



ASHOKA | SUPPORT NETWORK

Agnès de Rauglaudre is a member of the [Ashoka Support Network \(ASN\) in France](#). ASN brings together leaders, entrepreneurs, and philanthropists who share and support Ashoka's vision, contributing both financially and through personal engagement with the organization and its social entrepreneurs. Launched in France in 2005, the network now includes more than 300 members across 25 countries, including around 60 in France, Belgium, and Switzerland. In this interview, led by Global Communication Manager Yuliya Koroleva, she shares insights from her work supporting Fellows through coaching, accompaniment committees, and the development of ASN practices in France, and reflects on what led her to join Ashoka and why she believes the community's strength lies in the productive "friction" between social entrepreneurship, traditional business, and changemakers working together.

What first motivated you to join the Ashoka Support Network?

I began reflecting on this in 2020, when I felt a dual aspiration: to devote my work fully to the social and solidarity economy, and to share my experience with social entrepreneurs. That led me to co-found [Éclosion](#) in France, supporting first-time founders who want to enter social or impact entrepreneurship. Many arrive with motivation but no clear project, so we match their aspirations with a curated set of social issues developed with experts. It was my first concrete way to both transmit knowledge and commit fully to the sector. Later, by serendipity, I met two friends involved in Ashoka. Discovering its mission and approach to systemic change immediately resonated with my desire to support social entrepreneurs. I was drawn not only to the ASN community but especially to engaging with Fellows. The mix of Fellows deeply rooted in the social economy and ASN members coming from very different professional worlds creates a productive tension; as long as it's well supported. That's why onboarding is essential: new ASNs need to understand the ecosystem they're entering.

How do you see your role within the ASN ecosystem?

I am part of the ASN France Committee, a group of nine ASN members created in France to connect the forty-member ASN community with the Ashoka team. Since joining the ASN in April 2021, I've been involved in this committee to help co-construct initiatives and strengthen our impact for the ecosystem, especially for Fellows. We are now extending this approach to Ashoka's youth programmes, including **Impact'Ers**, launched this year to support 17 young people. The goal is to widen the support beyond Fellows to emerging changemakers. For the past year and a half, I have also been part of the Ashoka team as a volunteer. Working closely with the community lead, we set up regular reviews of Fellows' needs and organised ASN competencies into six practices: strategy and innovation, communication, digital, finance, HR and accompaniment, , and international development. Support works on two levels: a generalist accompaniment committee of two or three ASNs for each new Fellow, and specialised help through the practices. I lead the HR and individual/collective accompaniment practice, coordinating around fifteen ASNs and professionals. I have been deeply involved in support topics from the start, stepped in during the community lead's maternity leave to work directly with Fellows, and later co-led Ashoka France's 20th anniversary celebration. My role is therefore diverse, both as an ASN and as part of the Ashoka team.



You contribute through coaching, development workshops, and accompaniment communities. Which part of this work feels most meaningful to you, and why?

All these modes of support are complementary, each serving different objectives and using different methods. Because I believe deeply in education and lifelong learning, I continued to train beyond my initial studies: I am a certified coach and certified as a board member. Governance and organisation matter enormously for Fellows and their structures, as they condition both sustainability and impact. Each support format has its own purpose. **Co-development groups** rely on collective intelligence: Fellows bring a challenge, and the group offers new perspectives and deeper questioning. The goal is not to solve the issue directly, but for the Fellow to leave feeling stronger and clearer. **Coaching** is different; centred on the individual, with a clear request and a shared objective. Through open questioning, the coach helps the Fellow find their own solutions. This can also apply to close partners, such as co-founders who are not Fellows, but whose development is important for the organisation. Then there are the **accompaniment committees**, which I joined from the very beginning. Two or three ASN members with different profiles gather around a Fellow, offering a trusted space outside formal governance. These committees often address strategic and organisational questions: deploying impact, preparing the next stage, structuring the organisation, deciding on management levels, or identifying the next key competency. So, each method responds to different needs; strategy, governance, organisation, or personal development; and together they form a coherent support system.

What do you think is most unique about the value the Ashoka ASN community brings to Fellows?

What feels most unique to me is the positive *friction* between two worlds: social entrepreneurship and the more traditional economy. Most ASN members come from the latter, and I find this encounter incredibly enriching. Each side nourishes the other, and I don't see this dynamic anywhere else in such a structured and powerful way. In France, you have a real community of about forty ASNs who learn from one another and then engage with Fellows and partners including pro bono partners who also help grow impact. I personally enjoy moving between different worlds. Ashoka, along with Éclosion and other activities, has helped me deepen my involvement in the social and solidarity economy in a way I hadn't before, even though I had seen forms of social engagement earlier in my career at [SNCF](#) or [Macif](#). I also see ASN members arrive with almost no knowledge of the social and solidarity economy or even of Fellows. And every time; especially during induction evenings when new Fellows are introduced; the effect is powerful. It still strikes me after five years: seeing people who choose to tackle a societal problem and devote most of their time to it is always impressive and enriching. Finally, Ashoka's international network is truly unique. With more than 4,000 social entrepreneurs in 97 countries, I don't know any other organisation in social entrepreneurship and changemaking that has built something comparable.



ASHOKA

SUPPORT NETWORK

Can you share a moment when your engagement with a Fellow or a project created meaningful impact — for them, for you, and for the wider community?

A recent and very meaningful moment for me was **Ashoka France's 20th anniversary**, because I worked on it so intensely and because it became a powerful moment for the whole community. It wasn't just a celebration, but a way to revisit twenty years of history; starting from Bill Drayton's original intuition and seeing how Ashoka took shape in France. I interviewed all former Managing Directors to understand how the organisation was built over time. Few organisations -took the time to reread their own history, and I believe it mattered both for them and for the community. We also created a "family album" featuring all **86 Fellows**, contacting each one individually so they could present their work, their impact, and the issue they address. It became a beautiful object, but above all a meaningful process that honoured their contribution. This whole journey; from January to the July 1st celebration; was a structuring moment in 2025. Alongside that, there are also more individual moments of impact: coaching processes I've led myself or through the HR practice, which can be very transformative. Two moments in the year are always especially strong: **the induction**, with its recurring "wow" effect when new Fellows present their work, and the **camps**, which bring Fellows, ASNs, and partners together in a more informal but content-rich setting. Finally, one reflection we worked on throughout 2025 was particularly meaningful: the question of **transmission**. A Fellow is elected as an individual, but some may one day wish to hand over the baton within their organisation. We explored how to support that transition and ensure the continuity of impact. A small group of six or seven Fellows worked on this, and it was a rich and important collective reflection.

Through the accompaniment practice, what have you learned while helping structure and strengthen this collective support approach?

The idea of structuring support into practices came from consulting. Some of us come from that world, so it felt natural to organise ourselves this way: being generalist is useful, but on certain key topics Fellows need more specialised support. The HR and individual/collective accompaniment practice covers a wide range of issues. Many relate to organisational structure, which almost always becomes a question as impact grows and more human resources are needed. It also includes more technical HR topics such as mediation when conflict threatens the organisation. Within the practice, we have competencies in individual and collective coaching, team coaching, facilitation for team-building moments, and even public speaking. Another recurring theme is management. Fellows are often visionaries, very strong on purpose and transformation, but less comfortable with the day-to-day management of people and structures. So, we created a two-day management training with a pro bono partner. Every new Fellow now has access to it, and the feedback has been extremely positive — many say they had never received this kind of practical training before, nor taken the time to step back with other Fellows and realise they share similar challenges. This practice is essentially a pool of competencies, mostly from ASN members, but when needed we bring in trusted experts from our wider network. It allows us to respond to a variety of needs with the right expertise at the right moment.



How could what you are doing in France be shared with other countries? And how could France collaborate more closely with other European teams to strengthen Ashoka at the European level?

There is already some cross-border engagement; for example, through Perrine de le Court, Ashoka Support Network Global Leader, ASN members in France often support Fellows in other European countries. But if we want to share more intentionally what we have built in France, we will need dedicated moments of exchange *between* ASN communities. At the European level, many meetings already bring together Fellows and ASNs, but to share the French experience specifically, we could imagine one or two European ASN gatherings focused on comparing roles, approaches, and modes of action. This could even begin at the francophone level, depending on language. We could also explore more creative formats, such as twinning between countries; or even twinning between individual ASN members. For example, I could have an ASN buddy in Switzerland with whom I regularly exchange about our respective practices. There are many ways to create this kind of cross-European exchange. And personally, I would be very interested to understand whether ASN France is doing things that don't exist elsewhere, and what other countries may be doing that we haven't yet imagined. That kind of mutual learning would be extremely valuable.

How do you personally experience this role? What value do you think it brings to Ashoka France, and what advice would you give to others who might want to engage in a similar way?

For me, this role is both a question and a source of energy. As a volunteer, whether as an ASN or as part of the team, I constantly ask myself whether I am in the place where I am most useful for Ashoka France and for the community. I keep that question alive every day. What this engagement brings me personally is a deeply constructive dynamic. It is a space of solutions, of positive momentum; very different from environments that mainly carry bad news. Here, I am surrounded by women and men who see societal problems *and* choose to act on them. Being in that movement is exceptional. Even compared to consulting firms, which also work on solutions, the sense of purpose here is on another level. My advice to anyone who wants to engage in a similar way is simple: **open your eyes**. There is an entire world of social entrepreneurship that remains too invisible. Be curious about what is happening outside the circles you already know. You will come out transformed. Because being in contact with people who are transforming society inevitably transforms you as well.

If you had a magic wand, which one thing would you change in the world and why?

If I could change one thing, I would want the **political world to truly evolve though** I don't know exactly how. In France, there have been attempts to bring in new profiles beyond career politicians, with mixed results, but I still believe this shift is necessary. And I mean this in the direction of **strengthening democracy**, which is clearly being weakened today; not only in France, but globally. I often wonder whether this isn't the key to everything, because politics structures society. With a magic wand, I would restore a calmer, stronger democratic life and a different way of doing politics. It's a very meta-answer, because it concerns the framework; the conditions that allow democratic and civic expression to flourish. Beyond that, of course, the list of urgent issues is immense: major social and environmental challenges, all interconnected. I wouldn't want to isolate one from the others. That's why I chose to answer at a more systemic level.