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# **Normative and affective control interlinked in rejuvenating fantasies**

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# Psychological challenges in decentralization

- ▶ Decentralization: organize in ways that reduce or eliminate authority based on rank (Lee, 2024) – post bureaucratic, flat, network, liberated, humanist, democratic, etc.
- ▶ The promise (80'): efficiency, creativity, happiness, self-development, equality
- ▶ A growing ontological function of work organizations (Schwartz, 1997)
- ▶ Ideologization in the workplace, especially in decentralization (Costas & Taheri, 2012)
- ▶ Cognitive and emotional impacts on workers



# Grounded research and psychodynamics at Asclepia

- ▶ Belgian non profit, founded in the 2000s, 60+ FTEs
- ▶ Decentralization: collaborative governance
- ▶ Wish for reflexivity
- ▶ Grounded theory (Gioia et al., 2012) and psychodynamics (Petriglieri & Petriglieri, 2010, 2022)
- ▶ 50 semi-structured interviews: 5 exploratory + 19 in depth + 26 follow-up; 1 feedback loop, 3 workshops
- ▶ Scouting fantasy as ‘clues or signs leading to the “truth” about the organization’ (Gabriel, 1995)
- ▶ Lacanian psychoanalysis (Stavrakakis, 2008)



# Polarization and acceleration of ideologies

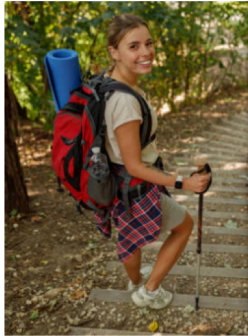


Figure available upon request







# Conclusion

- ▶ Changing paradigm of authority in decentralization, father → mother
- ▶ Changing ideological grip (self-discovery versus communing)
- ▶ Systemic polarization and acceleration of ideologies
- ▶ Difficult moderation: exhaustion, strong interpersonal tensions
- ▶ A concern about recentralization without addressing psychological factors



Thank you, let's collaborate !

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