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

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## **Influence and complementarity nature of subsequent managerial innovations in public organizations**

**Presentation : Dr. Pierre MARIN, Senior Lecturer**

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## Evolution & constraints



Short term  
solutions

VS

Long term  
solutions

- Control
- Reducing all the expenses without priorities

- 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)

- Many research in innovation management in the private sector on specific topics
  - 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 in the private sector (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

### • 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	<b>Comprehensive structural innovation</b>	<b>Comprehensive process innovation</b>
	Limited to specific parts of the organization	<b>Local structural innovation</b>	<b>Local process innovation</b>

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

- 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 :
  - Interviews
  - Archival research and documentation review
  - Participant observation (David, 2002)

1st  
case

- a **metropolitan administration** that for over ten years has regularly initiated organizational changes

2<sup>nd</sup> case

- a **public administrative structure** devoted to inter-municipal cooperation that has recently enacted organizational innovations

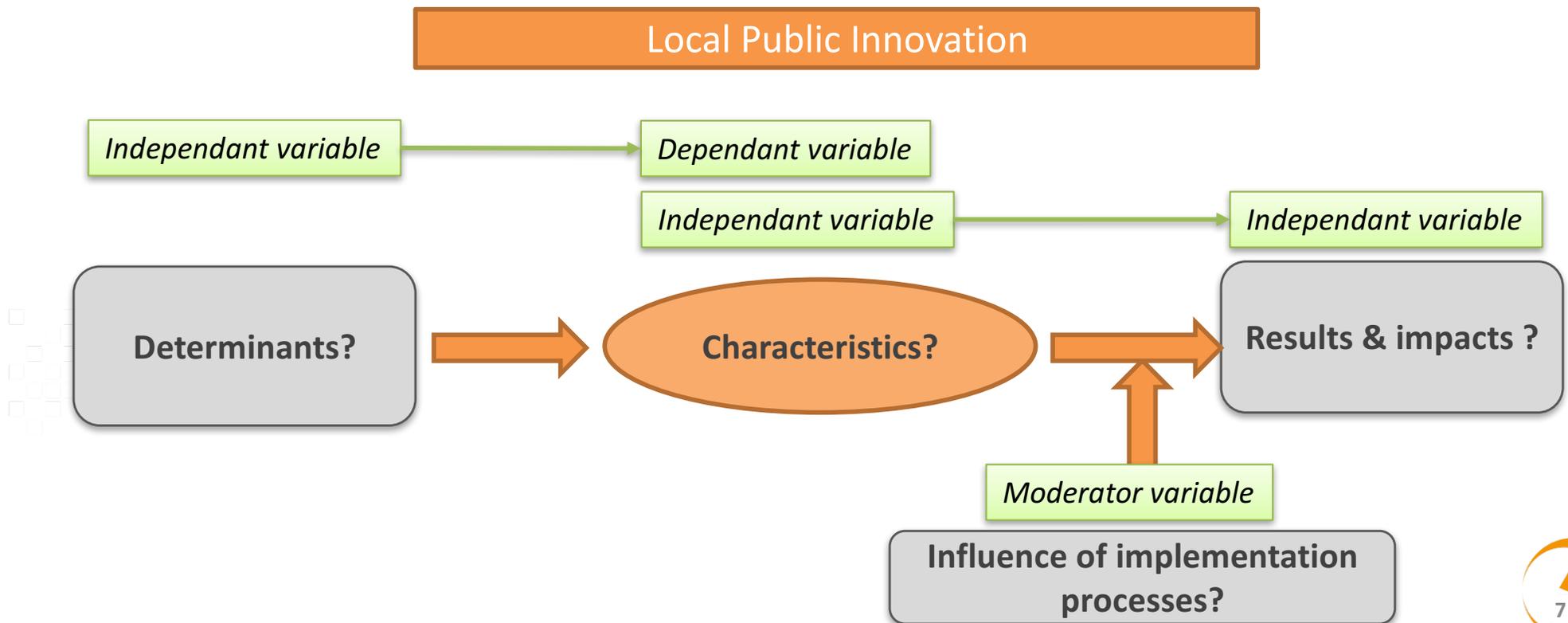
→ *Both cases represent the four forms of organizational innovation identified in our typology*





- 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

- 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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