



MANAGEMENT OF CHANGE AND CHANGE OF MANAGEMENT

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ABSTRACT

PURPOSE: The article has as a main purpose to show the need and importance of conscious management of the changes in the public sector but also the new management type which can increase the effectiveness in the public area. **METHODS:** Observations of the work and documents in organizations from the public sector and implemented changes in the last years. **RESULTS:** There is a new trend in the management of the changes in the public sector. **CONCLUSION:** The article considers the importance of public management and its implications on effectiveness in the management of the public sector. The management of the changes in the public sector is very important for the future of our administration. The change as a process has to be managed. Today we can see that management of the changes in the public area takes some positive and useful practices from the business.

Key words: public administration, new public management, effectiveness in the public sector

Today, particularly striking is the issue of managing the change in the public sector because reforms that were implemented are at several levels - first in the light of our membership in the European Union, on the other - the modernization of the public sector, provoked by changes in the external environment and by a third party - the pursuit of economic efficiency in the public sector through management of a new type.

Unlike the business sector, where organizations are more flexible and have considerable experience in the process of change, because in them is more valid the rule that the change is the only way to survive, in the public sector we can see a number of problems. The first problem is the lack of conscious management of change. It is wrong to believe that the management of the organization and the management of changes are the same process. If the manager wants to achieve effective change, it is important to implement this change passing through all steps of the process of change management –

beginning from awareness of the need for change, planning change, choice of strategy for its implementation, management process and control and finally recognize the results of change. Change is the future of the organization, it sets the direction of development, the desired future state of the organization.

The lack of experience in managing change in the public sector relates to the fact that it is more static, more immutable. Managers at different levels are less active. This stems from the fact that many of the decisions are taken centrally. The managers of various levels rely on the "superior" so their initiative becomes weaker. Here "guilty" is a hierarchical structure of the public sector. In the economically developed countries there is a strong decentralization in the public sector. Thus, for example, traditional public administration becomes modern, proactive, accountable for its decisions, flexible and effective administration.

The most managers and employees are not trained to work during changes. Very often the change is made without a clear purpose, above the budget options and too late. The abandonment of the reorganization when it is still not finished is also very common problem. The awareness of the need for management of

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changes in the public sector will solve the problem with the complexity of the reform. Adaptation to EU requirements, compliance with additional laws and directives and their fit to reality in Bulgaria, the changed demands and expectations of citizens and civil society, policy changes, economic crisis, rapid development of information technology and communications are all factors that cause reforms, but also when they are all together they are getting the reform much more complicated.

It is not to neglect the fact that the additional complexity of the process of change comes from social factor. Key actors in the change are people. Therefore, if they exhibit resistance with which management can not cope, the change can fail. According to Kotter, J. "The central issue is never strategy, culture or systems. All these, and other elements are important. The essence of the problem, however, always affects the change of behavior of people, in many successful situations it is done mostly by "speaking to the feelings of the people". (1)

Besides that the process of change is important, another important condition is that it is planned. Success in managed planned change is always more believable than that of unplanned and unmanaged changes. It is much easier to manage the process of change than to do changes during managing.

In an effort to modernize the public sector organizational models from foreign successfully working administrations are taken as a pattern to our. (2) That is wrong because there is a big difference between organizational culture and psychology of both employees and consumers of administrative services. The process of harmonization of laws and changes coming with them, should be gradual and with continuous monitoring. People would not assume easily change if it conflicts with their norms and values, organizational culture, which they are used to. When change is too large or too fast, the reaction of employees will be resistance. They need time to reach the stage of adopting and adapting.

The change must be planned, managed and controlled. It is much easier to modify the targets, structure, processes, strategy, organization and culture than to make people understand and accept the change. The effective communication can help by the adherence of employees to participate in

change. Changing an organization is always focused on seeking greater effectiveness. The traditional concept of effectiveness is that it shows the range of achievement of the targets. They are the desired outcomes to which the organization seeks. More international experts (David Norton and Robert Kaplan) (3) express the view that effectiveness is not determined solely by financial and accounting indicators such as the primary view, but other indicators like customer relationships, service quality, development and employee training, satisfaction of both employees and customers are more important.

At the beginning of the 90s of 20 century, a new concept for public entrepreneurship emerged. Its creators – David Osborn and Ted Gabler thoroughly discuss the ways for the complete transformation of the bureaucratic management into entrepreneurial direction.(4) The question about the entrepreneurship as applicable in the nonprofit organizations is under discussion. This is because an essential element of entrepreneurship is to achieve efficiency and profit, and the public sector relates to budget and has a moral and humane character. The new public management focuses onto improving the effectiveness and decentralization of government. Regarding reforms in public organizations, a new tendency arises – more and more ideas and experience is taken from the private sector and is implemented in the public sector. The tools for increasing the effectiveness, tested and acknowledged in the private sector, may have a positive effect to organizations in the public sphere. The following trends are obvious:

1. There is more concentration on the effective economic management;
2. More emphasis is put on the higher discipline and economy when using resources; organizations try to achieve better results, using less resources;
3. The accent on "owning" an organization is transferred to "managing" it, seeking simultaneously maximum profitability;
4. The results from projects are more important than the process of fulfilling the tasks;
5. Disintegration of the strong hierarchical systems and increase of more flexible structures take place;
6. A bonus payment is introduced which is directly connected with the achieved results;

7. The staff members are selected by their professional skills and experience; Improvement in the communication between the organization and its customers;
8. Feedback about the quality of the service is looked for.

Managing change in the public sector should lead to a change in management. The idea for transition towards entrepreneurial management which is flexible, responsive to the needs of the society, efficient and effective, needs to be realized because only in this way, the public institutions will meet the requirements posed by the society. The adaptation towards reality is the first and most important prerequisite for effective functionality of the public sector.

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