

# Change in management practices

**Finally by considering transition, we will be able to study how the shift from one management paradigm to another affects practices with regard to three current challenges: the reduction of CO<sub>2</sub> emissions, the reduction of psychosocial risks and territorial economic development.**

*Key words: energy transition, psychosocial risk prevention, territories & hospitality*

The fight against climate change is a major environmental and economic challenge.

The incentive policy to develop projects to reduce CO<sub>2</sub> emissions on a voluntary basis was completed by a coercive policy from the French government. A regulatory system (Decree 2011-1336) was introduced in October 2013 concerning the obligation for road transport service providers to display information regarding CO<sub>2</sub> emissions.

The theory of new institutionalism can help understand how French institutions make use of coercive isomorphism to change practices, at least to initiate change in terms of reducing CO<sub>2</sub> emissions. This raises the question of change in managerial practices and the pressure that organizations and players exert on one another in this new context. The purpose of the ADESICT project financed by the ADEME is the dynamic analysis of the structural effects of information on transportation CO<sub>2</sub> in the relationship between loaders and transporters.

In partnership with researchers at MIT (CTL) and the University of Aix-Marseille (CRET-LOG) the ultimate aim is to propose a model based on the dynamic theory of systems capable of identifying the key factors of success and the obstacles likely to hinder implementation of the system.

The policy in public contact jobs used to be to treat illnesses when they had already been diagnosed, but this has been replaced by psychosocial risk prevention. New risks have appeared in parallel due to changes in financing and the restructuring of some sectors of activity by public powers (autism care programs, territorial hospital groups) which reinforce the constraints agents are subject to and affect their work conditions.

The professions concerned are those that are particularly exposed in the frame of a service relationship (medical, social, hotel-catering sectors, client relations in the banking sector, etc.) or due to specific conditions (road transportation, safety, etc.). This research program is carried out in close cooperation with foreign (Spanish mainly but also North-American), academic and/or institutional, and French (partnership with the Health & Work chair hosted at the IAE of the University of Grenoble) partners with a view to comparing practices.

The concept of territorial hospitality in terms of tourism, industrial investment or location of major events has replaced the concept of attractiveness, whereas the notion of territory as an administrative body has given way to other more dynamic approaches.

The study of territorial attractiveness very often extends beyond borders, particularly when it applies to tourism, industrial investment or the location of major events.

The notion of territory is evolving from an administrative and political definition to a more open and systemic approach. This means that the resulting prospective analyses are different. The concept of territorial hospitality (user retention) can be seen today as a transition for going beyond the issue of territorial attractiveness. Place marketing makes use of comparative analyses, international in particular.

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