

ADAPTIVE NATURE OF SOCIAL PROCESSES AND PRINCIPLES OF ADAPTIVE PUBLIC ADMINISTRATION IN NATIONAL SAFETY

АДАПТИВНИЙ ХАРАКТЕР СОЦІАЛЬНИХ ПРОЦЕСІВ ТА ПРИНЦИПИ АДАПТИВНОГО ПУБЛІЧНОГО УПРАВЛІННЯ НАЦІОНАЛЬНОЮ БЕЗПЕКОЮ

Theoretically substantiated the need for adaptive management in the field of civil society development in the context of the social processes' resilience as a condition of national safety. Showed the changes occurring in the field of civil society development can acquire a destructive meaning, requiring the introduction of new principles of public management in the field of ensuring national safety. Quite often, not only the interaction of the state and social institutions of the non-state sphere, but also their opposition leads to this type of social-state relations, when an ideal model of the evolutionary development of the state system is created, and the state, sometimes without even realizing it, pushes civil society to develop more effective and clearer ways of their own development, thereby becoming an ally of civil society. The efforts of civil society to oppose the requests of the state, which do not correspond to the ideas of citizens, create an atmosphere of smoothing out contradictions and developing a compromise, as well as developing an appropriate management style, that connected with change management as one of main principle of adaptive management. It is concluded that in order to manage change and implement change strategies, it is important to avoid implementing irrelevant or random methods and try to focus on a suitable plan of action. Change management is an ongoing process that takes time, expertise, dedication and efforts to implement and run. Changes of social development, changes in the civil society process can lead to emergence of national safety threats. That is why before adopting one of the many effective and popular change management approaches and models, system of adaptive management (adaptive public administration) first figure out why it needs the changes and how will the changes benefit it.

Key words: *adaptive management, civil society, national security, management principles, public administration, social processes, change management.*

Теоретично обґрунтовано необхідність адаптивного управління у сфері розвитку громадянського суспільства в контексті стійкості соціальних процесів як умови національної безпеки. Показано, що зміни, що відбуваються у сфері розвитку громадянського суспільства, можуть набувати деструктивного змісту, вимагаючи запровадження нових принципів державного управління у сфері забезпечення національної безпеки. Досить часто не лише взаємодія держави та суспільних інститутів недержавної сфери, але й їх протистояння призводить до такого типу суспільно-державних відносин, коли створюється ідеальна модель еволюційного розвитку державного устрою, а держава, часом сама того не усвідомлюючи, підштовхує громадянське суспільство до вироблення більш ефективних і зрозумілих шляхів власного розвитку, тим самим стаючи союзником громадянського суспільства. Намагання громадянського суспільства протистояти запитам держави, які не відповідають уявленням громадян, створюють атмосферу згладжування протиріч і вироблення компромісу, а також вироблення відповідного стилю управління, пов'язаного з управлінням змінами як один з основних принципів адаптивного управління. зроблено висновок, що для того, щоб керувати змінами та впроваджувати стратегії змін, важливо уникати впровадження невідповідних або випадкових методів і намагатися зосередитися на відповідному плані дій. У цьому контексті управління змінами як безперервний процес, який потребує часу, досвіду, відданості та зусиль для впровадження та проведення передбачає урахування того, зміни суспільного розвитку, зміни в процесі розвитку громадянського суспільства можуть призвести до виникнення загроз національній безпеці.

Ключові слова: *адаптивне управління, громадянське суспільство, національна безпека, принципи управління, публічне управління, соціальні процеси, управління змінами.*

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Problem formulation. With the emergence and development of new types of societies and social relations, there is an acute need for new forms and methods of armed struggle, means of resolving conflicts and achieving advantages over the enemy in confrontation. Scientific and technical progress plays a decisive role in meeting these needs, each of the stages of which reveals qualitatively new principles of development of forms and methods of conducting armed struggle, having as a concrete result the development of new, synthetic technologies. These technologies (as well as the general trends of scientific and technological development, which are revealed taking into account the intellectual potential and forecasting of the global security environment) are actually the basis of

strategic planning and forecasting in the field of ensuring national security and defense, as well as obtaining significant advantages in a possible future confrontation and armed conflict struggle. Strategic forecasting and planning in this area is directly related to the resources of the state in general and the national economy in particular, which, in the vast majority of cases, are limited, and sometimes have a decisive influence on the growth rates of the national economy. But the changes occurring in the field of civil society development can acquire a destructive meaning, requiring the introduction of new principles of public management in the field of ensuring national safety. Public administration should take into account the parameters and requirements of complex social systems, acquiring the

characteristics and ability of adaptability as one of the effective principles of responding to changes.

Last researches and publications. Adaptive management and principles of it are in the focus in different aspects: issues of the evolution of the strategy paradigm and results of it [1]; organisational flexibility needs to be built into the firm so that it may adapt and respond to change [2]; cross-functional teams are playing a greater role in the strategy process [3]; thought and action take place sequentially [4; 5]; the top management providing the supporting internal environment to allow this level of autonomy [6]; strategy emerges through a constant process of iteration [7-10] balancing intuition and analysis [11]. But researches the relations between the social changes and adaptive management principles in national safety is actual.

Goal. Theoretically substantiate the need for adaptive management in the field of civil society development in the context of the social processes resilience as a condition of national safety.

Main material. Civil society as a system of non-state social relations and institutions that provides individuals with the opportunity to realize their rights, needs, interests and values, at the same time, is not isolated from the state, does not oppose it, but rather, on the contrary, civil society and the state are combined into one by one series of structural connections, since the state, performing managerial and mediating functions in public life, cannot but cooperate with civic values and institutions, which, through a system of horizontal connections, cover almost all social relations. In addition, some social institutions are partially intertwined with both civil society and state institutions. In modern society, the state acts as a counterparty to a developed civil society, and its role consists in coordinating and regulating interests and the processes of their implementation to national interests and constitutional requirements, in creating conditions for their legal expression and implementation, i.e. in promoting the structuring of society, in coordinating its components, preventing destructive conflict of social competitions [12]. At the same time, social institutions act as a way of organizing the human community, according to which such an institution follows the instructions of the state, but does not allow the state to completely absorb it, always preserves and values the private component in the attitude to events or in their implementation. Citizens must be able to defend their sovereignty and vital interests. Such consolidation of civil society and the state is carried out at the horizontal level, which is a component of vertical relations in the system of civil society. That is, non-state social entities and citizens themselves

with their demands and interests exist and act within the system of economic, socio-political, religious, spiritual-moral, family, cultural and other social relations that determine state policy and express the will of citizens of society. Based on the ideas of A. Gramsci, in the "architecture" of modern civil society, it is possible to distinguish not only many horizontal connections, but also several of their levels or layers.

The first level, the "foundation" of civil society, consists of economic relations based on various forms of ownership, which, while respecting the interests of the individual and society as a whole, creates the necessary prerequisites for overcoming the existing alienation of man from the means of production. However, these prerequisites can be fully realized only when all members of civil society own specific property or the right to use it, and also have the opportunity to dispose of the product they made or the public product at their discretion. It is important to keep in mind that ownership of property can be both individual and collective, and in any field of activity (industrial or agricultural production, trade, credit, rental and exploitation of real estate, etc.), but on the condition that each participant of collective ownership has at his disposal a real right to participate in the management of the affairs of an enterprise organized on similar grounds.

The next level of civil society is socio-cultural relations, which include family-family, ethnic, religious and other stable ties, the diversity of which reflects the "non-political" interests of various social strata and groups, as well as their representatives. And finally, the "upper layer" consists of relations related to individual choice, political and cultural preferences, and value orientations. It is here that the associative, or, as it is called, the "public sphere" (as opposed to the "private") one develops, which includes the activities of mass movements, parties, interest groups and other socially active organizations that ensure cultural and ideological pluralism, the free will of citizens and in their close contact with state institutions, they contribute to the development of the tendency towards the gradual decentralization of state power, its partial transfer to self-government bodies, and the expansion of civil society participation in the management of various spheres of public life. Thus, civil society combines the interests and needs of various social and political subjects, which, if these interests do not coincide, leads to confrontation between them and conflicts.

The efforts of civil society to oppose the requests of the state, which do not correspond to the ideas of citizens, create an atmosphere of smoothing out contradictions and developing a

compromise, as well as developing an appropriate management style, that connected with change management as one of main principle of adaptive management (Fig. 1).

But in last case, when there is conflicts possibility, we need pay attention to process of reforming. For example, in the process of the reformation of the Ukrainian state, one of the main tasks consists in the formation of a socially responsible power and political structure capable of clearly realizing its own goal of the subject of transformations, fully and impartially determining the stages of its achievement, setting real tasks, outlining the ways and methods of its activity, providing mechanisms their implementation and effective reformation on the way to change. And quite often, not only the interaction of the state and social institutions of the non-state sphere, but also their opposition leads to this type of social-state relations, when an ideal model of the evolutionary development of the state system is created, and the state, sometimes without even realizing it, pushes civil society to develop more effective

and clearer ways of their own development, thereby becoming an ally of civil society [17]. It is the changes that make it necessary to apply the principles of adaptive management. Considering this, the process of formation and development of civil society requires an appropriate development strategy, where all levels of public administration would be taken into account in the specified sequence, in particular [18-19]:

- the presence of a common national idea, traditions, preferences, priorities and values, which is a condition for the preservation of the national state, national identity and actually nations;
- the development of the state administration system, increasing the efficiency of public leadership, transparency in the actions of the authorities, the absence of party divisions and opposition, public opinion regarding management decisions;
- availability of effective economic mechanisms for ensuring social stability, new structural economic policy;

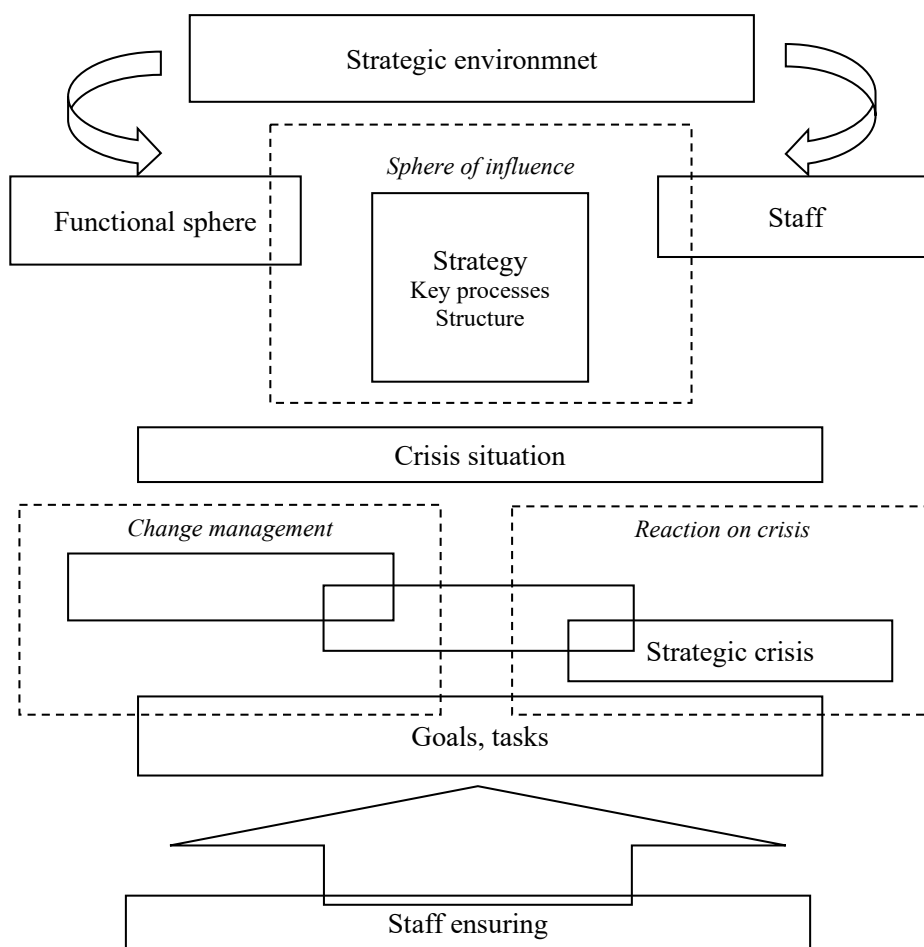


Fig. 1. Framework of differentiated and integrated change management [14–16]

- providing the population with high-quality social services, a high level of social protection;
- access to one of the main places of the social stratum, which is not only the most numerous, but also active, claiming at the same time a dominant position in the system of political and economic power;
- increasing the importance of humanitarian aspects, the scientific, technical and cultural level of the population as an important condition for sustainable development.

That conforms the need for use such main principles of strategic management as [19]: purposefulness; continuity; theoretical and methodological validity of forms and methods of strategic management; a systematic, comprehensive approach to the development of strategies and the strategic management system as a whole; the presence of the necessary sequence of stages; cycle; uniqueness of strategic management systems of specific enterprises; using the uncertainty of the future as strategic opportunities; flexible adequacy of systems of strategic management of changes and conditions of functioning of organizations; effectiveness and efficiency.

The development of such a strategy requires the formation of the capacity for strategic forecasting, the formation of effective plans, and the ability to influence the improvement of the moral foundations of society [20]. In Ukrainian society, taking into account the events of recent times, the need to transition to a new consciousness model and, accordingly, to a new round of social development is clearly visible. Ignoring the need for overdue changes can lead to a societal crisis. As observing: “The changes under way reflect less a conscious effort than a natural evolution, part of the adaptation to external conditions that organizations make in order to survive...(strategy) is evolving due to the increasingly urgent need for responsiveness to market changes - a need that has also contributed to the flattening of hierarchies. This elimination of layers of management, in turn, affects the way in which organizational strategies are created” [3, p. 8]. That is why achieving strategic goals requires rationalization of the planning process and distribution of state resources, their effective use, as well as constant control of all stages of state programs implementation. In this context rationalization the planning process refers to the capacity-based planning process, which involves [21-22]:

- determination of capacity requirements;
- clarification of the necessary joint defense capabilities according to probable scenarios of their use, the development of which requires

planning for the medium and long term and the formation of their list;

- identification of insufficient capacities to be created, as well as existing capacities to be developed;
- determination of excess capacities that must be disposed of in order to free up resources.

Another direction in the unified complex of strategic planning is resource planning, which involves:

- forecasting the value indicators of the necessary capabilities, resources and expenditures for the needs of the defense of the state;
- determining the need to create the necessary capabilities;
- assessment of resources that are necessary to ensure the maintenance of existing capabilities;
- formation of a list of minimum necessary capabilities for maximum balancing of their value with the financial and economic capabilities of the state;
- determining the need for additional financial resources to ensure the development of critical capabilities;
- determination of alternative options for achieving the required capabilities.

In the fact, strategic development programs are planned within the framework of a single complex. Rationalization of strategic planning goals requires mandatory consideration of risks and uncertainties that affect program decisions during the development of the budget, procurement plans, and other short-term plans. To achieve a high degree of strategic programs realism, a network filter is used, which allows to eliminate the duplication of plans for the use and distribution of resources, to optimize the time parameters of management (first of all, strategic) decision-making, and to eliminate a competing needs.

Conclusions. In order to manage change and implement change strategies, it is important to avoid implementing irrelevant or random methods and try to focus on a suitable plan of action. Change management is an ongoing process that takes time, expertise, dedication and efforts to implement and run. Changes of social development, changes in the civil society process can lead to emergence of national safety threats. That is why before adopting one of the many effective and popular change management approaches and models, system of adaptive management (adaptive public administration) first figure out why it needs the changes and how will the changes benefit it. Taking into account the dynamics of social changes and their influence on civil society, from the point of view of ensuring national security it is necessary: forming the

model of transition states control: monitoring the institutional changes; development of modern thinking styles based on intuition, expanded perception, worldview, rationality, heuristics in order to develop the ability to solve complex and deep tasks and problems, and priority of focal thinking (object of change). Becomes of great importance the strategy of choosing a "reboot" of the system in the framework for change initiatives.

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