submissions, obviously inviting researchers in management sciences to submit the publication of their work... The publication therefore welcomes proposals proposed in the coalescing disciplines.

The questioning of presuppositions concerns first of all that of the methods of intervention and research of scientific intent, of theories and methodological frameworks, of tools and instrumentation. Theories are more or less validated according to the range and temporality of the work, said to be falsifiable, but are sometimes obsolete. Organizations and management are indeed changing. Methodologies are also running out of steam. A requirement for change and transformation arises from the fact that an action or a group of

actions is not or no longer approved, must evolve, adapt, etc. which will concern different issues, in terms of behaviour, strategy, organisation, functioning, development, according to economic, social, human, productive and societal aims. Digitalization is reawakening these issues by transforming productive combinations, under the guise of a mystique, innovation. Most of the time, it is a question of dealing with deep-seated, recurring problems. Management is largely educated in a consequentialist, utilitarian, normative approach. It is a question of questioning its premises. Psychoanalysis will analyze its beginnings. Therefore, attention will be paid to the justification of epistemic and theoretical frameworks, when the examination of the conditions of possibility is necessary.

Psychoanalysis then questions praxis. From two points of view. Beforehand, the subject's activities (individual, group, organization, etc.), psychic and intellectual. The incorporates of ordinary and reflexive thought, representations, ideologies, beliefs, mysticisms, resistances, etc. are questioned. etc. – that relate to the functioning of groups, organisations and institutions in relation to the terms of the call for papers. It should be remembered, however, that infrastructure is always that of people, subject to contingency factors. Conscious, unconscious, visible, invisible, implicit grips are then questioned.

Relationships to objects, management and change management practices, models and modalities of organization, functioning and productive combinations are then questioned. It is a second axis that is commonly referred to as that of relations of production and relations to the world. Two visions are often opposed on the disciplinary level – which is paradoxical – one that interprets, philosophy being most often mentioned, and the one that transforms often evoked in connection with the contributions of psychoanalysis. There is no justification for opposing them, except the doctrinal use that is made of them. This is to ensure that the arguments are of scientific intent, which can be of different kinds. Obviously, a modelling of the research frame of reference is necessary, by establishing what is at the centre and what is at the periphery.

Analytical investigation sheds light on this. But it does not show itself to be curious, nor does it impose itself without the subject's knowledge, since it derives its knowledge from the subject and from him alone. Hence the need to specify the position of the researcher. However, psychoanalysis does not oppose thought (which interprets!) and action (which produces!), because transformation is always an ontological interaction, a construction of conscious and unconscious influences, commonly defined as structures. From then on, the articulations in the dynamics of structures, including infrastructures, are questioned. Psychoanalysis analyzes both, but makes the unconscious function explicit in particular, unlike psychology, which ignores it in principle if it does not mobilize an analytical approach in the context of therapeutic mediation. The unconscious is not an ignorant instance; it's the subject that can be... and will therefore make up for his ignorance by recalling his good memory... From an early age...

Psychoanalysis then questions practices and their substructures. It should be remembered that in management, they often refer to materialism and its derivatives – whose paradigmatic positioning allows us to go back as far as possible, to the philosophy of Democritus, Epicurus, Lucretius – which is the substructure of the projects implemented by the actors (individuals, groups, organizations, institutions). Analytic investigation will therefore question *epistemes and* paradigms in order to validate descriptive, explanatory and prescriptive arguments. What can be seen are practices and behaviours. However, the actor or the agent are, unbeknownst to them, the subjects of the invisibles, of the influences. We are intelligent, disobedient and

strategic, socio-economic management teaches us. Dissociating the economic and the social, as is common in management, introduces cognitive and behavioral biases, anchoring biases and various others... which make it almost impossible to make transformations. Biases cement doctrines, regardless of their often forgotten precepts, or even of a very relative knowledge of the biographies of the authors involved. As far as principles are concerned, we often hear that everything is permitted, without remembering that since the seventeenth century, citizens have been fighting for their dignity. Let us not expect from psychoanalysis recipes for good practices if the subject, in turn actor and agent... He is not disposed to carry out a work of elaboration over a long period of time, which he commits on the basis of a solicitation which opens up a singular path for him, of his own volition, and continues his journey as long as this work accomplishes it in the course of his individuation. Management lacks an ethic of economic otherness. It should be remembered, however, that management is not intended to transform subjects, but rather to transform the organization, which at the very least requires reflective work.

STAGECOACHES. The reference to the knowledge of psychoanalysis is open as long as one takes the trouble to do so. The call for papers offers indications to inform the supporting bibliographic research (peripheral framework). The enlightenment of psychoanalysis can indeed be envisaged on the periphery of the hard cores of research, in order to balance the relationship between Management and Psychoanalysis, for submissions in management sciences in particular. The researcher will be particularly attentive to the coherence of the research frame of reference between its fundamental and peripheral parts... if the construct is of this type.

Psychoanalysis has developed a body of concepts. Some are basic concepts (D. Drillon, 2013).¹

The unconscious - The drive - Repression - Defense mechanisms - Subjectivity - The structuring bodies of the psyche - Conflictuality - Transference... The key authors are known, popularized, accessible to everyone to knowledge: S. Freud, J. Lacan, C. G. Jung, D. Winnicott, S. Ferenczi, M. Klein, K. Abraham, M. Torok, J. Laplanche, J. B. Pontalis, A. Green, E. Roudinesco, J. P. Lebrun, S. Mijolla-Millor, R. Kaës, and many others... etc. There is a great deal of work in the field of organization and management. Obviously, they need to be better known, which is what the IA contributes to. P&M... (2).

Psychoanalysis in extension was formally structured in the early 1940s with the creation of the Tavistock Institute of Human Relations of London, one of the founding members of which was E. Jaques, which³ marked the starting point of research between psychoanalysis (socioanalysis in this current) and management (*Ibid.* D. Drillon, 2013: 35). In the 1960s and beyond, W. R. Bion's publications marked a turning point, based on the contributions of M. Klein in particular. In France, different currents are referenced: let us mention the current of psychoanalysis of groups and institutions (R. Kaës, D. Anzieu, J. C. Rouchy, E. Diet, R. Roussillon, A. Ciccone ...); the work of R. Gori and P. Bourdieu (socioanalysis) in the institutional and societal fields; the work of V. de Gaulejac is specifically referred to in

¹Revue Psychoanalyse & Management, Vol. 2, 2013, n° 02, pp. 27-40 - DRILLON-Dominic-[Revue-I.PM-02-2013.pdf \(ip-m.com\)](#)

² The quotations are indicative and cannot be exhaustive.

³ Perret V. (2017), Elliott Jaques, "From organization as a means of combating anxiety to *requisition organization*", *Les grands auteurs en management*, pp. 472-489 - [XXX. Elliott Jaques – From Organizing as a Means of Fighting Anxiety to the Requisite Organization | Cairn.info](#)

management and is very accessible, as well as by M. Kets de Vries. Let us mention a few other authors in functional registers: D. Lhuillier, M. F. Hirigoyen, M. Pezé, D. Linhart, Y. Clot, C. Dejours, B. Vidaillet, P. Fugier... etc.

Various other currents are references: let us mention the current of research founded by W. R. Bion, the current of institutional psychotherapy (J. Oury, J. Ardoino, Fr. Tosquelles, J. P. Racamier, R. Roussillon). The enlightenment of psychoanalysis makes it possible to discover the deep origins of problematics and problems. Let us also mention the contributions of socio-economic management (H. Savall and V. Zardet) which are based on a *methodological episteme* compatible with the contributions of psychoanalysis, relying in particular on the concept of "conflicts-cooperation" (F. Perroux). It should be remembered that the problems of functioning and management are all the more difficult to define because the ontological presuppositions of management (scientific research, interventions, practices, etc.) avoid knowledge of the foundations of knowledge of human behaviour, by mistakenly believing that philosophy, psychology, psychosociology - let us nevertheless distinguish the place of anthropology which divides psychoanalysts but which has an analytical component (G. Devreux) - provide sufficient illumination. For example, we must consider that emotions are only productions and representatives of the game, defense mechanisms and transference transformations. To think that change management can be envisaged by modulating emotions in order to adapt is to deceive ourselves. Emotions merge in the grip of unconscious resistances and alliances, in relation to an object relationship. At best, we get a soft accommodation, but never a transformation. As a result, change fails quickly and well, especially within organizations because transference processes are tenacious and transductive (propagating without the subject's knowledge). Observation in management focuses on symptoms. It does not allow pathogenesis to be qualified without a diagnosis; And if it is not the role of management to qualify them, it should not ignore them... whether it has considered relevant support for the analysis of situations. Studies in socio-economic management (H. Savall and V. Zardet) have identified more than 5300 of them. The functioning of organisations and management are facilitated and more effective when they favour cooperation over competition – obtained more easily in the paradigm of economic and social compatibility... However, management's presuppositions are based on the logic of competition... This then produces recurrent regulation of dysfunctions (consecutive repetitiveness of negative pacts required for competition to function), uncontrollable hidden cost-performance and pathogenesis. Competition is first and foremost about the effectiveness of the fight! If its object is to destroy the labor of others... then it is a violence...

The creation of value through cooperation is far superior to the creation of value through competition if the conditions for cooperation are effective. Indeed, cooperation in socio-economic management does not destroy value. It converts it, so that the functioning of the organization and its management produce net value creation. It was the conversion of hidden costs and the costs of competition that created value, and moreover reduced the production of social costs. The small company therefore appears to be more economically efficient than the large company which accumulates unassessed transaction costs - they can only be assessed by the hidden cost-performance method - which needs to concentrate more and more and make massive and inflationary technological investments in order to remain competitive... now on a global scale in certain specializations and industries. Paradoxically, does digitalization promise diversity? But which one? Presuppositions are also rampant in the construction of market strategies...

We invite you to submit and thank you in advance.

Submission of articles to the thematic paper "**Construction of paths of convergence between Psychoanalysis and Management. Conditions of Possibility: Case Studies**".

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The submission is offered in two stages: Intention to contribute, then full version of the article.

1. Intention de contribution :

Author(s) name(s), Title, Abstract of approximately 250 words and 5 keywords to be emailed to guest editors

Deadline for sending contribution intentions: **June 30, 2024**

Response within 10 days of sending the intent email

2. Full article: If the Intent to Contribute is accepted

2.1_ Les proposals of the full article (V1) will be registered on the Cairn MSS platform:

<https://mss.manuscriptmanager.net>

2.2_ Dans the platform, enter the type of manuscript "Psychoanalysis & Management Convergences Pathway"

2.3_ Les submission names can be consulted on [normes_de_soumission_MSS.pdf](#) (cairn.info) [and charte_ethique_MSS.pdf](#) (cairn.info), [as well as possible on the platform when the full version is submitted](#)

2.4_ Date deadline for sending articles in full version (V1): **10 October 2024**