

## Collaborative public management

In our society, the “collaborative” injunction is changing the management of public organizations by encouraging them to develop an increasingly horizontal and participative management with internal and external stakeholders.

Collaborative management oriented towards internal stakeholders is based on the observation that bureaucracy, with its excessive planning reporting and compartmentalization hinders creativity and limits employee collaboration.

In response, collaborative public management proposes to promote the principles of trust, freedom of choice and cooperation, which will enable people to contribute fully to overall performance. It is based on a system of horizontal structure, where members of different departments can collaborate and become actors in the projects they decide to carry out. While traditional project management uses a passive reporting mechanism with a decomposition of the project into independent tasks with a low flow of information between project contributors, collaborative project management makes the ability to coordinate the efforts of teams and cooperate

with each other the key of project success. In collaborative project management, the success of the project depends not only on the management of interdependencies between activities (e-mail, team scheduling, workflow automation...), but also on the ability of team members to contribute jointly to the group effort. This management requires close coordination and cooperation among project members. The performance of each individual influences the ability of all other members to act. From human resources management view, Masingue (2020) emphasizes that “organizations live in an era of collaboration, cooperation and “co” (co-working, co-design, co-construction...). In this context, teamwork becomes central and teams are essential focal points of the collaborative processes”. Some start-ups, such as Effency, have invested in this area, offering digital tools to facilitate exchanges within a team.

More broadly speaking, a collaborative process between members of an organization is characterized by: the link to each other and to the organization, the trust between members, the desire to satisfy their interests and those of the organization and members. Its different phases are successively the

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formation of collaboration, the participation, the joint carrying out actions and achieving results step. A decision-making process is said to be fully collaborative when decisions are based on a shared vision between leaders and team members, and when there is an awareness of the consequences of the decisions made by each other. It is based on an increased exchange of information between members of the organization, department or team, as well as values and preferences. These members learn from each other and build a common pool of knowledge for decision making. This collaborative decision-making system is based on a set of tools that create a workflow of information to specific teams and their respective members.

Collaborative public management understood from the point of view of external stakeholder relationships plays an important role in public policy making and specifically in the deployment of deliberative and participatory democracies. According to Bingham (2008), collaborative public management is “a process of facilitating and implementing multi-organizational arrangements to solve problems that cannot be solved or easily resolved by a single organization. It makes it possible to achieve common goals by working across boundaries in multi-sectoral and multi-stakeholder relationships”. This concept is used to explain the coordination between different government agencies and different public and private actors of public policies. It explains the collaboration between various public or private organizations, and the cooperation with private citizens and neighborhood associations for local public policies. The new governance is part of this movement of collaborative public management, open to the outside world and erasing the boundaries between public and private actors.

Rhodes (1996), in his study of new governance, listed four of its characteristics:

- Governance is broader than government, and includes non-state actors, which tends to revisit the boundaries between the public, private and voluntary sectors.
- It is based on continuous interactions among network members who contribute resources and negotiate common goals.

- Interactions are grounded in trust, and governed by rules of the game negotiated and agreed upon by network participants.
- Networks are not accountable to government, they are self-organizing.

The literature on collaborative governance examines the issue of participatory democracy and the role of the citizen in the decision-making process. Collaborative management actively engages citizens in political decision-making through the tools of dialogue and deliberation, the community problem solving and multi-stakeholder dispute resolution.

The article entitled “**Organizing collaborative management between public actors and civil actors: The boundary organization role of an association working for employment for young graduates**” proposed by Jean-Baptiste SUQUET, Damien COLLARD, Nathalie RAULET-CROSET allows a better understanding of the organizational conditions of collaboration between public, private and associative actors. Analyzing the role of the association “Nos Quartiers ont des Talents (NQT), which accompanies disadvantaged young graduates towards employment, it analyses the impact of this kind of frontier organization which is able to promote collaborative management between public and private actors”.

The article entitled “**The development of employability to foster organizational loyalty of the agents to the Territorial Public Service: the role of self-efficacy**” is proposed by Soufyane FRIMOUSSE, Romain MORETTI, Abdelaziz SWALHI, Laurent GIRAUD. It proposes a quantitative study allowing to identify the influence of the development of employability on the organizational loyalty of the Territorial Public Service employees.

Ahmed EL BAHRI's article entitled “**The Prospective Balanced Scorecard, lever of managerial change in an EPLE as part of a research intervention**” focuses on the results of a research-intervention which contributes to the managerial change of the EPLE by the adaptation and the diffusion of a management tool. By building a system of internal alliances, made up of reference

librarian, senior education advisor and accounting officer, the principal was able to lead organizational members to collaborate on change driven by the adoption of a Prospective Balanced Scorecard.

The article by Djida BOUNAZEF, Hichem Sofiane SALAOUATCHI, Nathalie CRUTZEN and Didier VANCALLIE entitled “**Post New Public Management: Exploring the links between shared accountability and transversal leadership**” explores the organizational change through the analysis of the relationship between the level of transversality of leadership and the level of shared accountability in the context of public hospital management. The existence of a good relational dynamic has a positive impact on the quality of collaborations through the reduction of negative perceptions. The case study carried out with five hospital organizations allows to identify the development of new ways of collaboration.

All these contributions invite us to take a new look at the more global issue of “collaborative management”.

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