

## **STRATEGIES TO IMPLEMENT CHANGE IN INSTITUTIONS WITH RESPONSIBILITIES IN NATIONAL SECURITY**

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**Abstract:** The Romanian Constitution stipulates that "people's army will be subject only to guarantee the sovereignty, independence and unity of the state, territorial integrity and constitutional democracy. Under the law and international treaties to which Romania is party, the army contributes to collective defense in military alliance systems, and participates in the maintaining or restoring peace".

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### **1. Introduction**

Knowledge and understanding of the causes that determine resistance to change are essential for finding the most appropriate means to reduce or even defeat the resistance. One of the most important ways to reduce human resistance to change is to involve them in planning their change by centering on their feelings over their own insecurities on their resistance. When people open facing each other, they have information in place of insecurity; they may participate in change rather than resist change. People must be given the opportunity to discuss and understand the nature of change and their own fears triggered by it.

Another way to reduce human resistance to change is addressed anxiety created by change. That requires that emphasis be put on finding sources of discomfort to people who fear change and the use or threat of sanctions as a means to persuade people to engage in change. In a process of change, given that habit, routines are sources of resistance to change behavior patterns should not be ignored work that has already been stated or "institutionalized".

### **2. Recognizing and understanding the need for change - choosing strategies**

Communication is one way of reducing resistance to change. Resistance can be reduced by communicating with employees, helping them understand the need for change. This method is effective when the main cause of resistance is lack of information about individuals in the change process. Time and effort involved in this tactic are the main disadvantages of them, especially when the change affects a large number of people.

Handling is another way to reduce resistance to change. Distorting facts and making them seem more attractive by hiding some bad information or spreading false rumors to cause employees to accept change are examples of manipulation. This

method is less costly, but risky if people will find that they were fooled, change agent credibility reducing to zero in this case. The first step in a process of change is the diagnosis or finding answers to questions such as "What changes are needed in the organization to ensure a more effective?" It often does not change that nobody wants. It happens many times to understand, looking after a change was made and he did not answer the real problems?

The organization is involved in a process of continuous interaction with its environment. In this environment, in addition to organization, there are other systems - suppliers, customers or end users - which affect organization and, in turn, are influenced by it. Within his organization may be perceived as having four components in interaction: tasks, organizational structures and systems, culture and people - members of the organization:

- Tasks formed primary component organizational system.
- Organizational structures and systems include: responsibilities and lines of subordination, information systems, monitoring and control mechanisms, job descriptions, formal systems of remuneration and awards, meetings structures, operating procedures, etc.
- Organizational culture refers to values, rituals, power sources, rules and loyalties of the organization, and non-formal system of reward or penalty, which determines how to act in that organization.
- People come with their different skills, knowledge, experience, personalities, values, attitudes and behaviors.

Necessary for the organization to adopt changes to survive in an environment increasingly is unpredictable. Organization should consider changing an opportunity as a help to grow and prosper. The changes are part of managerial and organizational life. They may be important to produce ever more frequently and may be decisive for the survival of the organization. Changes may offer different opportunities to persons involved: increasing professional satisfaction, improved working conditions, improve practices, efficiency, etc.

Favorable external pressure change may be due to factors political, economic, sociological and technological (PEST) exerted by the external environment in which the Organization. Other external pressures arising from supply requirements and market competitive conditions and changing conditions. Favorable external pressures change lies beyond the control of the organization. Positive internal pressures of change are often linked to external. These include: the need to increase productivity, improve quality levels, increase sales volume, improve services, increase the motivation of staff and maintain the organization. Internal pressures are favorable change in control of the organization.

There are three common approaches to generate positive internal pressures for change: top-down approach, bottom-up approach, expert services approach, each with different advantages and disadvantages. Essential components of this model are the tasks performed by the organization, organizational structures and systems, its culture and people working in it. In addition, the model highlights the need to identify shared collective vision within the organization and individuals (and groups) that may facilitate change.

Specifying what level of change, we can estimate the duration of its implementation process and the complexity and difficulty. Also need to consider our own responses to change and to determine the influence of attitude we have to change

on our ability to manage it. We therefore seek to examine the forces that occur and can promote or hinder a proposed change. Thus, we find the forces that require a change must be strengthened and weakened the forces of rejection. Opposition to change is a common rejection of the forces. To reduce or remove them, there are several possible approaches.

Among the usual causes of opposition to change are narrow self-interest, misunderstanding and distrust, the differences in situation assessment, low tolerance to changes, pressures from peer groups, fear of change or stress associated with negative experiences related to change past. Among the approaches that may be adopted to reduce opposition include training and communication, participation and involvement, facilitation and support, negotiation and agreement, manipulation and cooptation or explicit and implicit coercion. Essentially, the focus should be on granting greater autonomy as middle management.

### **3. Establishment of methods and implementation stages of change**

Given that resistance to change was defeated following proper implementation of change and feed-back permanently modulations generated factors that actually trigger. In this stage develop an action plan which should include clear procedures to implement change. They have adapted to the realities within the organization and facilitate the conduct of all actions that change draw.

Change strategies, applied individually or collectively, people are always adapted. Sometimes people speak and write as if "organization" is a tangible entity other than the people who compose it. In this respect, common words' organization has suffered a drop in sales or production levels. But the organization is an abstraction - not organizations change their behavior, although a change in organization structure or its processes can have an impact on organizational behavior. In fact, what appears is a group of people who consciously or unconsciously share the same common guidelines and decide to change their behavior. A strategy for producing change is always oriented towards influencing human behavior.

In consideration of collective behavior, it is important to operate a distinction between a group of people who are connected interactively to a system called "group" and a group of people who share certain values, but they are not related or specific interactions of the group (community). Millions of people who drive cars holidays are part of a collectivity, but not a part of a group. Change strategies for a group may be unenforceable if a general local. Although a group can be a powerful force in producing change is not always possible to change a particular group member is provided, and peer pressure is one method that can be used in an interconnected community. Therefore, a change strategy depends on the target of change - individual, group or community of people overall.

Because differences between the results of group meetings and lectures in which the results of the study subjects were involved due to the degree of involvement of people in question, the motivation to be part of the decision and the influence of reinforcement and support group decision. Upon completion of several studies, Lewin developed a model for analyzing planned change process. He referred to existing conditions as equilibrium (with some fluctuations) between two sets of forces: forces collapse, which maintains the status quo and driving force, which is oriented to change. He named this model the forces opposing the force field analysis. Force field model

provides three basic strategies for change: increased driving forces; reduction constraint forces; forces driving growth and reducing constraint forces.

Ample evidence of research suggests that simply increasing the driving forces leading to an increased level of resistance and change can be maintained only if constant pressure is applied. Change occurs when the situation is "thawed", moved to another level, and then "refreeze" in the new position. Simply increasing the pressure appears to be suitable for the new level refreeze change. Most appropriate strategy is to reduce or eliminate constraints or even convert the forces driving forces of constraint.

Even those who are enthusiastic about the change they need the opportunity to opt out of the past. Institutions, rituals and traditions that help employees to accept change is worth the few hours it takes to make them exceed the threshold organizational change. Probably no one will be more important skill for managers in the future than to help people get accustomed to change.

#### **4. Evaluation results of the implementation of change**

Organizational transformation involving changes at three levels. A first level is the change of attitudes and behaviors of employees. The second level refers to change management system as a whole, while the last concerns the deeper layers of organization, systems of values, beliefs, affectivity community of employees, note that last level is the first two. Another feature of transformation is that organizational change is not confined to mere maintenance organization officials, but they concern the renewal of the organization as a whole. Organizational transformation means profound changes so while considering harmonization, adjustments and organizational shifts. Frequently, organizational transformation involving is making the organization as a whole and requires, in the opinion of many experts, the existence of a set of preconditions:

- Organization management must be committed to change;
- Every employee should be able to visualize what it looks like a good organization and what values are based;
- There are certain exogenous conditions in the environment that the organization faced problems can not be addressed and solved using the previous methods;
- Key people in your organization to support achievement of organizational changes;
- Managers and professionals making the change to be prepared and committed to a long process;
- Change the filmmakers are aware from the beginning that will be faced with "opposition" to change;
- During the change must be willing to learn from a large number of individuals;
- Most staff organization to be convinced of the need to make the proposed change;
- Organization is ready to call on any assistance and / or available and useful contribution change within and outside the organization;
- Provides access to the information involved in all phases of organizational change.

The organization is involved in a process of continuous interaction with its environment. In this environment, in addition to organization, there are other systems - suppliers, customers or end users - that influence the organization and, in turn, are influenced by it. Necessary for the organization is to adopt changes to survive in an environment increasingly unpredictable. Organization should consider changing an opportunity as a help to grow and prosper. Organizational development is the process of

improving the effectiveness and welfare organization (well-being) to its members through planned interventions. This means:

- Increased effectiveness - achieving the goals and objectives of the organization
- Welfare of members - employee satisfaction with work and working environment
- Planned interventions - structured sets of activities in which selected groups or individuals engaged in tasks that are related directly or indirectly by improving organizational.

At the most general purpose of organizational development is the successful implementation of organizational change. It may derive from different specific objectives, such as developing plans to improve organizational structure of the organization redesign, achieving cultural change, increasing efficiency of internal communication, clarifying roles and responsibilities, fostering creativity and innovation, increase efficiency of decision processes, etc. Organizational development theories have origins in the behavioral sciences (particularly sociology and psychology) and management. They can be divided into two categories:

- Theories of change - trying to explain the dynamics of change and organizational improvement;
- Theories of implementation - are focused on specific intervention strategies aimed at inducing organizational change.
- The changes are part of managerial and organizational life. They may be important to produce ever more frequently and may be decisive for the survival of the organization. Changes may offer different opportunities to persons involved: increasing professional satisfaction, improved working conditions, improve practices, efficiency, etc. Within his organization may be perceived as having seven components (scenarios) in interdependence: strategy, structure, systems, management style, skills, personal values or organizational culture.
- Usually, several methods are used to create awareness disparity / gap between ideal and actual conditions, such as:
- Cognitive sounding. Most lectures, written materials and videos used in training programs using the direct orientation disparity for the listener, reader or viewer to engage in personal analysis and the change to the preferred direction (sounding cognitive). Managers, through their internal dialogue, self-study and is considered ideally situated somewhere below. Disclosure may not provide an accurate vision of it, may create a disparity that is not consistent with reality. That a CEO reads about a new tool of management (ex. creating teams, job enrichment or management by objectives) is usually reflected in a program to improve performance of the organization may not have really needed;
- Interpersonal feedback. Another method of creating disparity is to ensure that a person to obtain direct feedback, immediate, accurate and useful about his managerial style and performance from those with whom he interacted (interpersonal feedback). Feedback should reveal sufficient disparity so that you focus on the individual to change;
- Monitoring instruments and data collection. In practice, gather more intelligence-gathering tools that provide managers accurate data about their management style, performance and the impact they have on performance and attitudes of other members of the organization. Surveys are used to collect information about the organization - the discovery that the conditions are not optimal can create the need for change within organizations.

- Reports. Most reporting systems require an orientation disparity. If a report states that have a lower performance than the previous quarter and lower than expected, the disparity will create the energy needed to change.

## **5. Conclusions**

Knowledge influences that change has had on efficiency are a social aspect to continue implementing the change. Managers who initiate such a complex process know very well that the change may involve a time after which the results begin to appear. They also know that arise during the implementation and other issues that were not expected to be resolved in time, otherwise run the process itself is questioned.

However, the team of experts dealing with implementation of change can make partial assessments, regular employees to strengthen the conviction that the mode of action veins good, but the implementation process is complex and lengthy response to these demands has emerged the second generation organizational development, organizational transformation known, differs substantially from the previous.

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