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## **APPROACHES TO CHANGE IN MILITARY ORGANIZATIONS**

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**Abstract:**

Change is not something new; it was and is a feature of human existence and history. We all know that without change there is no life and people's efforts to obtain better living conditions involves adapting to change. The process of adapting to changes that happen in military organization, involves accumulation of new knowledge, approach some tasks differently, improving skills, values and attitudes in organizations work style or work habits change.

*Key words: management, change, process, principles, organization, adaptation, resisting.*

*“People do not oppose to change, but the idea of being changed”  
Peter SCHOLTES*

### **1. Introduction**

We live a time of change; "Change and Reform" (notes Dumitru Sandu) have become keywords of the post-communist societies in Central and Eastern Europe.

The concept of change, says the "Management consulting. Consultant Management Handbook" indicates the existence of a perceptible difference between two situations that succeed in time to a person, a team, an organization or in a relationship.

### **2. Organizational Change**

Organization does not change for the sake of change, but that is part of a wider development process and must react to the new changes in the environment, the restriction requirements and opportunity that occur in this area.

Change may cover any aspect or element of an organization. Therefore can be considered:

a. changes the very basis for the establishment of the organization (the force structure, the hierarchy, the organization chart, the nature and level of activities, the funding sources and operational impact, the structure destination, the enrollment and endowment, etc.).

b. changes in tasks and activities (the destination of forces, the level of training, the environment, beneficiaries, etc.).

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- c. changes in the technology used (equipment, materials and energy used, technological processes, technology for office);
- d. changes in management structures and processes (internal organization, work flow procedures for decision making and control, information systems);
- e. changes in organizational culture (values, traditions, rather informal, influences and processes, management style);
- f. changes of personnel (management and staff, competence, attitudes, motivation, behavior and efficiency in work);
- g. changes in organizational performance (financial, economic, social, showing how the organization fulfills its mission);
- h. changes images military organization has created within the structure to which it belongs, or similar military structures.

### **3. HUMAN CHANGE**

The human dimension of organizational change is fundamental, because people in the organization - senior management, technical, economic and at the divisions and subunits, as production staff - are those whose behavior ultimately determines what organizational changes may be made which will the results. It happens so because the organization is actually human systems. People need to understand, to want and be able to implement changes that at first sight may appear as being purely structural or technological, but that will actually affect, in one way or another.

In the process of adaptation to organizational change and people need to change them, must acquire new knowledge, assimilate more information, tackle new tasks, to improve their level of competence and very often change their work habits, values and attitudes toward work in organized manner. Changing values and attitudes is essential. Perhaps there can be no real change without a change of attitude.

It is important to recognize that within an organized this requirement relates to everyone, starting with its leader. Those who want their subordinates and colleagues to change must be ready to analyze and change their own behavior, its own working methods and attitudes. This is the golden rule of organizational changes.

There are four levels of change:

- a. change of knowledge;
- b. changes in attitude;
- c. changes in individual behavior;
- d. changes in organizational or group behavior.

Moving from level 1 to level 4 is done by steps increasing difficulty in performing changes, the time needed for changes being also growing.

It is essential to note that environmental changes affect people in an organization change. This is because the environment is not something that begins beyond the "gateway organization", but something that permeates the entire organization. People "bring with them" when they come to work. Changes that occur in the environment in which, an organization can facilitate or impede change among people working in an organization.

A frequent problem is that of people, who are exposed simultaneously to so much change and so much stress, both at work and in their family and social life, that are unable to cope and failure occurs. On the other hand, some environmental changes, such as more rapid penetration of new communication and information technologies in all the areas of human life facilitates more changes to be planned and implemented by the management organization.

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## **4. Resistance to change**

The history of humanity shows that, in fact, people are very adaptable and can cope changes generally accept it as a natural fact of life. So why change among people becomes so difficult in the context of organizational change? Why is the "change" so frightening word for many people?

People resist change and try to avoid changes in the work, working condition, the workload, the income of the power they have. This is easy to understand. And still resist, even when the proposed changes are neutral or even favorable to subjects. There are several reasons for this attitude, but the following seem to be the most important.

**Lack of beliefs that the change is needed.** If people are not informed properly and explained the purpose of changes, they will consider the current situation as being satisfactory, and any effort to change it as useless and annoying.

**Imposed change is felt as unpleasant.** In general, people do not like to be treated like passive objects. They do not like the changes that are imposed in connection with which they can not express any opinion.

**Surprises are not agreed.** People do not like to be informed about any changes as it prepares; leadership decisions that bring with them significant changes are unpleasant surprise if they come.

**Fear of the unknown.** Fundamentally, people do not like to live in insecurity and may prefer this imperfect situation instead of an unknown and uncertain future.

**People hesitate to tackle unpopular issues.** Leaders often try to avoid unpleasant reality and unpopular actions, even if they realize that they can not avoid them forever.

**Fear of incapacity and failure.** Even if they are convinced of the need for change, people are worried about their ability to adapt to change and to maintain and improve the quality of activities in a work situation. Some may feel threatened, questioning their own ability to make a special effort to learn new methods.

**The practices, customs and realities are disturbed.** As a result of organizational changes, practices and work habits well established and fully mastered can become obsolete, and the relationship familiar may be modified or totally destroyed. This can lead to feelings of frustration and considerable dissatisfaction.

**Lack of respect and trust in person who promotes change.** People are suspicious when it comes to a proposed change in leadership who do not trust or respect, whose competence and reasons for change are not known and understood.

## **5. Approaches to change in organizations**

### **5.1. Unplanned change**

In any organization is producing natural evolutionary changes. A typical example is aging of equipment or people who have both negative aspects of concern (e.g.: the need to repair, upgrade and replace equipment or need to replace those leaders who have lost their dynamism and enthusiasm) and the positive (technical competence and leadership experience gained in years of practice). These changes will occur independently of leadership.

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## **5.2. Planned change**

Planning does not completely eliminate unplanned changes, but helps the organization to adequately prepare for some changes that can be anticipated and reduce the number of situations in which changes should be made in haste, in an atmosphere of panic. Moreover, change planning allows the organization to "create" the future.

Some questions that may be asked when planning change are:

- What changes occur in the environment? What will be the implications of them for our organization?
- What changes must we do to achieve our goals?
- What unwanted changes will occur in our organization if we do not take early action to prevent them?
- What kind of change and how we are able to introduce?
- What kind of change will people accept and support?
- To implement the change in stages?
- What will be the relationship between the various changes we intend to do? How do we coordinate?
- What should be our time horizon and implementing program changes?

The last question is crucial. Both organization and people can sustain only a limited amount of change in a given period of time. Therefore, a careful programming rhythm changes is one of the main techniques needed to drive change and a critical dimension of its planning.

## **5.3. Imposed change**

Much of the changes in the military organization are imposed as a result of appointment. Frequently it generates dissatisfaction and resentment, especially if people affected by such changes they think should at least be informed.

However can not be said, that any imposed change is itself wrong. There are measures and administrative regulations in this regard. In general, an attitude toward imposed change is much influenced by culture and education, the existence or inexistence of alternatives for change, and other factors.

## **5.4. Participatory change**

A participatory process of change is slow, requires more time and is more expensive than imposed change, but is regarded as being more durable. In addition, participatory change helps leadership to benefit from the experience and creativity of subordinates, which is hard to do if the change is imposed.

There are various levels and forms of participation in the change process, depending on the nature and complexity of the changes, maturity, consistency and collective motivation and the relationship between management and staff organization.

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### **6. Conclusions**

It is of course impossible to give a simple model for achieving organizational change in the whole situation.

Primarily need to harmonize measures and processes change with normal management activities and processes of the organization. Some people may be required for both the planning and preparation for change and for resolving current issues.

Secondly, management must determine the actual change measures, which require guidance and decision on the level and the form of involvement.

Thirdly, the various processes of change in the organization must be harmonized between them. If this may seem easy in a battalion level, certainly is difficult and more complex at the structure of forces.

Leading the change means having to do with its various aspects - technological, structural, procedural, human, psychological, political, financial, etc. This is perhaps the most fundamental and difficult responsibility of leadership related to organizational change, because the change involves specialists who often tries to impose their limited views about complex problems and multidisciplinary.

Also, leading the change involves taking decisions about the use of various methods and techniques of approach allowing a good start, working systematically defeat resistance, ensuring cooperation from the people and implement real change.

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