

Influence and Complementarity of Follow-on Managerial Innovations within a Public Organization

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CHAIRE OPTIMA
Observatoire du PiloTage et de l'Innovation Managériale LocAle

Influence and complementarity nature of subsequent managerial innovations in public organizations

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1. Context of the study

Evolution & constraints



Short term solutions

- Control
- Reducing all the expenses without priorities

VS

Long term solutions

- Local strategy
- Choices
- Priorities in public policies
- Innovation management



- **Short term solutions** : High level of risk on the quality and quantity of public service
- **Long term solutions :** No proof of their effectiveness on public performance (Andrews &al. 2009) nor on structural changes (Pina & al. 2011)

2. Problematic and propositions

- **<u>Many research in innovation management in the private sector on specific topics</u>**
  - Many research on **the internal / external determinants** of organizationnal innovation (Damanpour &al, 1989, 2006**) but few research on the relation between the different innovations** and their dynamics
  - Influence and dynamics between the innovations and **the different stages** of an innovation <u>in the private sector</u> (Dubouloz (2011, 2013)

- **Research question:**
  - Can the differences in innovation between public organizations be explained by the dynamics of past innovations in these same organizations ?

Direct link between innovations

Indirect link between innovations

3. Litterature review

- **Definition of Organizational innovation**

  - Adoption of methods of management, organization and operating that are new for an organization and that aim to **improve organizational performance** (Damanpour, 1987; Walker, 2006; Mol & Birkinsaw, 2014)
  - Standards of newness are not absolute but are **relative** to a particular organization and its usual practices (Van de Ven&Rogers, 1988
  - 4 **main stages of innovation** : awareness, adoption, implementation and institutionalization/routinization (Damanpour& Schneider, 2006)
  - Innovations can be grouped by their **object** and **intensity**

		Nature of the organizational innovation	
		Oriented toward structure/mode of organization	Oriented toward process and managerial tools
Extent of change	Includes all parts of the organization	**Comprehensive structural innovation**	**Comprehensive process innovation**
	Limited to specific parts of the organization	**Local structural innovation**	**Local process innovation**

Figure 1: Typology of organizational innovations according to their nature and impact

4. Research methodology

- **A qualitative methodology based on 2 main cases**

  - An **exploratory approach** via a qualitative methodology based on multi-site case studies (Yin 2008) to understand and characterize the nature and main characteristics of innovation

  - 3 **main data** collection tools :
    - Interviewes
    - Archival research and documentation review
    - Participant observation (David, 2002)

1st case	• a **metropolitan administration** that for over ten years has regularly initiated organizational changes
2nd case	• a **public administrative structure** devoted to inter-municipal cooperation that has recently enacted organizational innovations

→ *Both cases represent the four forms of organizational innovation identified in our typology*

5. Results and possible extensions (1/2)



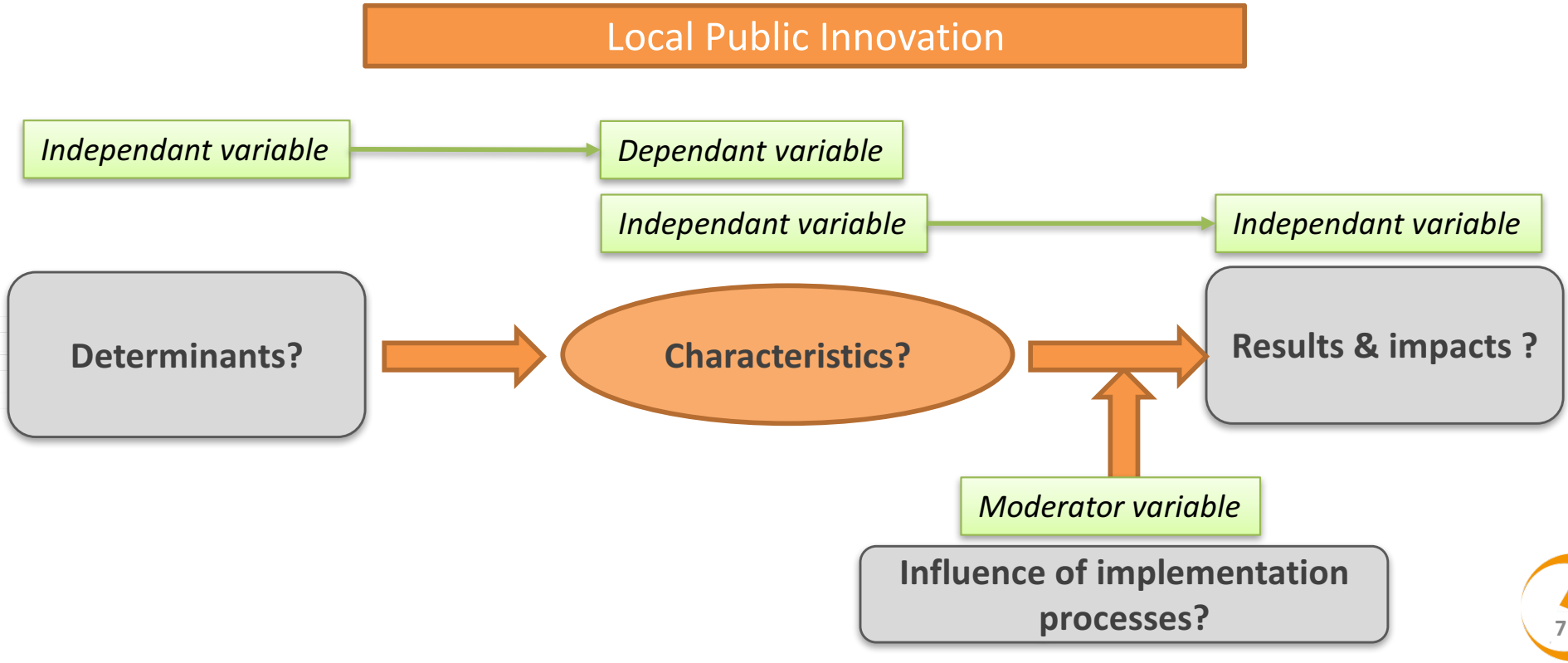
- The first innovation creates favourable conditions to the emergence of a second innovation (confirm Walker,2007 and Damanpour, 2010)
  - by **generating an incentive to innovation** and change;
  - by positively influencing the **innovation capability** of the actors concerned, especially when it modifies actors' representations

- The adoption of a stream of innovations heads to higher performance, thanks to the **reinforcement and synergy effects between them** (confirm Damampour & al, 1989, 2006)

- An **operationnal innovation** can lead to an **strategical innovation** then other innovations

5. Results and possible extensions (2/2)

- Focus on the **characterization** and analysis of the innovation learning process, identifying its individual and collective components.
  - Long term analysis on field (already started)
  - Large survey in France among all the local public authorities



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