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L'aveuglement organisationnel

par **Valérie Boussard**

Valérie Boussard est sociologue, maître de conférences à l'université Versailles-Saint-Quentin-en-Yvelines et membre du Laboratoire Pratiques-CNRS.

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Delphine Mercier est chargée de recherches au CNRS, membre du UMR Pierre Tripiet est sociologue, ancien professeur à l'université Versailles-Saint-Quentin.

et **Pierre Tripiet**

Des pompiers piégés par un incendie, des colis qui ne sont pas livrés, des étudiants qui trichent pendant les examens : de tels dysfonctionnements sont souvent attribués à des individus fautifs ou défaillants. En fait, les acteurs impliqués ont des visions de la situation différentes qui produisent malentendus et incompréhensions.

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Une question de définitions

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Laveuglement Organisationnel Ou Comment Lutter Contre Les Malentendus

Yan Bai



Laveuglement Organisationnel Ou Comment Lutter Contre Les Malentendus:

L'aveuglement organisationnel Pierre Tripier, Valérie Boussard, Delphine Mercier, 2013-06-18 Partant d'une étude concrète sur l'abandon ou la disparition de certains colis dans un centre de tri postal les auteurs montrent que l'organisation attribue la responsabilité de ces faits aux agents contractuels dont la loyauté est mise en doute Cette responsabilité en fait imaginaire s'avère liée à la manière d'envisager le processus technique de tri et le statut des agents tout comme la façon de finir ce qui est un colis abandonné L'approche qui mobilise la sociologie générale et plus particulièrement la sociologie interactionniste permet d'établir que les analyses traditionnelles de la sociologie des organisations en termes de pouvoir de culture professionnelle ou de régulation autonome ne connaissent la complexité des définitions des situations qui interagissent Trois autres études de cas clarifient la production de l'aveuglement organisationnel autrement dit la création de malentendus expliqués par la multiplicité des interprétations possibles d'une même situation et l'incapacité des acteurs à sortir de leur propre représentation En proposant un cadre aussi clair que convaincant pour analyser les situations d'aveuglement remonter leurs causes et imaginer des modalités de résolution les auteurs nous livrent au-delà du résultat d'une recherche une méthode d'intervention pour comprendre les fonctionnements organisationnels et résoudre leurs dysfonctionnements Les idéologies émergentes des politiques territoriales Lionel Arnaud, Christian Le Bart, Romain Pasquier, 2005-05 Une hypothèse nourrit l'ensemble des travaux sur les politiques locales celle de leur croissante standardisation Au questionnement des politiques matter des années 1970 et 1980 en particulier autour de la rivalité du pouvoir des maires les chercheurs répondent dans la décennie suivante en invoquant les multiples facteurs qui pré-déterminent le champ de possibilité de l'action publique Tout le monde ferait peu près la même chose partout plus ou moins vite plus ou moins bien en fonction des ressources disponibles La variable politique aveuglante en priorité lectorale perdrait toute pertinence mesure que le processus décisionnel se durcit Cette livraison de Sciences de la Société propose au contraire de prendre au sérieux l'approche des politiques territoriales en termes d'idéologie Si l'usage du mot est encore trop étroitement associé à la tradition marxiste nos objectifs sont moins critiques qu'analytiques il s'agit de mettre en évidence les doctrines et les valeurs sous-jacentes certaines décisions en matière de politiques publiques Cette notion permet également d'interroger les rapports avec d'autres concepts annexes comme ceux de référentiel ou de paradigme qui se concentrent peut-être davantage sur les mécanismes administratifs et politiques En ce sens se poser la question des ideology matter permet de se rappeler que les idées travaillent toujours en faveur de certains et au désavantage d'autres notamment parce qu'elles parviennent à construire une unité par-delà les différences *Militaires et sécurité intérieure*, 2005 Propose en partant de l'étude de la situation politique en Irlande du Nord des analyses sur les discours contemporains de politique sécuritaire proposés de l'état d'urgence et de l'intervention des forces armées dans la politique intérieure pour le maintien de l'ordre ainsi que la restriction des libertés individuelles Sciences de la société, 2005 *Revue française de science politique*, 2006 **Revue française de sociologie**, 2006 *Formation emploi*, 2006 *Livres de France*, 2005

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