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Change of transformation situation: analysis of managerial practices

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RESUME

Hervé Chomienne is Senior Lecturer at the Institut Supérieur de Management-IAE at the University of Versailles Saint-Quentin (UVSQ) and Deputy Director of IAE in charge of training and partnerships. He is also responsible for a master's degree in change management. His research activities focus on the role of management in the modernization of public organizations and the management of change in the implementation of public policies. Thus, he works on the evolution of managerial practices within these organizations, and more particularly on the forms and effects of the hybridization of the logics of action (political, regulatory, managerial, professional) which coexist there. Its main fields of study are teaching and research organizations, public enterprises and inter-ministerial public policies.

REPORT OF THE INTERVENTION

In any change management, two temporalities are important, underlines Hervé Chomienne in his conference : the management of the deployment of change (tools and devices) which is normative, planned and taking into account individuals and their concerns, perceptions and values. After clarifying the concept of change, Hervé Chomienne presents his contextualist approach grid, which puts into context the context, the process and the content of change. The levers are grouped together in a polyphonic model of the "5 forces" : the content, the context, the time dynamics, the legitimacy and the common meaning of the project, the power relations and the power plays.

The field of education is subject to numerous reforms which aim at modernizing its functioning, adapting to social demand, reducing costs and increasing school performance.

He considers that the steering system for educational organizations is in "transition", combining bureaucratic, professional and performance logics; which creates many tensions between the actors and between the different levels of the system. Heads of schools are thus encouraged to progressively move from a "simply" bureaucratic and professional logic to a more managerial logic.

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