

1. Read Engeström's (2008) chapter made available on Weboodi. This chapter contains a possible answer to the problem of directionality of non-normative intervention. Find out and explain in half a page what this answer is.

Engeström, Y. From teams to knots: Activity-theoretical studies of collaboration and learning at work. 2008. Cambridge University Press. Chapter 2: Disturbance Management and Masking in a Television Production Team. pp 22-47.

The chapter describes "one of the most popular sports television productions in U.S. television history, ABC television network's Professional Bowlers Tour (PBT)" (Engeström 2008, p. 28). Engeström identified three types of disturbances in the work interactions of the crew: *I local*, *II intermediate* and *III global* (p. 34). Furthermore, applying Argyris and Schön's (1978) single-loop and double-loop learning and other theories, he identified five modes of managing disturbances: 1) negotiating, 2) accepting responsibility, 3) using authority, 4) complaining, 5) avoiding confrontation (single-loop). In addition, he expected to find 6) open conflict and 7) innovation (double loop). The production team performed strikingly smoothly, without any conflict or innovation as modes of disturbance data (p. 36).

This might be interpreted as masking, indicating serious contradictions and tensions within the activity system. To prove this, Engeström then examined *critical disturbances*, that should reveal substantive disagreements, fears or other systemic contradictions, most likely found in modes 3, 4 and 5. Analysing four incidents, it seemed that "the relationship between required and achieved outcome had changed".

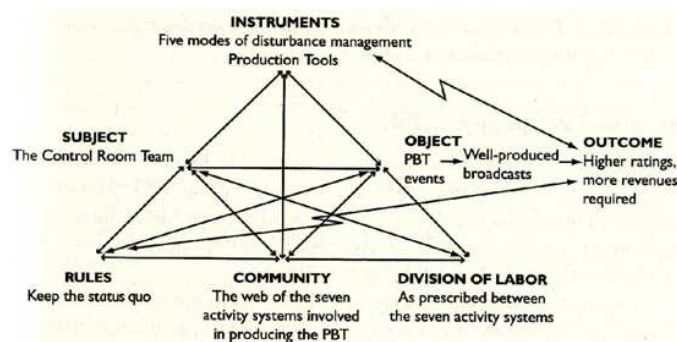


Figure 2.4. The PBT activity system and its inner contradictions.

To summarize, examining critical disturbances would help finding direction for development.

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