

## Theme: Dreams, Nightmares and Freedom

Motto

“Unfortunately, the balance of nature decrees that a super-abundance of dreams is paid for by a growing potential for nightmares.”

Peter Ustinov

### (Ir) rational

Organizations can be perceived as complex social systems, melting pots of beliefs, desires and objectives, either of a personal or collective nature. Divergences and tensions existing between the various visions may translate into a distorted reality that causes the individuals inside these organizations (namely, the organized) to live in a dreamlike and fragmented world. Individuals fall through these gaps into a sea of tensions reflecting their emotions, sensations and fantasies. The corresponding process appears so complex and its multiple dimensions so intertwined that it may reasonably be assumed to be incomplete. In the words of Gilles Lipotevsky: “*Though resting on insecurity and frailty, our society also offers many anchors that allow us to emerge more rapidly from our sorrows.*” [translation] Assuming such a *paradoxical happiness* exists – blending dreams and nightmares, freedom and addictions – how do individuals acquire the means to appreciate the nature of things and express these means without constantly railing against them or seeking to accomplish anything? Reenchantment of the organized is an interesting line of reasoning, at the *crossroads of two modes of thought*, suggesting that enchanting, disenchanting and reenchanting such individuals requires going beyond them to identify the organizer.

In the context of the present crisis, we submit the question from that point of view, which is the true cornerstone of experience mutation, a mutation allowing individuals or their organizations to find the conditions and means to break free from such a maelstrom.

### Focus

Alcher de Clairvaux identified five types of dreams:

*Oraculum* – a dream sent by the Deity to its emissaries

*Visio* – a prophetic vision

*Somnium* – an enigmatic dream, veiled with ambiguity

*Insomnium* – a dream not worthy of interpretation

*Phantasma* – ghostly figures appearing during the first stages of sleep, including nightmares (from Old English *niht*, and *mare, mære* – evil spirit).

We refer here to intuition, orientation and meaning. The organized creates its own story in which each event is increasingly difficult to predict. Its evolutionary scheme seems to follow creativity. The movement provoked by the present crisis could also be interpreted as the need to leave aside the dualistic, deterministic, mechanical sense to re-engage in intuitive thinking, understand the orientation and fully comprehend the meaning of every move triggered by and for the organizer’s mutation. Reenchantment of the organizer would consequently require the de-bewitching of the organized, who dream and are victims of the collective desires they generate, etc. But what if the organized are capable of self re-enchantment of individual re-enchantment in the face of fragmentation? Looked at this way the individual or subjectivities are far more empowering than suggested by disenchantment. Individual re-enchantment may be about the individual locating time and place and consciousness in a way that works for them and locates them comfortably in the organisation and within an enchanting world view. The enchantment as located in the individual may be continuous across organisations and organisational life. Dreaming is not an idyllic process but rather an enchanting and

manipulative one: it anaesthetizes the organized and pulls them away from themselves. Dread can be cleansed and disembodied by nightmares, whose impact brings the organized back to a lucid state, pulling them out of their somnambulant trance.

### The Call

The scope of this call for papers is quite broad, and we remain open to various theoretical, methodological and empirical approaches. More than a fragmented vision into a given discipline, we will favour contributions based on a transversal and integrative approach combining various disciplines related to management science.

We particularly wish to encourage points of view following these lines:

Fantasy and organization  
Organizational justice and irony  
Sustainability and lost heaven  
Narrative, interpretation and manipulation  
Duality and limits of manipulation  
Time, place and consciousness  
Myths, wisdom and rituals  
Organizations, dreams and nightmares  
Shamanism and Organization

**Cathy Breda** ([catbreda@gmail.com](mailto:catbreda@gmail.com)) is professor of marketing at the Ecole Supérieure de Commerce de Chambéry, France. Dr's Breda research focus is on experiential aspects of consumption and especially on the exploration of time and the transformation of consciousness applied to the culture consumption (loyalty, brand). Her PhD. was on customer loyalty in the context of an experiential consumption. She has taught many conferences and published in a range of international journals on topics especially dealing with individual behavior. She is currently guest editor for a book (with Rodolphe Ocler) on the re-enchantment of the organizations to be published in the second semester of 2009.

**Dr. Denise Faifua** has an interdisciplinary background built on the sociology of organization and work. Her research thesis entitled "Willing and Social Work Participation: Socio-Cultural Rationalisation in Industrial Organisation" draws on the work of Karl Marx, Jurgen Habermas. It seeks to advance the development of co-operative organization and a broader model of rationality. Her current research interests are community and unions, sociology of work and areas of human resource management and industrial relations. Denise has extensive knowledge of business operations in commercial, industrial and governance environments and is involved in building community in Australia. She has been involved with industry practitioners as a contributor to community events on HR and IR. She was the elected education representative with the Industrial Relations Society and the Australian Labour Law Association (Tasmania). She is also the Tasmanian guest editor for Industrial Law News CCH.

Denise is a senior lecturer at [UNSW@ADFA](http://UNSW@ADFA) the Defence Force Academy, University of New South Wales, in Canberra, Australia.

**Rodolphe Ocler** ([rocler@free.fr](mailto:rocler@free.fr)) is professor of strategic management at the Ecole Supérieure de Commerce de Chambéry, France. Dr's Ocler major area of research interest is discourse analysis and post-modern approach to management. Dr Ocler's PhD was on proactive strategy. He has published in a range of international journals on topics including social, responsibility, qualitative approach and discourse analysis. He is currently guest editor of a book (with Cathy Breda) on the re-enchantment of the organizations