

Empty habitable frameworks (EHF): a new concept for organizational change.

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When faced with the necessity of in-depth change, organizations like individuals are overcome with fear and "freeze" (Schein) in a defensive and rigid attitude.

Empty habitable frameworks allow to combine risk-taking and reassurance. Based on Winnicott's observation that babies need simultaneously stimulus and holding to be able to integrate change

that is to "inhabit" the moment of transformation, we suggest to use a combination of both for training and education, but also for organizational change.

The EHF concept, was first used in 2010 as a means to enhance creativity in work-teams. A restricted number of people are confronted with a problem and constraints, given credit, means to resolve it *their own way*. Without the constant pressure of reporting and control they develop individual and collective intelligence but also: increased motivation and commitment.

In a social innovation project for a company embarrassed by an important number of work-related suicides, the authors stage an experimentation with EHF for managers and agents *reinventing work at shopfloor level*.

The theories and ideas of Mezirow, Hamel, Carney & Getz (US) and Dejours, Clot, Dupuy and Barbier (France) help us to interpret our observations and the first results of this ongoing project.