Modern trends of organizational development in the field of education

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Abstract

Modern organizations are faced with the challenge of global competition, therefore, they will have to implement rationalization and restructuring in a systematic and situational way, which affects the content of work, the development of new models for planning business tasks, and the quality of responsibility. Creating motivating working conditions and an employee-oriented corporate culture is central to the future health of organizations. Identifying employees with the company's values and goals will increase their loyalty. Cultural intervention will help change in the desired direction. A clear and inspiring vision should reflect the desired culture. This must be communicated and demonstrated in all areas of the organization. Open communication about the goals of the culture change and the progress of the process helps build trust and buy-in. Here, it is necessary to make decision-making processes transparent and to take into account the feedback of employees. The sustainable operation of the organization is conditioned by the implementation of adaptive changes in the following areas: Corporate values and Participatory management; Action competence and development opportunity; Change management and Goal oriented decision making; Development of social and professional diversity of human resources. The management of organizational development should be linked to the identification of social factors (social iteration and group dynamics greatly influence work behavior and motivation; raising awareness of the impact of individual behavior on the group in order to reflect and develop new behaviors; analyzing interpersonal skills and group dynamic processes). Organizational development is a systematic approach to organizational change. For the head, the achievement evaluation system has the following importance: to clearly understand the connection between strategic tasks and department tasks; optimal ratio between efforts and results; Better understanding of the reasons for success and failure; Specifying the need for the learning process; better evaluation of the effectiveness of the learning process; Increasing employee motivation and awareness.

Keywords: participatory management. Good teaching. situational vision. Professional management. process quality.

Introduction

The development of integrated and operational structures and business processes aims to improve organizational behavior, which will bring equal benefits to the staff and the company.

How to achieve sustainability in organizational development? At the initial stage, the most important thing is to raise awareness - shared visions and values will help to motivate those in charge. At the next stage, an organizational development management group should be formed, in which the professional experience of the employees will be integrated. Structure development is successful when the management team develops a basic understanding of the health of the organization. Analytical process is important in organizational development. The more precisely the situation, risks and potential in the company are known, the more targeted the planning of events. Organizational development is a long-term work aimed at increasing the effectiveness of the organization's functioning by planned, systematic, long-term impact of the value orientations of its members, personal and intergroup interaction, which will create conditions for intensive use of human potential. This process should increase the organization's ability to innovate, solve emerging problems and quickly respond to external and internal changes.

## 1. The importance of strategic management in the field of education

Strategic objectives should include the following aspects:

1. Growth and development.
2. Efficiency: optimization of processes.
3. Innovation: providing competitive advantages.
4. Development of employees.
5. Sustainability and social responsibility

The goal of participatory management in social networks is to ensure a culture of information security and a normal outlook. Social media represents a strategic opportunity. Activities in the direction of online information space will contribute to the development of loyal relations in the process of forming a positive image. The social image is related to the observance of social and ethical norms[1], the openness and responsibility of business principles. The company's management is focused on long-term positioning and invests money and time in achieving success in the target market. Rational use of publicity ensures the search for new opportunities.

The school's democratic (collegial) management style provides such an environment when the manager focuses on the abilities of his employees, the desire for creative activity, creates the necessary conditions for the timely completion of work, and implements. fair assessment of the results of each employee's work. Organizations in which this leadership style prevails are characterized[2] by a high degree of decentralization of authority and active participation of employees in decision-making. Consultative style - the manager makes a decision only on the basis of detailed information and after joint discussion. Employees only implement decisions that they participated in developing. Autonomous style, when employees decide all matters themselves, they are not limited by boundaries, but control and responsibility remain with the manager.

Scheme 1. A strong team player.
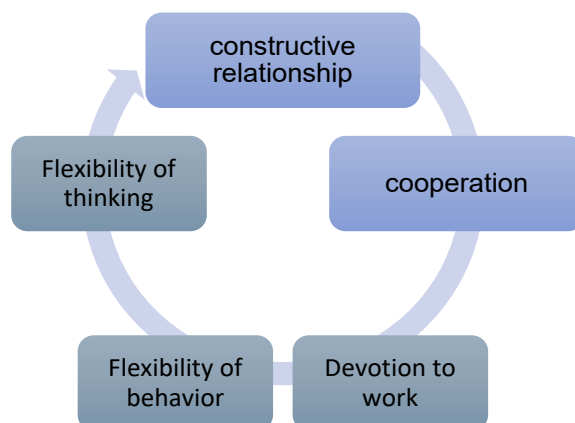
Collaborative decision-making management style: The manager sets the problem and constraints, and the employees are fully responsible for the subsequent actions. In this case, the manager[3] reserves the right of veto. Objectives of the school development program:

➢ Development of innovative school development project management model - in order to introduce new socio-cultural projects of educational space and school infrastructure development. Development of organizational cultural competence of the school based on state educational standards.

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[1] Anderson, D. L., Organization Development. The Process of Leading Organizational Change. 2023.

[2] Flores, B. J., Organization Development Handbook. 2023.

[3] Schlattmann, J., Seibel, A., Aufbau und Organisation von Entwicklungsprojekten. 2017.

➤ Development of students' motivation for their socialization and career management.

➤ Monitoring the implementation of the school development program - developing a tool for evaluating the success and individual characteristics of each student.

Table 1. Strategy of human resource engagement and commitment to the organization.

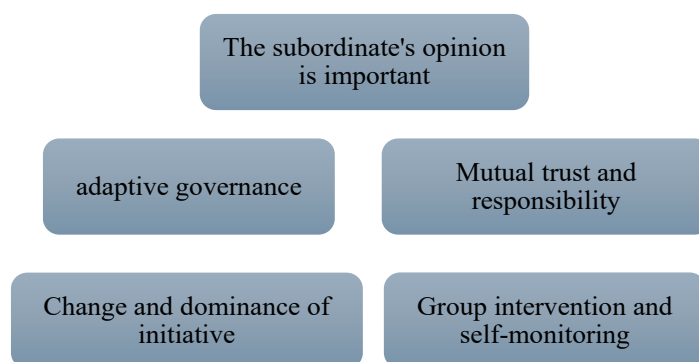| Goals and objectives of personnel management	Personnel policy	Methods of working with personnel
Partnership relationship with employees. Involvement in organizational affairs. Retaining a valued employee. Staff capacity development.	Recruiting employees who share the organization's[4] values. dialog. career growth. Contribution to organizational development. Continuous learning.	Support motivation. participation in management. Qualification raising. career development. Team formation. Assessment of job satisfaction.

Professional management of the organization implies:

➤ Bringing up strategic orientation.

➤ Searching for new models of leadership, which allow delegation of responsibility and the inadmissibility of concentration of power in one hand.

➤ Expanding incentives for staff activity and orientation to the model of partnership relations. To transform the organizational structure. Compliance of management principles with market requirements.

➤ Expanding the activities of the management team. Formation of motivational readiness of managers for innovative transformation[5].

➤ Transition to the development model.

Scheme 2. Characteristics of the company of the future.

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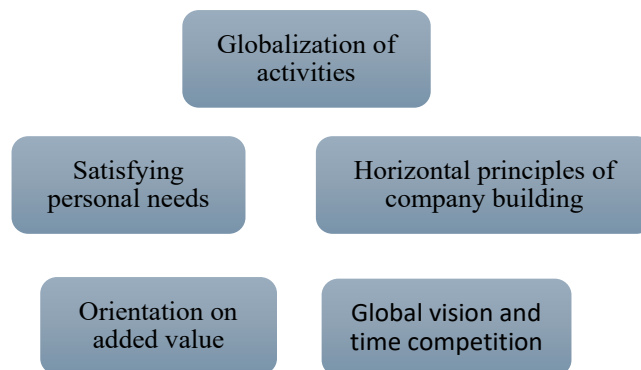
[4] Ahlers, G. M., Organisation der Integrierten Kommunikation. 2007.

[5] Focusing on Organizational Change, the open university of Hong kong. 2014.

Scheme 3. Characteristics of the market organization.

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                    ┌─────────────────────────┐
                    │ The subordinate's opinion│
                    │     is important         │
                    └─────────────────────────┘

    ┌─────────────────────┐         ┌─────────────────────┐
    │ adaptive governance │         │  Mutual trust and   │
    │                     │         │   responsibility    │
    └─────────────────────┘         └─────────────────────┘

    ┌─────────────────────┐         ┌─────────────────────┐
    │ Change and dominance│         │ Group intervention  │
    │    of initiative    │         │  and self-monitoring│
    └─────────────────────┘         └─────────────────────┘
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A deliberately formed image performs the following functions:

➢ Comforting interpersonal relationships. Sustained major mood in the internal environment of the organization.

➢ Interpersonal adaptation in a social environment. Optimal ratio between personal and business characteristics.

➢ Organization of attention - emphasis on social and professional status.

2. Research hypothesis

Regarding the topic of organizational development, I got to know the organizational behavior of several private schools based on interviews with the administrative and pedagogical team.

Question 1: In what form does the regular cooperation between school colleagues take place?

● Development and exchange of training materials and coordination in performance appraisal.

● Joint planning of lessons and conducting lessons together in a team.

● Mutual observation in the classroom and joint activities.
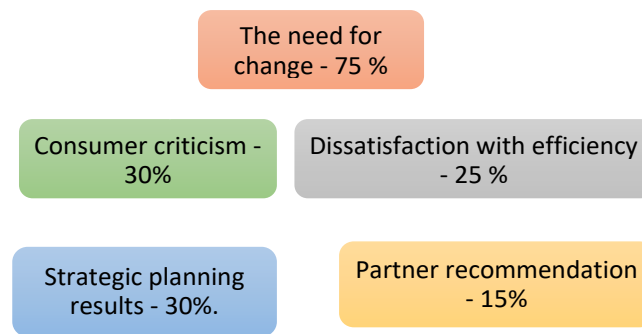
Question 2: Is continuous collaboration for effective team building strongly institutionalized in the school?

● Conducting planned lessons. Regular meetings between class teams

● Collegium working groups for joint concepts. Coordination/working group specially designed for the topic

Question 3. How important are the following measures to ensure quality development in the school? Establish quality indicators, the measurement of which will inform us about the achievement of the school's goals in the future – 20 %; Discussion on the current problems of the school, their causes and possible suggestions for improvement – 30 %; Use of standardized performance tests to check student's achieved competencies (knowledge, skills, abilities) – 20 %; Joint agreement on school development priorities – 30 %.

Development in a responsible school requires the participation of students and parents in the school committee (assessment of school satisfaction). The successful development of the school requires that the school management accepts pedagogical and parental views. Organizational credibility is driven by openness to complementary ideas, which creates the freedom to develop a shared vision.
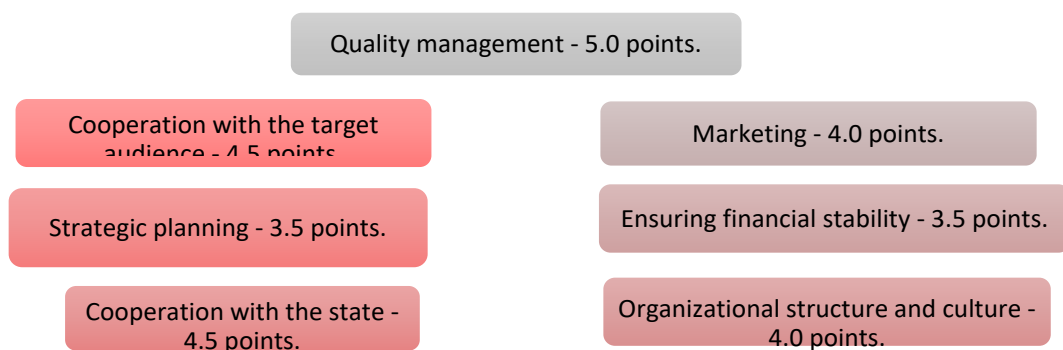
Question 4. What can drive organizational development? (It is possible to name several factors).

The need for change - 75 %

Consumer criticism - 30%

Dissatisfaction with efficiency - 25 %

Strategic planning results - 30%.

Partner recommendation - 15%

Question 5. Organizational development intention – max. 5.0 points: Mismatch between resource capacity and organizational development requirements - *3.5* points*; Perfecting the current direction of organizational development - *4* points; Additional consultation on the new direction of organizational development–*4.5* points

- Organizations with and without a clear and coherent strategy have almost equal chances of survival;
- Strategic management does not guarantee successful organizational development, but brings some expediency and rationality to the management of the organization;
- In organizations that do not have a clearly defined operational strategy, development is evolutionary, and in companies that are managed according to a strategic plan, development is revolutionary;
- success accompanies those organizations whose strategies aim at active use of internal potential to change the external environment, rather than adapting to it;
- If the organization does not have an effective mechanism for learning and managing organizational knowledge, effective strategy development and implementation, as well as successful organizational change, are impossible.

Question 6. Prioritization of areas of organizational development - maximum assessment 5.0 points.

Quality management - 5.0 points.

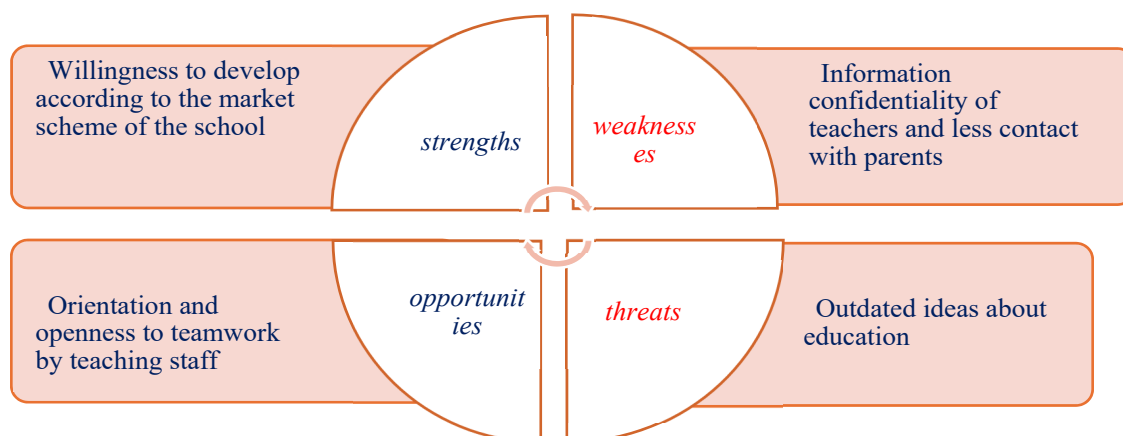Cooperation with the target audience - 4.5 points.

Strategic planning - 3.5 points.

Cooperation with the state - 4.5 points.

Marketing - 4.0 points.

Ensuring financial stability - 3.5 points.

Organizational structure and culture - 4.0 points.

Scheme 4. SWOT-analysis of the school

Willingness to develop according to the market scheme of the school	*strengths* / *weaknesses*	Information confidentiality of teachers and less contact with parents
Orientation and openness to teamwork by teaching staff	*opportunities* / *threats*	Outdated ideas about education

Table 2. Integrated management platform for organizational development

level	*in the direction of personnel development*
strategic	Planning development programs for strategic employees.
	Develop a flexible system to adapt to changes.
	Development of career growth opportunities.
governance	Elaboration of the development program in management.
	Elaboration of organizational development measures.
	Stimulation of personal growth.
	Analysis of training needs.
operational	Organization of specialized training for the development of specific skills.
	Training in the workplace.
	Individual career development.

Assessment of the level of the quality of the working life of the staff.

Indicators

- Employees get job satisfaction
- Employees have a sense of life balance - the distribution of effort and time between work and personal life
- Employees believe that management is satisfied with their productivity
- Employees can control the quantity and quality of self-care activities
- Employees receive an offer for a new assignment
- Employees can discuss personal matters at work
- Staff morale
- Employees show initiative
- Employees are provided with the necessary resources to complete the tasks assigned by the supervisor
- Staff sees opportunity for growth
- Staff feel pressured by management
- Employees express dissatisfaction with the complexity of production processes
- Staff have information about their successful activities
- Employees understand their functions in business processes

Table 3. Key questions regarding the organization's capabilities

factor	The main question
1. Initiator of transformations	Is there a clearly expressed organizer or initiator of transformations in the company who will bring the matter to the end?
2. Creation of requirements	To what extent do executives understand the need and priority of transformation?
3. Business vision	How do we imagine the company after the transformation?
4. Support from the staff	To what extent do contact groups understand the need for change?
5. System and structure change	How to introduce transformations into existing processes and structures?
6. Process monitoring	How well are the results evaluation indicators selected?
7.Implementation of transformations	How clearly is the transformation implementation plan developed?

Table 4. Characterization of personnel manager metaphors.[6]

A strategic partner	A member of the business team Strategic plan development and performance control Organizational structure audit and prioritization Seeking competitive opportunities
Administrative expert	Realization of personnel management policy Evaluation of personnel management system Responsibility for the implementation of the new personnel management program
staff leader	Harmonious relationship with the team Knowing the problems and ambitions of employees An accessible persona for employees Providing staff with necessary organizational resources
agent of change	Initiating transformations Control over the quality of implementation of changes Effectiveness of changes

3. A model of the personnel management system in the research field

• personnel management system helps the organization: in achieving the set goal; in raising the efficiency of activities; in taking care of staff needs; in transforming;

• The personnel management system takes part in: in strategy development; In developing personnel management processes; Ensuring employee engagement; In the study of cultural transformation and changes in business conduct;

• The personnel manager is sure that: The strategy of the personnel management system is in line with the strategy of the firm; The processes of the personnel management system work effectively; The personnel management policy and program are aligned with the needs of the firm's employees; Transformation is guaranteed with a staff management program;

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[6] Geiger, G., Organisation: grundlagen moderner organisationsgestaltung. 2020.

- The effectiveness of the activities of the personnel management department can be evaluated: By realizing the firm's strategy; with the effectiveness of the organizational structure; By attitude to the problems of the company's employees; with the changes made in the firm;
- The personnel management manager devotes the main time to: strategy development; operative activity; relations with ordinary employees; Changes in the firm's behavior style in market conditions;
- Personnel manager can be called: A strategic partner; Administrative expert; staff leader; agent of change;
- Personnel manager actively participates in: in business planning; in the development of personnel management methods; taking into account the interests of the company's employees; in transformations;
- Personnel manager is busy: By aligning the personnel management strategy with the corporate strategy; By monitoring the administrative process; with the problem of employees; By transforming the company's culture;
- The personnel manager develops the program: In relation to the management of personnel and business processes; About the effectiveness of document circulation; on provision of personnel needs; About the transformation of the firm;
- The usefulness of the personnel management system is revealed: in realizing the firm's strategy; in raising productivity; in raising staff satisfaction; in carrying out the transformation.

Conclusion

Employees should be involved as experts in their work "situational area" in the processes of implementation and evaluation of appropriate measures based on the action plan. The quality circle is an effective tool for participation in action planning. The quality circle uses the expert knowledge of the employees in the relevant fields. Guidelines developed by a given group should be forwarded to, for example, a structural unit such as a decision-making committee. The results of the analysis are the basis for defining specific goals, setting priorities and planning a long-term strategy.

The motivations for organizational changes are: use of existing technologies and their improvement; to better meet market needs; to ensure the flexibility of the organizational system; reducing costs and increasing capital productivity; increase profits and use them for business expansion; reduce production cycle time, but increase productivity; strengthening information security; to achieve competitive advantages, a real advantage over competitors and gain access to new markets; optimization of processes and transfer of performance of secondary functions to other organizations based on outsourcing; increasing the volume of long-term investments and capital investments; To increase customer satisfaction by offering better quality products. Prerequisites for management activities for organizational changes: the environment in which the enterprise operates is characterized by constant changes; The main responsibility of the manager is the need to maintain the organization in a changing environment; The organization is maintained through adaptation to the environment; The manager reacts to the current changes by making specific decisions regarding each specific change; Decision-making acts as the main functional responsibility of the manager and means a form of response to changes.

The synergy between process-oriented teachers and goal-oriented parents allows for the optimization of the useful function of the school as a social institution. Orientation of teachers on teamwork will increase the effectiveness of using organizational potential. The development of organizational professionalism of teachers is becoming relevant. In the process of organizational changes, school training is important, which involves learning to interact with and adapt to new economic conditions (increasing penetration of economic thinking into educational policy). Objective prerequisites for organizational changes: deterioration of financial and economic indicators, decrease in competitiveness; insufficient investment attractiveness of the company; Disagreement at the highest level of management

on tactical and strategic issues;, the emergence of problems of coordination and interconnection; a variety of interconnected organizational, technological, economic, social, financial processes that require coordination and consistency; Violation of the economic balance between current and strategic activities; simultaneous influence of external and internal factors.

A modern organization should have a work organization that offers employees a balanced relationship between work demands and their own capabilities. Organizational development is a behavioral discipline designed to adapt organizations to continuous change. Organizational development aims to integrate individual aspirations for personal growth and development. Organizational development is strategic in nature and should include an analysis of the school's problem areas. The purpose of the educational institution is to create opportunities for the development of an individual with an active civic position, capable of creativity and self-realization in the context of socially useful activities. A special role in the structure of the school can be played by the establishment of interest clubs, where each person can communicate and present himself and his personal skills.

Self-developing organization: it adapts to new goals as required by rapid changes in environmental conditions; Its members cooperate and manage the change, preventing its destructive influence on the organization; It has favorable opportunities for growth and self-development (self-actualization) of its members; It is characterized by free communication (open communications) and high mutual trust between employees, so conflicts are resolved constructively; In it, everyone's participation in setting goals and making decisions is a rule so that employees feel involved in planning and managing change.

Three types of processes that determine the nature of transformation in the organization: the creativity of the organization itself (its ability to receive, adapt, produce and reject innovations); pressure on the organization from political, socio-economic, technical and cultural factors that encourage it to change (innovative environment); A process of mutual adaptation that develops between the organization's own motivation and environmental pressures. The results of organizational development activities are: optimization of the enterprise's organizational-functional and organizational-management structures, increasing readiness for changes and development, changing people's behavior towards each other to a more positive attitude, ensuring individual and group self-esteem of the enterprise's personnel, uniting the team. Efforts of enterprise leaders to achieve overall job satisfaction. Increasing personal responsibility in schools provides an opportunity to develop an individual school profile. Developing internal school quality standards creates clarity and commitment among the parties involved in the process. Consensus on a shared understanding of good teaching is a prerequisite for successful school self-evaluation. Joint discussion is important for school development. Peer review of teaching requires trust and knowledge of the rules of feedback. Informing about growth prospects - the positive history of the institution stems from the fact that the organization widely uses its market opportunities taking into account state interests, which has a positive impact on the opinion of business groups.

An organizational development specialist should possess the following competencies: 1. Ability to evaluate the conditions and results of organizational and management decisions. 2. Willingness to participate in the implementation of the organizational change program, ability to overcome local resistance to change. 3. Ability to identify and evaluate new market opportunities and formulate business ideas. 4. Ability to audit human resources and diagnose organizational culture.

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