

Mats ALVESSON
Dénaturalisation et émancipation comme projet scientifique en
management

Damon Golsorkhi
Isabelle Huault

Mats Alvesson occupe une place singulière dans le paysage des grands auteurs en management. Il demeure l'un des initiateurs et l'une des figures marquantes des études critiques (les *Critical Management Studies*, CMS). Diverses et éclectiques, ses analyses couvrent tout autant les dimensions épistémologique, théorique que méthodologique. Loin de s'adonner au pur travail conceptuel et réflexif, Mats Alvesson démontre une forte appétence pour la démarche empirique, ce qui le conduit à développer des analyses originales et parfois iconoclastes autour des questions de méthode. Sa rigueur, le foisonnement et l'originalité des thèmes qu'il aborde en font un auteur doté d'une très forte légitimité, tant en Europe qu'aux Etats-Unis.

Mats Alvesson s'est tour à tour intéressé à la question de la culture organisationnelle, aux firmes à haute intensité de connaissance, à la problématique du genre ou encore du leadership. Dans chacune de ses recherches, il ébranle le « managérialisme » qui tient pour acquises la légitimité et l'efficacité des modèles établis de pensée et d'action, met en évidence les asymétries de pouvoir, dénonce les « fermetures discursives », dévoile les phénomènes de domination, et s'engage dans une entreprise de « dénaturalisation » des phénomènes managériaux contemporains.

Les premières recherches de Mats Alvesson ont été consacrées à la question de la culture organisationnelle, recherches dans lesquelles il s'oppose à une conception réifiée et purement fonctionnaliste de la culture. Puis, soucieux de confrontation avec le terrain, il adopte une posture interprétative pour mieux comprendre le fonctionnement des services professionnels à forte intensité de connaissances (les SSII, les cabinets d'avocats, les cabinets de conseil ou encore les agences de publicité). Il porte alors un regard critique sur l'idéologie et le discours dominant autour de la connaissance. Il s'attache ensuite à approfondir des thèmes comme le genre dans les organisations ou plus récemment le *leadership*. Il investit également le champ de la méthodologie et y déploie une pensée originale. Au-delà de la pure instrumentation et des techniques, il se focalise sur la philosophie des sciences et la question centrale de la réflexivité.

La présente contribution s'articule autour de quelques axes-clés de la pensée d'Alvesson, et vise à en montrer la portée. Elle ne couvre cependant pas l'ensemble de l'oeuvre d'un auteur trop prolixe pour qu'une courte synthèse puisse en saisir toute la richesse.

Nous situons en premier lieu les travaux d'Alvesson dans le champ des études critiques (1) et nous mettons en évidence la particularité de ses analyses en matière méthodologique (2). La présentation de quelques-uns des objets étudiés constituent ensuite des illustrations emblématiques de la posture de cet auteur (3).

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