

≈ SUMMARY ≈

**TOWARD A FRENCH ENTREPRENEURIAL MODEL FOR  
PUBLIC POLICY IMPLEMENTATION.**

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**Principal Topic**

Today, French public policy implementation needs a new entrepreneurial approach (Osborne and Plastrik, 1997). This paper aims to elaborate and propose several key guidelines to assist public servants in acting efficiently, in order to contribute to the development of an entrepreneurial model in public policy implementation

Reinvention of government, state reforms and public entrepreneurship are a response to more than two decades of conservative attacks on the efficacy of government and on the validity of public sector intervention (Frederickson, 1999). Since the administrations of Ronald Reagan and Margaret Thatcher, efficacy and efficiency are expected from public policies. In France, reforms were implemented with many difficulties, social conflicts and poor results until an entrepreneurial model of public policy implementation be developed. This model is based on process analysis, actor's involvement in changes, and construction of collective entrepreneurial representations. The model's originality comes from its maieutics dimension which allow politicians to avoid traditional resistances to changes modifying the ways people see, think and act (Padioleau and Le Guern, 2004).

**The framing questions for the study are:**

How was designed, and developed these systemic entrepreneurial model of public policy implementation, as a substitute for bureaucratic public management model (Gingrich, 2005). We will underline the results, implication and limits of these model and the way to improve it. We will also analyze how the entrepreneurial model tends to develop entrepreneurial spirit and abilities of people, and of organization, furthering exchanges, involvement in work, transversality, value creation and improving global performance. We will also highlight the entrepreneurial public organization's characteristics, its implications for the actors, and how they can be implemented.

**Methods/Key Propositions**

Data for this study come from two case studies realized after an action-research conducted for the ministries of the Interior and the Equipment from 1999 to 2003. The study focuses on the implementation process analysis of two public policies, both introducing major changes in strategy, management, organization and culture. The first one concerns the security of the citizens and the fire department reform. The second deals with the reform of environmental risks prevention.

Data come from survey responses, semi-structured interviews, and transcripts of work with project teams involved in the implementation of changes. Interview data were supplemented by secondary data sources including archival data such as transcripts from congressional hearings, other published reports and literature. The data reflect that the construction of an entrepreneurial model for public policy implementation based on process reengineering and involving actors can improve the efficacy of changes.

## **Results/Implications**

This model called Processual Action Entrepreneurship Model (PAEM) (Le Guern, 2000) has permitted to understand sociological relations of power, to anticipate potential conflicts due to antagonist interests, rationalities, purposes or attempts. Also, it proposes actions to transcend and avoid these problems, developing a systemic entrepreneurial organization based on autonomy, responsibility, involvement, initiatives, management and steering committees instead of execution and control.

This model allows to reveal organizational and managerial dysfunctions. It also give indications to introduce entrepreneurship in organizations, in order to contribute to the improvement of the organization's global performance and success of changes in a social, durable and ethic perspective.

In our article, we will present how the PAEM was elaborated, tested and used by ministerial think tanks to deconstruct and reconstruct public policy implementation in an entrepreneurial view thanks to the construction of collective images and representations. We will show how systemic entrepreneurship can be implemented and why it can be a way to stimulate innovation, and discuss the conditions for success.

The introduction of PAEM and the modifications of the way people see, think, and act has permitted to develop entrepreneurial spirit in public sector. However, entrepreneurial actions were confiscated by top managers and systemic entrepreneurship and not extended to all actors or middle managers. Nevertheless, such an entrepreneurial model of implementation succeeded in introducing performance, efficacy and allowed to detect and reinforce entrepreneurial potentials.

At the end, we will see how our work can be generalised to a method allowing to conduct changes in favour of entrepreneurship's development. We will conclude by providing some first key steps to initiate this process.

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