

Where Is the Work Team Based? The Case of Matrix-Type Organisation in French Automotive Engineering Sector.

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Epistemological Benchmarks

- **Clinical qualitative approach**
- **Vygotskian perspective on activity** (Clot, 1999)
- **Theory of health** (Canguilhem, 1966)
- **Vygotskian perspective on language-thought relationship**

Contexte

- **Social experiment in Clinic of Activity (Clot & Kostulski, 2011)** : Demand of the top management of the firm to re-engage work relations between C-suit and unions.
- **Intervention's field** : Industrial engineering sector, Sealing design, 2 teams (8 technicians).
- **Poor quality of sealing spare parts** : in-door technically specified and developed; drawn with CAD software by subcontractors, manufactured by specialised suppliers.
- **Fragmented and overspecialised tasks** : professional loneliness, few discussions with colleagues on technical issues, potential social and psychological vulnerability.

Operational Hypothesis

If differences in points of view on work quality, as experienced in everyday work activity, are better supported in professional dialogues, it will improve :

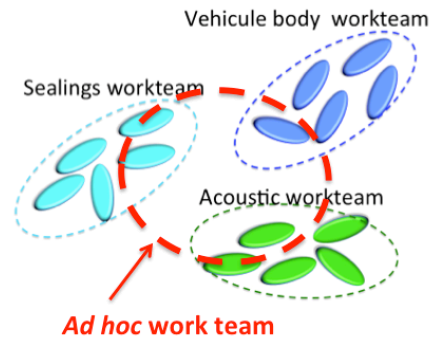
- argumentation's quality
- decision making
- health and efficiency at work

Methodology

- **Cross self-confrontation analysis** (Kostulski & Kloetzer, 2014)
- **Implementation of evolutionary dialogical framework**
- **Interlocutory analysis** of collected data (Trognon & Kostulski, 1996)

Intermediate Results

- There is **effective development of professionals' argumentation** after controversy (Kostulski, 2011) with colleagues.
- This development relies on the possibility for the professionals to mobilise there **everyday work team**.
- This development also seems to rely on another team, an informal one. This **ad hoc team** is defined by criteria conflicts experienced by the the technicians and the engineers, and linked to a technical issue.



Conclusion & Discussion

- **The development of the quality of the technical issue seems to have a double collective resource : the everyday work team and an ad hoc work team.**
- **The development of quality argumentation and of technical compromise relies on the organisational possibility for the professionals to mobilise this double collective resource.**

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