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## The need for positive change: adapting management in public administration

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### Abstract

The objective of this article is to describe a way for public services leaders to create and lead a wanted change. Complexity and uncertainty or public organization has a high impact when managers are willing to conduct change. We try to see if we can change the way attractors behave, and how can them create chaotic change by influencing the patterns of human interaction. The key of success is not counting on the on experiences from the private sector, but to adapt all the means and strategy to achieve effectiveness and innovative. The complexity of change and the complexity of the public organization are two important points and we try to establish a good way to achieve the organizations means by focusing on tools, strategy and structures instead of paying attention to how human beings change by forming identities through relating. The adaptive management is more about changing the usual practices in order to comply also with some chaotic circumstances and unpredictability, uncertainty, self-governance, emergence and other premises describing chaotic circumstances. Not only the practices and strategy need to change but also the leaders need to adapt more to the organizations complexity, its attractors and culture. The managerial control is very important, but order cannot be established just by knowing the entire situation

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## 1. Introduction

The paper's main purpose is to evaluate change and to investigate one of the most important issues in the promotion of development, which is the role of information in a complex adaptive change and knowledge in improving results and ways of working.

Managers have resources to spend and are being controlled by different sorts of means and therefore are attracted to radical simplifications of reality which permit an exclusive focus on establishing measurable relationships between inputs and outcomes. In order for them to produce a relevant change in their organization they need to take into account all the information they receive from their employees and recreate a decision making process based on the results received from their agents' interaction.

What managers are dealing with are complex problems and those are often distributed among actors: problems manifest themselves in different ways and at different levels; action may rely on differing degrees of collaboration from a variety of actors. The complex problems mentioned are difficult to predict: many social, political and economic problems are not amenable to detailed forecasting. Where causality is not well understood success may rely on adaptation and flexibility to emerging insights, rather than trying to completely fix the shape of policy responses in advance.

### 1.1. *Complex problems in adaptive organizations*

The complexity science, as also mentioned by Matei and Antonie (2014), explores the emergent behavior of complex systems by focusing on interconnections of the system components and system architecture, rather than the individual components themselves. It represents a novel scientific approach across traditional discipline boundaries.

The fact that some problems and issues are complex has been acknowledged for some time, but in recent times complexity has been discussed with increasing frequency and sophistication. Complexity theory and the complexity sciences have attempted to investigate the integral characteristics of complex systems, investigating through theory and empirical research the ways in which interconnected, unpredictable phenomena work.

To better understand complex problems we need to have in mind the key concepts of the complexity theory. When you relate to complexity, you necessarily relate to systems. Systems are characterized by interconnected and interdependent elements and dimensions, which are a key starting point for understanding complexity science.

All the adaptive systems have a great number of agents which interact. The systems are characterized by interconnected and interdependent elements and dimensions. Feedback processes shape how change happens within a complex system. The emergence describes how the behavior of systems emerges, unpredictably, from the interactions of the agents, showing that the whole can be different to the sum of the parts. Mitleton-Kelly (2003) considers that a complex adaptive system is defined by their general characteristics: self-organization, emergence, interdependence, feedback, systems far-from-equilibrium, co-evolution, historicity, trajectory dependence.

The next very important key element is the feedback process that helps the system shape the way change happens. Together with the feedback process comes emergence, which is the result in the behavior of the system, an emergent one, often unpredictably, from the interaction of the parts, such that the whole is different to the sum of the parts.

Change happens whether an agent desires this among his actions or not. To study the change in a complex system you need to relate to phenomena through which complexity manifests itself; within complex systems, relationships between dimensions are frequently nonlinear, which determines change to happen in an disproportionate and unpredictable way.

In regards to the above mentioned we need to mention the sensitivity to initial conditions. These concepts highlights how small differences in the initial state of a system can lead to massive differences later; butterfly effects and bifurcations are two ways in which complex systems can change drastically over time.

To be able to predict change and to shift it according to the organization needs you need to take into consideration the phase space, which helps to build a picture of the dimensions of a system, and how they change over time. This enables understanding of how systems move and evolve over time.

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