

An Experience and Research Based Strategy For Sustainable Change Dynamics

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Most books and articles concerning OCD focus on one particular development project or change process. Our R&D lab in the educational business faces a slightly different challenge : how to provoke sustainable change dynamics in twenty–five professional schools ranging from centers for apprentices to world class management schools operated by a central semi-public agency in France. On the basis of our seven years' experience of struggling with institutional inertia and the divergence of stakeholder logics we started to conceive a new holistic but differentiated strategy based on the idea of intra-organizational entrepreneurship. The first difficulty when evaluating the situation and its potential developments is to simultaneously pay attention to the system, to actors and to processes (time). The second difficulty is to comprise oneself (the researcher-consultant) in the field of critical reflective analysis.

The keywords and main references for our new strategy are

Neoinstitutionalism : P. Selznik, J. Battilana et al.

Spirit of initiative/ creative destruction/negativity/creative imagination : P. Ricœur, Schumpeter, J. Ardoino, C. Castoriadis

Systems thinking : E. Morin, P. Senge

Theory U (deep-rooted prototyping) : C.O. Scharmer

Cultural shift/transformational learning : E.H.Schein, J. Mezirow

Cooperation : P.S. Ring & A.H. van de Ven

Free spaces and interstices : E.Belin, F . Polletta, W.A. Gamson, H. Rao & S. Dutta, S. Evans & H.C. Boyte, K.Vlassopoulos, D.V. Winnicott, J. Liedtka.

Our contribution presents the actual state of development of our new strategy double-rooted in experience and research and designed to tackle systemic as well as agency problems.

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