

## **Innovative Changes in a Global Public Governance Modernization Process**

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### **Annotation**

In this paper, by using meta-analysis, theoretical modeling and interpretation methods, the need of public governance reforms in the global environment is revealed, and the key indicators of changes that determine directions of modernization processes, are distinguished. Emphasis is based on the role of innovation in public governance modernization process and the key elements of the public governance changes process are summarized.

**Key words:** innovation, change management, reforms, public governance modernization.

### **Introduction**

The transformation of social systems has led to the emergence of a more responsible and democratic governance in many countries. Global values are becoming the essential catalysts of the new management in the current period (Rosenbaum and Kauzya, 2007). The effects and results of globalization encourage states not only to adapt to the limitations of sovereignty and economic dependence, but also to take over new regions of the world recognized management systems. This requires the development of new standards for the management, deployment and development of public structures, and innovative business models, creating a global market “adapted” to the public authorities.

On the turn of the 20th and 21st centuries, the public sector of democratic states continued to reinforce values such as citizenship, participation of citizens in the public governance, the principles of public interest and so on. Constant search is going on, in accordance with the principles of democratic governance, to achieve more efficient use of national policy formulation and successful implementation

Competition, entrepreneurship and innovation in the global environment have become key economic factors in the development of states, as well as the indispensable conditions in order to meet the dynamic needs of the citizens and users. Innovative activity not only promotes productivity and creation of higher value added products, but also saves limited public's material and human resources. Continuous

innovation management, development and realization are necessary to ensure a high level of economy and its individual segments and competitive level, at the same time - to realize public welfare growth expectations. Innovations at the national level promote the modernization of the economy and this is one of the most important priorities of the country's economic policies in determining the competitiveness of the country, the public's welfare, and social and political stability.

In the global environment innovation is an essential condition to implement public governance modernization and citizens' social expectations (Bekkers, Edelenbos, Steijn, 2011). Permanent public development is impossible without a systematic updating of the various operational processes based on social values and likely to improve the country's situation in the overall context of the various activities in the world (Maceika, Strazdas, 2007). In order to upgrade the efficiency of the modernization process it is important to perceive that innovation and modernization processes are significant state-wide and it is necessary to base the interactions between these processes clearly. For these reasons, a lack of focus on innovative developments in public governance, and insufficient skills and efforts to manage changes becomes essential for reasons of poor public governance dynamics.

The main purpose of this paper is to reveal the role of innovation in a global public governance modernization process, focusing on the essential change management moments. This purpose is implemented by using the opportunities given by meta-analysis, theoretical modeling, classification and interpretation methods. The subject of this paper covers innovation in public governance, keeping them as one of the most significant elements of the modernization process in public governance. The main objects are aspirations to distinguish the key aspects of public governance reforms and innovation-driven problems and to summarize the main public governance change trends based on innovation.

## **Public governance reforms' issues in the global environment**

The main purpose of the public governance organizations is to federate and effectively use human, financial, technological and informational resources that help reach changes in the public governance. These changes help to ensure the implementation of strategic aims and tasks, also the realization of public legitimate needs, expectations and interests. While new models of social organization are shaping and new social and cultural stereotypes are spreading, organizational value systems alters appreciably and permanent changes trends start to dominate. Qualitative public sector governance parameters, modernization and high innovativeness level are becoming the key factors underlying the effectiveness of public governance changes and public structures performance criteria.

Contemporary modern public governance reforms ideology and practices in various regions is determined by many factors: the preparation of institution leaders and their ability to adopt new managerial orientations, policy makers and administrators strategic management skills to take advantage of new, improved forms of public governance. It can be stated that governance reforms in various regions gather certain specific features in a global context of public governance reforms. The specificity of the new public governance in the sphere of reforms is determined by key indicators of new public governance, i.e., new quality ideological provisions, changing governance practices in the processes of public policy making and strategic management, and cross-sectoral partnership evolving to the processes of complex cross-sectoral integration and the development of essential social dimension changes. Therefore, the specifics of new public governance reforms is determined by the distinction of new public governance traditions in the activities practice of various countries. At least as important is the context of the dynamic evolution to the new public governance combining the diversity of the public governance institutional framework, interaction between public and government, democratic governance and others (Lynn, 2010).

Public sector changes, innovative technologies, reforming activities and the efforts of theoreticians of modernization became key factors in improving the opportunities of public governance analyses. Theoreticians provide a plentiful measures set of theoretical modeling meta-analysis, which can be characterized as complex diversity of conceptions and approaches of theoretical and methodological public governance. The purpose of theory in the modern stage of public governance is determined by public

institutions strategic aims, qualitative and quantitative parameters of formulating and implementing object, and by the specifics of strategic programs and of rational and constructive activity of institution personnel and leaders. The main destination of theory in the modern stage of public governance is to shape the methodological instrumentation of the sphere of scientific knowledge (in this case – creating public sector innovative environment and evaluating the role of innovation), which could help to improve the analysis of systemic-process activities components, to extend extrapolated modeling capabilities, to obviate mistakes of innovation practice, to eliminate possible interferences (Fredericson, 2003).

Analysis of the key governance (policy and administration) directions and dimensions, theoreticians release a series of fundamental reforms in the administrative and political policies (macroeconomic, financial management, labor market, education, health management, etc.). In different reform levels, reforms can be classified as good governance practice, as the selection of reforms methods or as changes in reforms ideology.

Appropriate theory in article terms, according to the authors, is asserting that reforms consist of deliberate permanent changes (structural and procedural) seeking to improve the coordination of governance activity, to use effectively the opportunities given by organization centralization and decentralization and the systemic transformation of processes of activity. Though reforms, as mentioned before, are complex and have permanent basis, they cannot be comprehended as a mechanic chain of activities development. Reforms success or failure is determined by the organization environment factor, i.e., the contextuality of organizational activity is a relevant component in running reforms processes (Pollitt, Bouckaert, 2003).

During this period it is essential to distinguish between public governance reforms and changes of public governance. Reforms should be emphasized as active and purposeful efforts of public institutions and all public governance units to change elements and traits of the internal organizational structure, of its members' behavior and of the organizational cultural elements. Meanwhile changes of governance are more likely to be interpreted as an objective gradual process, characterized with routinized (particularly equally and frequently recurring) organizational operating procedures and with conservative incremental operating characteristics of organizational structure and its functions. Nevertheless changes are not concerned as the basis of the essence of the reforms or as the base of organizational objectives (Christense, Laegreid, Roness, Rovik, 2007).

**Key indicators of public management reforms**

<b>Transformation of world civilization</b>	Includes the transformation from industrial society to the knowledge based society, and the elimination of classical type markets.
<b>Changes of economic criteria</b>	Includes increased market openness, integration of foreign investments and monopolies, impaired the State's role in economy and significant incapacity in society.
<b>Negative exposure of financial aspects</b>	Includes the growth of economic shadow, the loss of competitiveness in the market, the new capital attraction centers.
<b>Social factor imbalance</b>	Includes unusual dynamics of change, change of interest groups, the lack of expertise and new features highlighting leadership, the growth of distrust in society representatives, and the increation of general social discomfort.

Source: Rakauskienė, 2006

The multidimensionality of public governance system determines the formation of various modernization structures and reforms models, considering to different (by related functions) system participants and their interaction. The paradigm of public governance is determined by many reforms in the public sector. Public governance could be defined as a doctrine whose formation is caused by a number of mixed processes interactions of public policy and public administration. Sufficiently narrow public administration, as a process and perception gradually transformed to the perception of public governance as a separate, much broader and more complex multi-system (Smalskys, 2009, p. 40-42).

The transfer of private sector business models, methods and principal indicators to public sector is generally considered to be the basis of reforms and modernization in public governance. New public governance emphasizes the necessity of cross-sectoral integration and the integrity of the fundamental sector elements. Aspiration of operational rationality is simulated across prisms of states' effectiveness, economy and social aspects. In order to regulate these areas effectively formed changes should be precisely oriented to specific problem and help to settle all related elements.

In order to accurately identify the problems of reforms in public governance it is expedient to exclude key indicators that decide demand of reforms, form changes purposes and determinants of the main changes fields (Table 1).

On purpose to get high quality of public governance reconstruction it is necessary to focus society to the assimilation of knowledge and information, and to solve financial and economic problems by increasing cross-sectoral integration and states' competitiveness. It is important to eliminate social problems on time, to increase abilities and competency of publics' representatives by orienting them to leadership and entrepreneurship. Public

governance reforms indicators often reflect negative aspects of state governance, which must be improved, expanded or basically changed. In seeking to promote permanent changes of governance it is necessary to interpret current and future challenges creatively, and the governance mechanisms should be oriented to the stimulation of innovativeness. The modernization of public governance is an evolutionary – incremental process; therefore, the key indicators of changes are improved gradually, by expanding them constantly and adapting to the diversity of processes and systems.

In the governance systems of many EU countries democratization, as the key indicator of reforms, is associated with governance modernization factors such as the reduction of administrative burdens in public institutions and society, de-bureaucratization, seeking effectiveness and rationality, increasing society's trust, etc. The structural process of public governance modernization determines the entrenchment of modernization reforms, as well as the enlargement of organization members' initiatives and abilities. Therefore public governance institutions must prepare leaders and managers that are consistent to new public governance standards. The structure of public institutions' personnel management system has to combine aspects of personnel education, systemic attitude to the consolidation of qualitative dimensions and values based on knowledge and competence, and the fostering of innovativeness.

**Innovative changes and their governance**

In the last years the theoreticians of public sector based the regulation that the development of innovations is necessary not only for the encouragement of effectiveness and efficiency of public governance, but also seeking to increase society's trust; all efforts to implement innovations must be based on facts proving the need for innovative solutions for the realization of the necessary changes. Governing institutions are responsible for forming new governance models and

creating new methods that effective changes will be implemented, i.e., they will not be expensive nor will bring little benefit (Workshop I. Restoring Trust Trough Innovation, n.d.).

In recent years the most significant public governance structural changes occur in the public governance system changing the aims and the strategies of accepting solutions, initiating centralization and decentralization, privatization and de-privatization on a state scale, and proceeding to the actions that are innovative and globally acknowledged. Theoreticians most widely discuss and pay most attention to inter-sector cooperation, shifting activity methods of private sector to public sector and to the development of innovative ideology as well as integration in processes of public governance.

In the practice of organizational activities the installation of governance changes cannot be understood as a quick, instantaneous process. It is rather a process based on constant organization efforts, purposeful activity and rational solutions, as well as the forming and implementation of organizational strategic aims based on the modern innovative change governance ideology which requires thorough preparation, the mobilization of all organizational resources and abilities, and the ability to estimate objectively as well as adjust to constantly changing tendencies of global society change flexibly.

Today the preparation for change governance in public organizations is often identified by the qualitative characteristics of preparation strategies, partnership programs and integration projects. Therefore, several estimation criteria can be distinguished when evaluating them:

- Clarity of political aims;
- Elements of partnership structure;
- Perception of project sphere and environment;
- Construction of market allotment;
- Foreseeing of operative risks actions;
- Level of financial possibilities substantiality;
- Institutional economic powers;
- Possibilities of investment attraction (Akintoye, Beck, 2009).

The complexity of social and economic development based on innovations requires better perceiving the context of governance systems from all the levels in state governance structures, i.e., their place and part in the modern environment of the financial-economic crisis. One must seek and implement innovative methods of public policy decision preparation and making, which could ensure state strategic tasks and priority trend preferences (advantage in the future), legitimacy and clarity of governance processes, the development of responsibility of all kinds (political, law, administrative) institutions,

politicians and administrators, the development of inter sector integration, the realization of models of new innovative public governance spheres (Klijn, Edelenbos, Kort, Twist, 2009, p. 252-254).

Trying to determine the changes of modern public governance, theoreticians use their various typological possibilities and distinguish structural decomposition elements, thus defining the nature of changes, their features and other characteristics, in order to identify changes as the processes that connect organizational resources, economic, social, organizational and cultural meanings. In the context of organization governance, most often changes in scientific governance literature are typed as institutional, technological, and social changes.

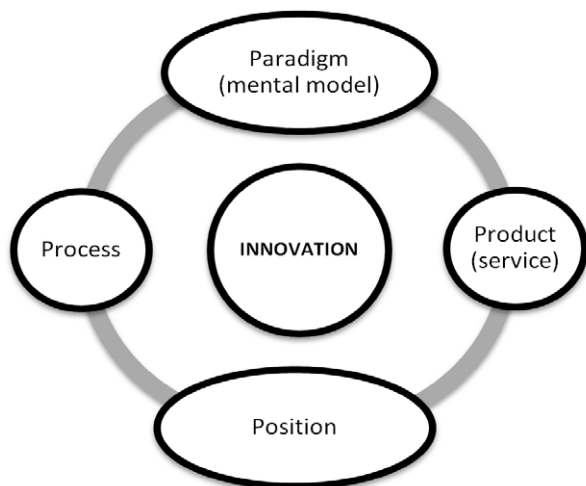
The features of organizational structure, their activities, and organizational behavior are the main dimensions expressing the contextual essence of governance changes inside and outside organizational environment. Changes are the objective consequence of common society existence processes because the tendencies of activity development of individuals in organizations mean different and distinctive meanings of behavior structural change. Changes require the refusal of inert view and the consolidation of innovative aspirations to change the settled traditional determinants of governance activity.

In the process of change governance administrative creativity becomes a very important aspect as an environmental factor of innovative change governance. Organizational creativity contains wisdom, confidence, eagerness, and the ability to change. Sometimes such characteristics of public sector employees are not expressed very actively; it can be especially seen in inadequate entrepreneur surroundings. Therefore, sometimes an impression is made about non eagerness, wrong ability to learn and change in employees of one or other structure.

However, even in the middle of the 20<sup>th</sup> century a famous researcher of governance J. Dewey stated that if not enough eagerness (receptivity) is expressed it does not mean that an organization or an individual are passive. Certain factors are needed influencing the tendency of the passive phase and shifting to the activity of organizational work (changes, modernization, reforms, and transformations). Nevertheless, that would be only a mechanistic perception about the transition from one phase to another if we could not understand that even in the passive phase (i.e. organizational medium) some rudiments of changes would not be growing, namely innovative ideologies, the preparation for new technology possibilities and their realization, employee training, etc. As a result, a lot of elements of passive organizational phase are evaluated positively and are often shifted when the

organization is transformed into a creative phase (which govern changes actively and implement innovations) of organizational activities. (Ortega, Ezaquirre, Cuenca, 2012).

Methodologically valuable space perception of changes as innovative process could be distinguished by several important dimensions:



**Figure 1.** Space dimensions of the change process (made by authors following Isaksen, Tidd, 2006)

The dimensions given in the Figure are explained by theoreticians in the following way:

- paradigm – changes in essential mental organization activity models;
- product or service – changes in organization activity results;
- position – the context of changes where services are delivered;
- process – changes in the process of activity delivering services.

Widening the conception of organizational changes, theoreticians emphasize the trajectories of organization activity trends, aims, results and perspectives; the accomplishment of strategic tendencies of organizational solutions; quantitative and qualitative parameters of changes in resource governance; the value scale of organizational behavior and organizational culture ; the episodic and permanent nature of changes (Poole, Van de Ven2004, p. 6-7).

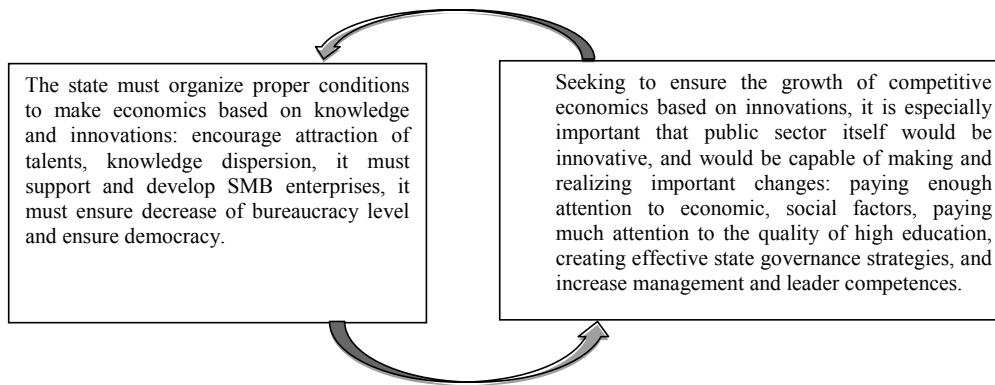
Modeling organizational preparation for change governance, it is necessary to identify the elements for the readiness of change governance, their suitability and interaction. It demands the qualitative analysis of systematic logical organization preparation elements from organizations and experts. Such investigations of organizational preparedness for change governance and their evaluation requires creativity, insight, and even certain intuition. Therefore, in organizations

some research, self-analysis, and estimations are carried out, what allow us to understand the substantial conditions of change governance as well as presumptions and factors, and to distinguish the role of communication what is one of organization success factors in the practice of change governance.

In the analysis of change governance rating, organization preparedness requires certain action sequence from organization leaders, managers, the founders of public sector institutions. Modeling the sequence of organization preparedness for governance of changes combines several stages:

- Ideas of knowledge, beliefs, and visions about changes as a whole.
- The search for deeper interaction is understood as the modeling of analysis, including present theories, concepts, and the models of change governance. A critical view during debates and discussions becomes the greatest value.
- The analysis of the existing knowledge, existing models, the possibility to use the method of analogs (syntetik), the cases of existing documents, sources, the secondary data analysis as well as making prognoses about the possible model of organization changes.
- The preparation of an organization model, pilot testing, re-inventories and the final adaptation to the specific organizational needs (Sullivan, Rassel, Berner, 2010, p. 7-13).

The governance of knowledge is linked with knowledge economics and informational knowledge society. Organization activities in the 21<sup>st</sup> century based on knowledge are directly connected with the search of innovative ideas. Innovative ideologies, conditions necessary for innovative development are the application of scientific research in the activity of public organizations. Under the conditions of market economy this is possible not only encouraging investments to scientific research but also commercializing the sphere of scientific research, aiming at the growth of economics, effectiveness of activities. Already in the middle of the first decade of the 21<sup>st</sup> century the so-called the *Swedish paradox* was noted when comparably large investments did not generate the expected growth of economics. The Swedish paradox became at the same time the *European paradox*. In 2006, theoreticians identified the commercializing of science and research as a missing chain in the process of economics efficiency. So the commercialization of science, the innovation development of small business, and licensing changes could develop functionalism of knowledge economics, increase all types of resources and their qualitative characteristics, improve the governance of science and human capital, develop creative



**Figure 2.** Conditions of innovation spreading (made by authors, referring to Bekkers et al., 2011)

institutional environment and make efficient scientific structural decomposition (i.e. modulate the allocation of research structures on a region or country scale). All these things are very important under conditions of new public governance where the most relevant indicator is inter sector integration and various forms of networks improving the preparedness of organizations for global changes and following reforms, for governance of knowledge (Acs, Andretsch, Strom, 2009, p. 176-187).

Many public sector theoreticians (Frederickson, 2003; McNabb, 2009; Bekkers et al., 2011) widely discussed the need of innovations in public governance distinguishing the development of innovation concept as the main indicator of effective changes and modernization processes. Public governance innovations are oriented to implement the most relevant and necessary changes in governance, to establish strategic systems overstepping organizational limits, and to attract new resources. Using the possibilities given by innovations effectively the principles of society rights and responsibility are formed properly, competences of value establishment are divided. The benefit of innovations in public governance is best estimated when their rationality and efficiency is evaluated by encouraging equality, justice, seeking aims of national importance, and positive changes (Osborne, 2010, p. 52).

Innovations are treated as the phenomenon ensuring positive result for the society, and which is oriented to the implementation of innovative governance methods, procedures and program regulations, and efficient governance modifications. The realization of innovative activity models in public governance is directly influencing identification and implementation of important stages in public governance:

- Long-term cherishing of public and private sector partnership based on efficiency and rationalism.
- Establishment of mixed organizations that ensure successful project realization and clever risks distribution.

- Formation of objective oriented to results organizational governance structures.
- Realization of socially oriented policy connected with social responsibility, ensuring citizens' participation in society activities and encouragement of democratic processes (Bučinskas, Raipa, Giedraitytė, 2012, p. 3-4).

In the process of public governance creation implementation and successful development of innovations are kept a vicious circle process: the state must in every possible way encourage the realization of innovations in social, economic, law, and cultural environments; however, seeking to be able to develop innovative ideology in the state, the state governance organizational structures and all public sector must be innovative and must apply innovative governance methods (Figure 2).

The innovative structure properly applied to the outside environment first of all means proper estimation of governing organizational structures. That is, it is necessary not only to perceive the need for innovations, but also to appropriately evaluate the preparation to accept innovative ideas, and determine what kind of innovations and how many the organization is capable to generate at the present moment. These factors are very important in order governing organizations would be capable to keep side by side the positive changes and activity balance and stability. Innovation, realization of innovations must be perceived as a continuous process, complementary means which helps to strengthen democratic governance and the image of governing structures in society (Department of ESA, 2007).

Innovative processes reveal themselves as a tendency to change the existing circumstances: the present activity procedures, the formed authority structures and their dynamics, the applied professional models, the influence scale of authority powers, etc. On the basis of these changes some important interference arises that predetermines the complex realization of public governance innovations, and this

could be treated as one of the main central and local authority activity problems (Giedraitytė, Raipa, 2012, p. 188-189).

Many theoretical models are created which reveal what should be done to encourage the realization of governance reforms and the development of innovation. At the moment, however, there is not enough information that could help modernize public governance efficiently in a certain state. Abstract international information, i.e., adapted commonly to all the states and their governance spheres exists, however, it often seems not to be useful and not sufficient as governance models and methods which encourage the development of innovation ideology and the expansion of modernization processes in some regions – cannot be suitable in some other regions distinguished by different social, politic, economic, technologic and cultural environment (Department of ESA, 2007).

In innovation processes organizations modern characteristics is not possible without a new point of view to the standards of organizational ethics,

developing new behavior and consolidation in their activities. At the turn of the 20<sup>th</sup> and 21<sup>st</sup> centuries the role of corporative behavior has especially grown. World organizations have become initiators strengthening the standards of corporative behavior and organization responsibility. From the aspect of organization preparedness for change governance analyzed in the article, the main problematic questions become the evaluation level of corporative organization environment and social responsibility as corporative principle consolidation. Therefore, the corporative environment concepts made pure by the world organizations and the social organizational responsibility criteria which include the regulation of universal standards, conflicts and interests, stating corruption and discrimination in the sphere of human rights and responsibilities for community and society (as groups of interest) – all these are of great importance. At the beginning of 21<sup>st</sup> century organization corporative responsibility for the realization of human rights increases more and more,

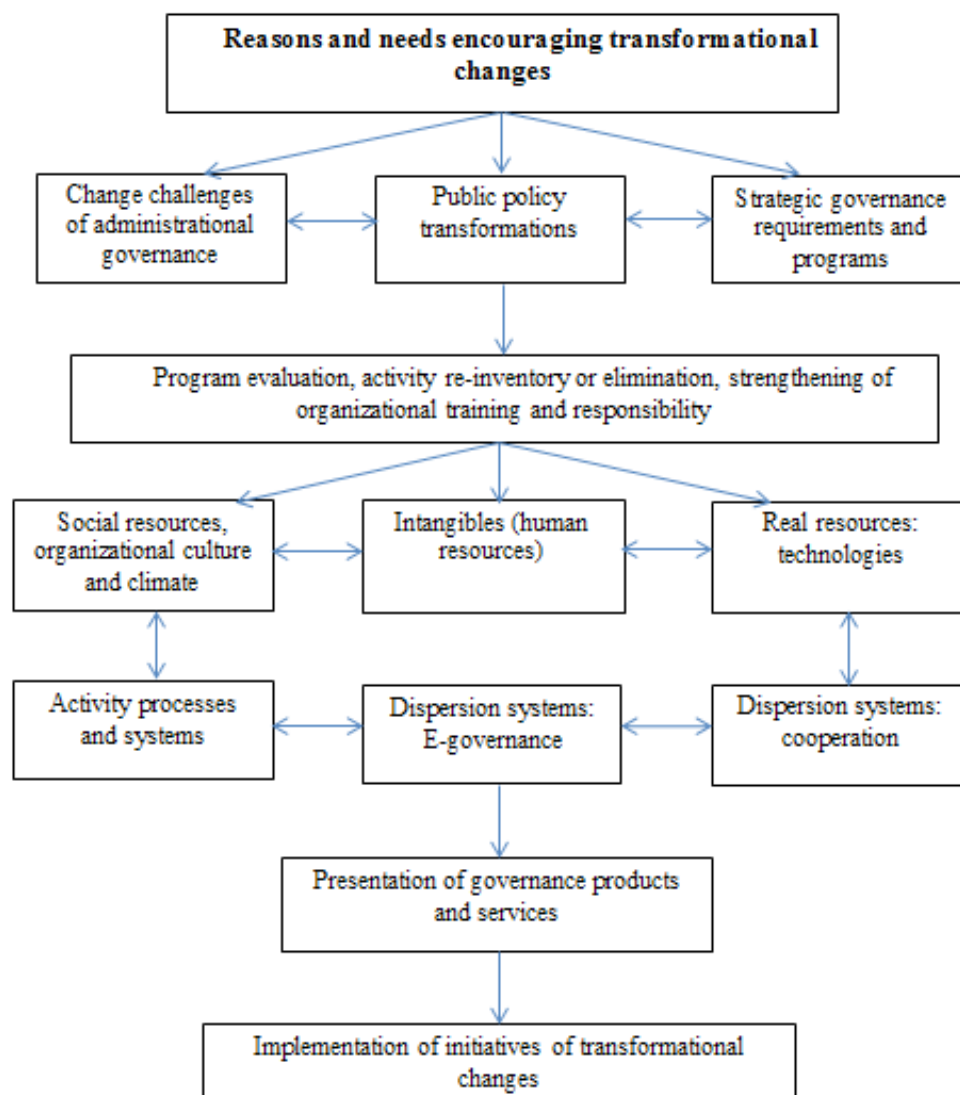


Figure 3. Model of change process elements (McNabb, 2009)

as well as for the strengthening of universal modern work relations and society harmony development strategies. Corporative responsibility of citizens as the activity of members of social organizations is widened by citizen participation, pacific tolerance (i.e., the regulation of common governance and perception of obligations for the society) is applied, the development of organization and individuals ethical and moral value scale, financial responsibility and obligations for the society and the ensuring of their fulfillment occur (Silverman, 2008, p. 21-22).

Upbringing of various responsibility forms allows to speed the development of governance changes, distinguish governance mechanisms of changes in the whole context of public governance process reforming more clearly, widen strategic-program nature of changes in governance mechanisms projection, the instruments of the activity control of public governance structures; the most important instruments being publicity and transparency which are interpreted in various ways, but in modern public governance are significant as the elements of society behavior system. The strengthening of today's publicity and transparency in the structure of governance changes mechanism is understood as the ensuring of society participation in the governance and the spreading of the use of informational technologies and informational dispersion possibilities in the spheres of bureaucratic structures and in the activity control of bureaucratic personnel (Meijer, 2009).

Structural-process analysis of public sector governance mechanism shows that change governance in the modern public governance modernization phase is a very complex, multi-planned and multi-edged phenomenon that links in itself systems, subsystems, elements, models and other change governance mechanisms and process determinants. The famous new public governance theoretician D.McNabb, in analyzing the process of public governance, pointed out its model of elements which complexly and rather exactly names the structure of change process, and allows doing certain presumptions which can be used as a basis modeling the mechanism of change governance (Figure 3).

The formation of change governance mechanism is influenced by a lot of factors, conditions, and regulations that have social, economic, political and cultural contents. Among them the impact of technological possibilities can be pointed out, and the efficiency of informational technologies and knowledge governance systems when modernizing public governance. The rectilinear nature of information processes is really relevant for change governance mechanism as a kind of management interaction, directly widening

innovative dispersion of innovation, ensuring the mastering of innovative ideology, the adaptation of innovative ideas and the qualitative dimensions of innovative activity practice. As rectilinear normative set principles of methodology afford legally fixed management procedures and methods to governance systems, this helps to develop network structures without which qualitative parameters of today's public governance mechanisms can be hardly imagined. Besides, the important segment of change governance mechanisms becomes purposeful interaction of public service suppliers and consumers (joint –makers of public value), as successful functioning of common inter sector integration chain segment.

## Conclusions

1. Reforms and changes of new public governance in the modern stage are caused by different factors linked with the potential and abilities of human resources which are formed to meet the specific needs of society of a certain state. Reforms and changes in public governance are determined by the spreading of social, cultural, and politic stereotypes in the activity processes of dispersion of innovative ideology. In the evaluation of reforms and modernization it is possible to use the essential indicators of new public governance doctrine and practice. The space of change process is divided to several important dimensions which are expressed through main activity models and the context of process activity, having in mind the impact of the environment and the expected results. In other words, when modeling the organization preparedness for change governance you need to identify the essential elements for preparedness of change governance, their suitability and interaction.

2. It is very important to separate public governance reforms from public governance changes. Public governance reforms are formed by long term structural and process development, modernization processes, which are often consciously created, formed and implemented on purpose. Changes in public governance context are most commonly identified by long-term gradually and constantly repeated processes that partly influence reforms, but they must not be kept as their basis. In the modern stage the processes of public governance changes and reforms regardless of which nature or durability they are - they require the organizational activity based on innovative ideology, the complexity of public organization efforts, improvement of management competences, cross-sectoral interaction and modern point of view to informational development as well as knowledge governance. Keeping in mind these moments the



sufficient organization preparedness for change governance becomes a very important aspect, that is estimated by the clarity of aims, the determination of financial, economic, institutional powers, the estimation of the market and the environment, the attraction of investments and other criteria.

3. A large amount of attention in the context of new public governance modernization and reforms is shifted to organizational creativity that includes not only creative thinking and act, but also shows the wisdom of organization members, their flexibility, ability to change, and to become and remain excellent leaders and entrepreneurs. Creative organization is perceived as such when it is capable of governing changes, it can successfully implement and develop innovations, widen the activity based on knowledge, what helps to reach for effective activities, generate bigger income, encourage the growth of economics both on the organization and on all the country scale. The complexity of change governance on the whole reveals manifold change process and accents the necessity of different public governance organizations abilities and their linking.

4. Orientation to innovative changes and the processes of governance modernization helps to ensure the positive result which is expected in society, to reach significant changes encouraging cross-sectoral integration and strategic governance changes, successfully accept and cope with the challenges and risks of global environment governance, and effectively expand the level of the development of the country's economics. The mechanism of innovative change governance is formed by various factors that determine the social, cultural, politic, and economic nature of future changes and require a strategic complex view as well as a very flexible and innovative view to the need of changes and the estimation of received results in the run of their realization.

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## Inovatyvūs pokyčiai globaliame viešojo valdymo modernizavimo procese

### Santrauka

Šiuolaikinis viešojo valdymo etapas charakterizuojamas kaip kompleksinė pokyčių, reformų, transformacijų, kaitos visuma, kelianti organizaciniams viešojo sektoriaus dariniams esminę užduotį - reformuoti abi viešojo sektoriaus valdymo struktūrines dalis: viešąją politiką ir viešąjį administravimą. Dialektiškai suvokiant pokyčių valdymą kaip permanentinę kaitos būseną organizacijų vadovams iškyla būtinybė gebėti išskirti valdymo reformų tikslus, identifikuoti kylančias problemas, jas prognozuoti. Tai reiškia, kad vadovai privalo būti gerai įvaldę šiuolaikinę viešojo valdymo procesų analizės metodologiją, rasti optimalius problemų sprendimo instrumentus bei organizacinių pokyčių valdymo mechanizmus. Viešosios institucijos pasaulinės ekonominės - finansinės krizės laikotarpiu žymiai daugiau dėmesio ir pastangų skiria inovacinių reformų modelių kūrimui, jau pasiteisinsiu praktikoje valdymo procedūrų ir metodų adaptavimui, tobulinant organizacinę veiklą naujosios viešosios vadybos evoliucionavimo į naująjį viešąjį valdymą laikotarpiu.

Straipsnio autoriai siekia išanalizuoti šiuolaikinio viešojo valdymo etapo reformų ideologiją, inovatyvių pokyčių pobūdį, naujų visuomenės valdymo sisteminių formų tipologiją. Straipsnyje daugiausiai dėmesio skiriama siekiui apibendrinti ir susisteminti naujų valdymo konstrukcijų galimas formas ir identifikuoti įvairių šiuolaikinių autorių strateginių konceptualių pozicijų esminių tendencijų pozityvias charakteristikas. Straipsnio autoriai pateikia savo požiūrį į viešojo valdymo modernizavimo procesus ir analizuoja, kokį vaidmenį turi inovaciniai pokyčiai keičiant nusistovėjusias tradicijas ir viešojo valdymo vertybes. Šiuo tikslu straipsnyje yra naudojami įvairūs metodai: metaanalizės, interpretacinis, klasifikavimo. Ypatingai svarbiu faktoriumi autoriai laiko inovacinių pokyčių, reformų, aplinkos analizės kokybinį lygmenį, t. y. struktūrinės terpės, pokyčių, modernizavimo, aplinkos faktorių kontekstualumą, nes be to negalima suprasti valdymo reformų ir pokyčių, visų pirma, kaip sąmoningos, subjektyvios įvairių lygių viešojo valdymo struktūrų veiklos kompleksiskumo. Straipsnio autoriai taip pat laikosi nuostatos, kad išorinės reformų ir pokyčių aplinkos kompleksinis skenavimas ir sisteminė analizė turi būti orientuota į konkrečias institucines, socialines, kultūrines, ideologines problemas, jų sąveiką bei jas apimančių veiksnių reguliavimą.

Straipsnio autoriai pritaria daugelio viešojo valdymo teoretikų nuomonei, kad šiuolaikiniame etape globalioje

aplinkoje inovatyvūs pokyčiai tapo pagrindine efektyvaus ir racionalaus valdymo, visuomenės poreikių tenkinimo, dalyvavimo valdymo procesuose inicijavimo ir tarpsektorinės integracijos skatinimo prielaida. Palaipsninė įvairių viešųjų procesų transformacija nulėmė naujojo viešojo valdymo formavimąsi, kuriam būdinga didesnė demokratija ir atsakomybė. Straipsnyje aptariamos viešojo valdymo reformos ir pokyčių valdymo modernioje globalioje aplinkoje aspektai laikomi priežastiniais viešojo valdymo inkrementinio modernizavimo procesų indikatoriais. Globalūs pokyčiai pasaulyje lemia poreikio kurti naujus, modernius valdymo standartus, formuoti naujus, inovacinius valdymo modelius, kurti ir vystyti globaliai rinkai pritaikytas institucijas atsiradimą. Inovacijų vietą modernaus viešojo valdymo struktūroje lemia tai, kad naujojo viešojo valdymo doktrina vis dar yra evoliucionavimo stadijoje. Tai reiškia, jog indikatorių, lemiančių palankias sąlygas inovacinėms idėjoms plėtoti, nustatymas yra glaudžiai susijęs su viso viešojo sektoriaus reformų ir pokyčių tempais.

Inovaciniai pokyčiai reikalauja socialinio, technologinio ir intelektualaus kūrybingumo, stabilios politikos administracinės galios koncentracijos, radikalių viešojo valdymo reformų. Ne mažiau svarbūs tampa viešojo valdymo vadybininkų ir lyderių gebėjimai naudotis strateginio valdymo gairėmis, naujos viešosios politikos įgyvendinimo formos, naujos tarpsektorinės integracijos kryptys ir galimybių, padedančių skatinti visuomenės dalyvavimą valdyje, kūrimas. Pagal straipsnio autorius, teigiami rezultatai, inicijuojant viešojo valdymo pokyčius, gali būti pasiekti kuriant aukšto lygio inovatyvumo ideologijos ir inovacinių idėjų sklaidos galimybes vidinėje ir išorinėje organizacijos aplinkoje.

Autorių pastangos straipsnyje yra nukreiptos į tokias esmines problemas: organizacijų pasirengimą pokyčių valdymui ir pasirengimo kriterijų išskyrimą šiuolaikinėje viešojo valdymo analitinėje literatūroje. Pasirengimo pokyčių valdymui šiuolaikinėse viešosiose organizacijose kriterijais autoriai laiko pasirengimo strategijų, administracinio kūrybingumo, tarpsektorinės integracijos dimensijų, socialinės korporatyvinės atsakomybės veiksmus viešųjų organizacijų veikloje. Visa tai sudaro galimybes šiandienos viešojo valdymo struktūroms formuoti pokyčių, reformų valdymo mechanizmus, kurie galėtų būti potencialiais viešojo valdymo efektyvumo, veiklos modernizavimo procesų, pokyčių realizavimo katalizatoriais.

**Raktiniai žodžiai:** pokyčių valdymas, inovacijos, viešojo valdymo modernizavimas, reformos.

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