

MANAGEMENT OF THE CHANGE PROCESS

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Abstract

On a global scale, there is a transformation of the organizational context, which is reflected in the changing organizational paradigm. Organizations being monopolized by control and compartmentalization begin to transform into organizations based on information, ideas and interaction. The authoritarian leadership style, based on professional authority and respect, is increasingly taking the place of the autocratic one.

The process of change is difficult for everyone, but the person in charge of the organization must believe in change and for its benefit.

Managers need to embrace new changes to motivate employees through personal example.

Because change is inherently difficult for people at all levels of an organization, when you are in the process, all eyes will be on the leadership team for help, support and direction. The leaders themselves must first adopt the new changes to motivate the rest of the team by personal example..

Keywords: management, change, organization, dynamics, system.

Clasificare JEL: M40, M41

1. Introduction and context of the study

A change is not made automatically within an organization. It must be initiated and coordinated, especially in the case of significant changes that require concerted action by members of the organization, clear thinking of managers and, above all, their desire to get involved and act in the process of change. Thus, for managers, the problem of learning for change is acutely posed, which is what it means: [1]

- Clarity of objectives at all levels of organization;
- Action planning and participation of managers and specialists in solving problems;
- Empowering all staff to support change initiatives;
- Performance evaluation and feedback;
- Capitalizing on the ideas of the entire staff;
- Understanding change as a process of change.

We can imagine a system of hypotheses of organizational change research: [2]

- The organization presents itself as an open system in a permanent exchange with the environment, an exchange that allows it to establish a certain position at its level;
- The organization is a dynamic system, the management of organizational change being an important component of the managerial act;
- Every organization needs a permanent improvement of its architecture, an improvement that must produce visible and measurable effects;
- The ultimate goal of organizational change must be to create an organizational culture whose central value is continuous improvement.

The promotion of change by the manager must take into account the adaptation of the organization to the changes and the preservation of the organization's identity.

Change management therefore involves meeting some basic conditions: [1]

- Performance fulfillment of objectives;
- Maintaining the internal balance of organizational systems;

- Digitizing organizations to success and adaptation, behavioral flexibility of organizations to the dynamics of the external environment.

If we refer to organizations, dynamics means “the mechanism by which the organizational system responds to changes in the external environment” [2], for this mechanism two components are identified:

- Linear dynamics, which represents the way in which the organization pursues the long-term fulfillment of strategic objectives;
- Circular dynamics, how they carry out their daily activity.

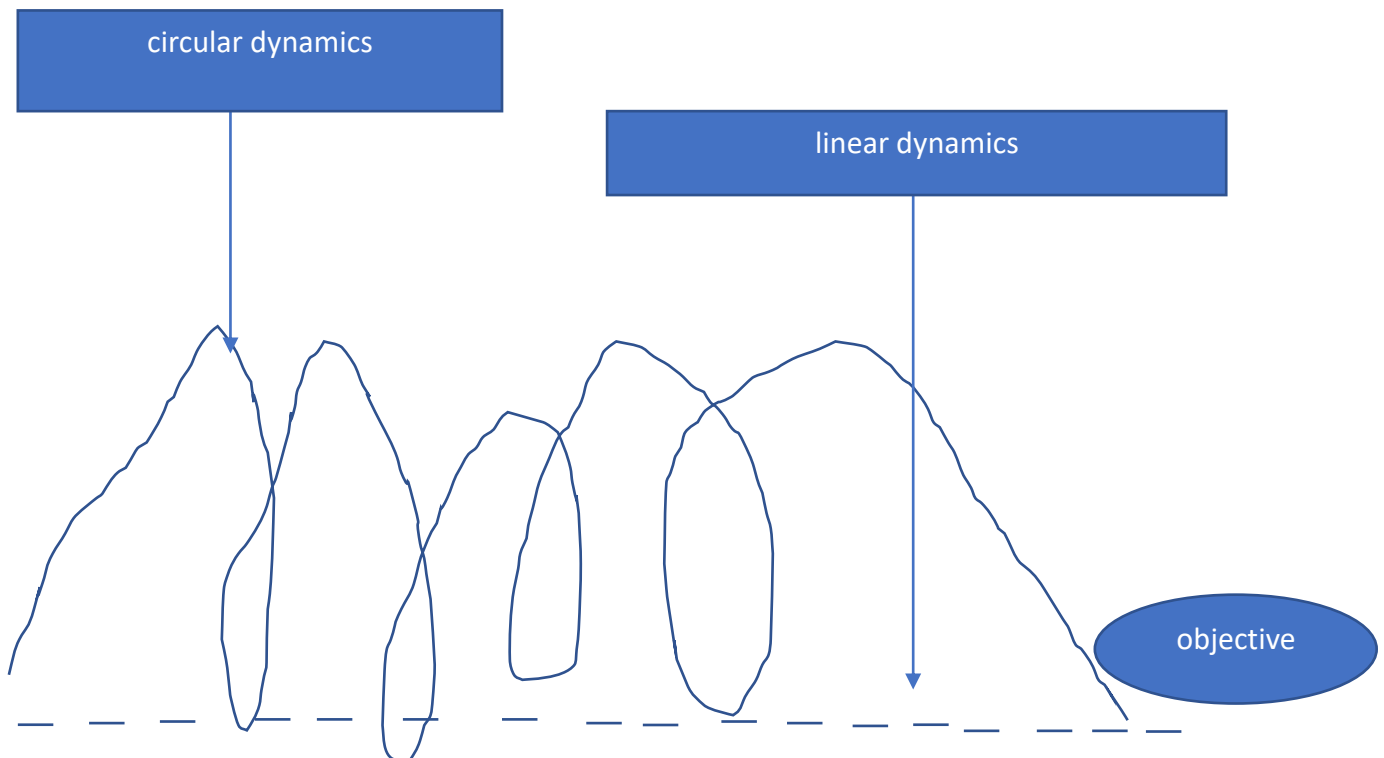


Fig. 1 Organizational dynamics [2]

Through the circular component we can say that the organization can approach its goal straight, but not linearly, but through several cycles of adaptation, as a result of environmental changes. Thus we can define two important concepts for management: effectiveness and efficiency.

Effectiveness means doing the right thing, while efficiency means doing the right thing; the efficiency characterizes the linear dynamics, and the effectiveness corresponds to the circular dynamics.[3]

In order to change efficiently, management goes through the following steps:

- Awareness of the need for change and initiation of the change process;
- A diagnosis of the problem based on previously analyzed information;
- Identifying all the forces that intervene in change, both those that are favorable to it and those that oppose it;

- Elaboration of change variants and choice of the optimal variant;
- Achieving change with all the necessary measures;
- Elimination of possible shortcomings;
- Consolidation of new behavioral values that support the changes made.

Change management is not just about initiating and driving change, it also involves ways to adapt organizations to change:

- The structure of the organization changes with the introduced novelty elements;
- Rethinking the strategy to be in line with the new perspective of change;
- Restoration of budget, management, informational and decision-making systems;
- Modeling new qualities of the organization in accordance with the proposed changes;
- Rethinking the value system that must be the basis of the organization's orientation.

An example could be: The program of activities with students with disabilities enrolled in the special education system is imposed by the curriculum as in the case of other students. [4]

In order to be favorable, change management must also react to the challenges that society raises at one stage or another. Thus, the management is sensitive to the changes that take place in the society, always having to adapt to some traditions, national culture, customs, but also to the type and specificity of the organization in which it is applied..

Among the factors that determine the evolution of management we can mention: [1]

- Accelerating the pace of innovation and technical and technological innovation;
- Complicating market mechanisms, due to increased competition, both in the domestic market and in the international market;
- Extending macroeconomic managerial policies;
- Widespread use of computers and modern communication techniques;
- Increasing the difficulties of organizations to have free and fast access to raw materials and energy resources.
- All these factors, together with the political and social changes, imprint a certain evolution of the management and determine certain orientations of its perspective.

Body expressiveness is an acquired, emotional trait, the manifestation of which includes doubled sensitivity to thinking. That is why the creative activity occupies a central place in bodily expression and is not based on factors foreign to human emotion. The objective of creation in bodily expression has a formative role on individuals, the permanently fertile imagination removing the patterning. [5]

Theoretical information is the first tangents that have the role of creating in the mind of the individual sequences, schemes, connections, matrices, and which, gathered in a certain sequence, depending on the individual informational baggage, generate a faster or slower assimilation of the theoretical content. [5]

In order to act, the manager must know very well the problem situation that involves the change. For this it is necessary to go through a stage that involves a diagnosis of the problems. The main stages of diagnosis are: [6]

- Identify the type of problem. It involves, in essence, discovering all the problems that the organization's managers face and which, in fact, determine the change. A series of methods and techniques can be used (to know the problems): the list of problems, the box with ideas, etc. for a start, it is recommended to identify the scope of the change and its type, respectively whether it will be total or partial, fast or slow. However, it is certainly the complexity of the problems and the possibilities of the organization that actually influence the process of implementing the changes.

- Formulation of the positive and negative symptoms generated by the problem. Undoubtedly, any problem, identified if not, directly or indirectly generates positive and negative symptoms. In this phase, both the positive and the negative symptoms that the current problems

generate must be clearly structured, which is possible due to the analysis performed in the previous phase.

- Establishing the causes that generate the problem and the effects that the factual situations have or can have for each type of problem. Essential in this phase is understanding the nature of the causes that generated the positive and negative symptoms. The causes can be direct, indirect, main / secondary. The effects can be immediate, medium or long term.

- Specifying the ways in which problems can be solved, as well as the resources involved in this process. The main ways of action will lead in this way to diminish / amplify the influence of the causes that generated the negative symptoms, first of all, but also the positive one. Then the necessary resources are established, which involve the respective modalities of action and the process of implementing the changes.

- Estimating the results achieved by solving the change. In the last phase, the aim is to anticipate the aspects of quantifiable and non-quantifiable efficiency, which will appear as a result of solving the problems of change.

Change management is the process by which the impact of change in the organization is managed. Well done, it accelerates the successful implementation of change initiatives and is achieved by using specific strategies that help calibrate and manage impact. It is good to understand change as a social process, which means that we need to understand the effects on people. Change management is about supporting employees on the impact changes have successfully overcome the transition process. It is absolutely necessary because organizational change - the transition from a current state to a future state - will ultimately have an impact on how employees perform the tasks they have committed to. [7]

The first step in change management is to set the goal, whether it starts from identifying a need, a problem or an opportunity. When you determine exactly the outcome you want to achieve and how it will impact the organization it will be much easier to get the team to join the change. Setting the change goal will help you set performance indicators and how you measure your goal - which will help you set your goal. [8]

5. Conclusions

- The change occurs depending on a speed of change, it can be minimum or maximum, which must be efficient through an optimal speed;

- Communication rules contribute to the success of cultural change in the organization. They impose a simple and common language that brings the members of the organization to the same common denominator, facilitating change;

- When resistance to change manifests itself managerially, the process becomes extremely complex and must be approached with maximum contextual authority;

- The leader must be the example for the whole organization, ie he must be the first to adopt the new changes;

- Change is and will be auspicious when problems arise in organizations, implementing new models and practices in time, can benefit the future of organizations.

- Changes in an organization are not very popular private among its employees, but implemented on time bring great benefits within the organization.

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