

Reflections Regarding the Present Development of the Management of Social Organizations¹

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Introduction

The first part of this contribution outlines the reflections in connection with the present trends of social development; the second part deals with the ‘promising’ management, and the third part presents the new, post gradual Master course: ‘Master of Arts of Management in Social Organizations’²

Now, in the beginning let’s see an interesting metaphor I have borrowed from an old Indian story about some blind men and an elephant, together with the question: What is common in an elephant and a management? Here is the story³: ‘Six blind men decide to go to a circus performance. There they have a chance to put their hands on an elephant. The first blind man grasps it tusk and says, that the animal is just like a spear. The second one touches the side of the animal and says, that that is like a wall. The third blind man, holding the foot of the elephant thinks, the beast is like a tree. The fourth one with his hand on the trunk is convinced, that he is holding a snake. The fifth blind man gets the ear of the elephant, which makes him remember a giant fan, while the sixth one, who grasps its tail, has the impression of touching a rope.’

Anyone in charge of taking care of an elephant would inevitably fail in performing the work if having only one single detail of those rather limited ones the six blind men felt. They touched the elephant and described it, but could not give an overall picture, and the same holds true for our complex organizations and the management.⁴

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² On 14 April 2003. the AHGPS Consulate of Accreditation accredited the above studies.

³ Compare: Peseschkian, Nossrat, 1979: 73; A similar story in the form of a poem by John Godfrey Saxe(1816-1887) : The Blind Men and The Elephant

⁴Compare: Wolfgang Staehle, 1999:70; Staehle considered the two meanings of management: On the one hand in a functional sense, describing the processes and functions, e.g. Planning, organising, managing and control. On the other hand; management in an institutional sense, evaluating people and performing tasks of control. This interpretation can be supplemented by the statement by Friedrich Glasl (1996). Hereinafter the author means by ‘organizational development’ the definition by Friedrich Glasl and Hans von Sassen (1983), which describes how the organizations and people in them change. Members of organizations deliberately control this process, as a result of which the organizations can renew themselves, solve problems more easily. On the other side the members also form the organizations according to their own interests and ideas, so that they be in compliance with the economic, social, human, cultural and technical requirements. Compare: Friedreich Glasl and Bernhard Lievegoed, 1996; Hans von Sassen (1983) at Friedrich Glasl.

Obviously, our experiences with the organizations – either companies or social organizations⁵ – can often be compared to those of the blind men, who touch and feel something trying to understand and explain the proper activities. Nowadays many programmes of quality assurance and progresses of counselling – always teaching the latest theories and using the most popular ideas – fail due to the lack of thorough and profound knowledge regarding the complexity and work of the organizations, and the behaviour of those working there. In the field of economy and the organizations so far we have had different issues in the centre of attention⁶: The main issues in the ‘50s were computerization, Theory Y and a Management by Objectives. In the ‘60s, Sensitivity Training and Matrix organization were issues holding attention wide-awake. In the ‘70s, people concentrated on Budgeting, while in the ‘80s Restructuring, Organizational Culture, Management by Walking Around and ‘One-Minute-Manager’ (1983)⁷ were the main areas of interest to study in details. One year later, from the workers’ viewpoint, as an answer to the Andre and Ward type One-Minute-Manager the ‘59-Second-Employee’ and “How to Stay One Second Ahead of your One-Minute-Manager”⁸ were published. In the ‘90s the main points of interest were the TQM, Reengineering, Lean Production, Lean Management, Knowledge Management, Learning Organization, Confidence Management and Entrepreneurial Culture. The multitude of scientific publications still refers to further issues⁹.

It also becomes obvious, that paperwork and administration – partly due to the many programmes of quality assurance – find their way to the organizations at an ever-increasing pace. The question, how the exceedingly many programmes of quality assurance lead to putting quality on a middle level, is still unanswered. Voss has spoken about re-tailoring of the management also detectable in the social field¹⁰, while the College of Manager Training emphasizes, that the management of organizations is actually in 80 % nothing else, than the management of connections; accordingly, the future of organizations lies in the management of connections¹¹. Only about 20 % of the organizational conflicts are in connection with actual financial or substantial questions – even in the banking sphere, where being rational has a priority.

⁵ Social organizations here mean profit-oriented and non-profit-oriented organizations actually performing social work; and Church, cultural and political organizations and institutes active in the area of health and nursing, a social field in a wider sense.

⁶ See: Wolfgang Staehle, 1999:79.

⁷ See: K.H. Blanchard and Sp. Johnson, 1983.

⁸ See also: Andre, R. and Ward, P.D., 1984.

⁹ See: Wolfgang Staehle, 1999:79.

¹⁰ A lecture Prof. Dr. Günter Voss (Chemnitz Technical University -Technische Universität Chemnitz) held on 24 January,2003 at a session of EFHD (Evangelic College Darmstadt). Title: ‘Future for the Management of Social Organizations’, Topic: A new type of worker born and segregated

¹¹ See also: Academy of Economic Managers’ Training: Ltd. 2001; altogether 241 managers were contacted at companies of different sizes. ‘At German companies contact management, solving conflicts on a human level and a positive company atmosphere remain in the background... Many well-intended initiations fail due to lack of time, much work and the managers’ uncertainty.’

We can declare, that the markets of counselling and management have a boom. Now almost 12,000 advisers are active in work. Several processes of counselling and management only concentrate on a certain aspect of the organizations; it often means financial rearrangement, reduction of the working force or closing down. Millions from the money of counselling are spent on it, while at the same time it is not clear, how the means having been invested support the organizations in reaching their goals. This question remain unanswered, because after implementing the measures suggested organizations often find themselves in a situation, that they have to declare, the work has not been in vain.

Even in the field of religion and Church life much money is spent on management counselling, aiming to 'make possible tasks possible'. However, they also give ground to criticism: the theologian Peter Scherle¹² has spoken about professional counselling to companies, which the Church uses more and more, in considerable magnitudes: 'With faith in the blessings of professional counselling to companies they have purchased the myth of feasibility'. The Vienna company adviser Andreas Heller¹³ even goes farther in his criticism by stating: 'It is sheer heresy, that outside counselling companies are involved in the work to such an extent, to which many managers have the misconception, that modern methods of management can make reforms from up to down.' Norbert Copray¹⁴ has not so blunt arguments when declaring, that Churches do not only give spiritual support; modern management should also pay attention to this task. At this point it can be declared, that the rules of ethics will have an important role in the future, as well. 'Reliability and credibility will remain the basis of economy and politics,' said Roland Kunkel¹⁵ a political adviser in Berlin, too.

1. Reflections regarding the present trends of social development and their effect on management.

In order to be able to understand the changes of development taking place in the management of social organization, we also have to study some aspects demonstrating why it is the social sphere, where management has gained such an importance.

1.1 Conversion of the social state

Undoubtedly it can be stated, that the social state, about which we still have memories from the '80s, has gradually been transformed; if we want to put it in blunt words we can also say, that the social state is being taken apart. Nevertheless, in parallel with this process the fight for money and existence has

¹² Similarly, Prof. Dr. Schrerle, (Hernborn Theological Seminary) session held on 08.11.2002 at the meeting of the Arnoldshain Evangelic Academy 'Church and Mentality'

¹³ Similarly Prof. Dr. Heller, from the Institute of Interdisciplinary Research and Further Training of Austrian Universities at the above meeting

¹⁴ So, Norbert Copray, Frankfurter Company advisor and Director of Fairness Foundation, see the same source.

¹⁵ See. footnote Nr.9

become more intense. Especially as of the early '90s the conditions of economy and the labour market have changed considerably in Germany and Europe, as well, just like on the international scene. A strong and major social transformation has been carried out. It is mainly economic effectiveness and its increase, which have priority. It means, that less people with a reduced amount of money have to improve quality on a large scale, which also requires extensive control and checks. During the past 20 years even an additional problem has presented itself to the above. The main elements of it are the following¹⁶: the 'collapse of the actually existing socialism (communism)', the giant leap in the volume of international financial transactions, and the innovations of information technology, which have substantially transmogrified our places of work, and the structure of working and communication in a definitely short period of time. It is not work, which is missing, but properly paid jobs providing existence. Having the given conditions it will hardly be possible to imagine full employment. Although new jobs are being created, but quite often these are uncontrolled, part-time jobs, giving less and less ground for individual existence.

The above leads us to other questions, like those of sexes (men and women) and working places. The idea of 'normal working conditions' giving work mainly to men, but also obliging them to support their families is fading away. Its consequence is the social uncertainty getting more and more apparent. The study and analysis of the relationship between sexes within the organizations has lost none of its importance, in spite of the current social changes. It is high time to rearrange this relationship. There are some reasons for it, since substantial changes always require some favourable fundamental conditions: scientific analyses concerning the role of sexes are available, the proportion of women in certain jobs and positions must meet certain limits; there are women clerks and officials working at municipalities, in offices of communities and at universities; many women have very high qualifications; even emotional 'intelligence' has become a part of professional life. It can be declared, that the question of 'sexes' has found its way to widespread scientific debates and debates of social politics. Nevertheless, in spite of the success taking a shape there is another side, as well. This side becomes visible when examining the everyday life of organizations or working places from the view of sexes. Now several publications postulate politically correct behaviour, but there are still stereotype patterns for men and women together with the roles belonging to them, albeit we do not speak about them. It is one of the reasons making Michael Hartmann represent the principle, that: 'making economy global leads to the training of elite within the management, and further increases the already existing large-scale exclusivity and selectivity (the author's remark: for men) instead of mitigating them.'¹⁷ Consequently, in the future it would intensify homo-social selection, causing a

¹⁶ For it see: Fröse, 1999; compare: Carola Möller, 1995.

¹⁷See Michael Hartman in: Müller, Ursula, 1992:139.

renewed exclusion for women.¹⁸ Should it happen, and we shall speak about the re-masculinisation of the management.

The governments have less and less power to influence the social skeleton conditions; it is the mechanisms of economy, which gains control over them, because the influence of the state against the capital becoming global is gradually and incessantly diminishing.¹⁹

1.2 Changes of the working- and organizational conditions in the field of social work

The changes outlined above also have an influence on the organizations performing social work. The consequence is, that like anywhere in the world, the population gets separated into groups of losers and winners, with the losers requiring no more attention. Those partly or entirely excluded from jobs, the chronically ill, the emigrants, refugees and old people encounter the radical decline of living standards. At the same time those still having 'normal working relationships' have to cope with a tremendously huge load of work. The ones getting dropped from this system face psychical and physical misery, as Pierre Bourdieu (1997) has described it in his study entitled *'The Misery of the World'*²⁰. The social costs of health care, unemployment and poverty are still on the increase, while the economic and social changes make the gap in the social net even wider. Its consequence is, that in the short run considerable austerity measures will be implemented in the social organizations, as well. Nevertheless, very often we hear denials, stating that in the long run these changes will not require huge amounts of money. It is just the calculation of the entropic costs, which shows: there are limitations and terminations for many projects obviously aiming prevention in the field of social work, and which would need space and time in the field of education. At the same time everybody knows, what an important role the investments in this area have in the life of our society in the long run. Here I have to mention mobbing as an example taken from the management; during a long period of time the investments in mobbing-prevention and –enlightenment provide much help for the organization, and not only from a financial point of view. Even deploying enough means on areas not very productive at the first sight – e.g. the intercultural section – can be really effective. Instead of the increasing xenophobia and creating new laws we should rather support a multicultural and enlightened society with human rights, in which the central elements would be values like connection among people, and fair treatment for others and aliens²¹.

¹⁷ Compare: Michael Hartman in: Müller, Ursula , 1992:139.

¹⁸ How far it gets by wages proportional to outputs will probably an item of research for the next decades

¹⁹ Compare: debates for the May agreement, or the discussions referring to the termination of service centres of towns, Saskia Sassen, 2000.

²⁰ Compare: Pierre Bourdieu, 1997.

²¹ In connection with this Babette Scurrel had two provocative questions, a practical and a political one (2001:19), which Pierre Bourdieu has ask the same way : How is the strength of the weak organised, financed and held together to make it stronger ? How are the forces distributed for the benefit of the weak in a society

At the same time we can see, that while in the social and environmental spheres the costs are reduced to a great extent, there are individual, very special markets emerging even nowadays. As Nefiodow emphasized it: one of the largest markets in a world primarily focusing on economic growth will be the 'treatment' for the physical, mental, spiritual, social and environmental disturbances²². Every process is a great challenge for the social organizations, and it refers not only to the contents of the work (projects, etc.) but also to the management of the time. These are still unexplored possibilities, which can much more be exploited by counselling for potentials of production, and represent the most abundant reserves needed for development. These developments can be compared to the achievements of the third sector. Already now there are studies attesting the changes taking place in the NPO sector. It shows, that in many countries the economic potentials are much higher than supposed earlier. The NPO sector gives more jobs than the spheres of banking, motor vehicles and insurance together.

In Germany more than 1.4 million people are working in the social area, which number is further increased by the almost 5.8 million honorary members (approximately 700,000 in full time jobs)²³. Several studies justify the increasing importance of the 3rd sector on the labour market; between 1991 and 2000 almost half a million jobs were created, and for 2005 there is a forecast of altogether 2.2 million employed.

The consequence of the latest changes in the world of labour is that paid jobs are becoming more concentrated and segregated. There are many jobs being terminated, people are laid off, as a result of which the remaining workers and employees are inevitably overloaded. It means, that even private life must be organised according to the system of working hours, and it does influence social work and its quality.²⁴ One of the main reflections of Günther Voss is, that the workers are more and more obliged to direct work on their own, organize their working days by becoming private entrepreneurs; it has a negative effect on the qualification and training of the workers²⁵.

During the recent years social work has also got shifted towards the need of professional qualifications. If – as Margit Brückner²⁶ stated – the '80s were characterised by the 'therapeutisation' – considerable and necessary development in social work – of individuals in the social field, as I see, the '90s

with a picture of future. What would a society with a picture of future, where there are no more segregated people, be like ?

²² Compare : Leo A. Nefiodow, 1996:104, especially his remarks for the entropic sector of a society

²³ See: John Hopkins University, incl. Several studies by Christoph Badelt (Publisher) (1999)

²⁴ See: Günther Voss, 1998: 473-487; and the thick Günther Voss publications dealing with the subjects of exclusion, life, style of life and conduct of life; compare the studies made by the Call Centers attesting, that compared to other areas the proportion of psychiatric illnesses and troubles is very high; see also: Renate Böhm and Birgit Buchinger 1999.

²⁵ See: Günther Voss, 1998; the same source :

²⁶ See: Margit Brückner (publ..) 1992

were in the light of the ‘therapeutisation’ and ‘bureaucratisation’ of the organizations; there are even signs of over-bureaucratisation. It is obvious, that these changes have partly been and are necessary, since they include the integration of an inside aspect into an outside aspect. Especially in case of social organizations they have a great importance, so they should be encouraged.

Another aspect is, that mainly at social organizations – like at other companies – we should be careful not to compare the long-term values and goals of social work to the goals of companies aiming to reap fast profit. Richard Sennett wrote: ‘How can we speak about the lasting values in us, when we live in an impatient society only concentrating on the next immediate moment? ...Isn’t it normal, that this short-term thinking is in confrontation with the human characters based on development, thinking for the future?’²⁷ In addition, what are the consequences regarding the work with people made by social organizations? It is obviously one of the questions to be explored from very different viewpoints in the next decades.

In one of his former publications, Arie de Geus pointed out, that in the debates it is the long-term viability of companies, which gets least of the attention²⁸. Several, not published studies shows – as de Geus thinks –, that most of the companies are closed within 30 years, only very few companies and organizations have been active for centuries. When examining the long-term viability of companies Aries de Geus found four characteristic properties: The companies active for a long time are quick to react to changes and new environmental conditions, and they get adjusted to the new requirements of society. These companies show spirits of solidarity and identity – no matter, how diversified they are. During the time of changes it is a basic requirement for the companies that ties among colleagues be strong. The companies active for a long time are tolerant. Although in the past (17th-19th centuries) the concept of decentralisation did not exist, the study made by de Gauss attests, that these companies could take the outsider experiments and the eccentric ideas. This way they could continuously increase their knowledge and experiences. Handling finances carefully was also a basic principle for them. Capital requires attention ‘it is pennies, which hold the budget together’. There is another important factor we must not forget about: no matter, what crises come, these companies always kept a certain amount of money reserved for future researches²⁹.

²⁷ Sennett, Richard, 1998:12.

²⁸ See: Arie de Geus, 1998:23ff; Arie de Geus was working at Shell for 38 years, and launched many unusual projects.

²⁹ The same sourc: Arie de Geus, 1998.

1.3 The development and changes of organizations – are these changes leading towards standardization and being over-bureaucratic, over-differentiated?

If so far we have outlined the social changes and their effects, now we are going to examine one aspect of the changes – being over-bureaucratic in details.

After establishing an organization there are the several phases of enlargement and developing. It is similar to the phases of human life: birth, infant years, young age, adulthood, etc. Every stage of development, should it be *the phase of childhood, differentiation, integration or association*, has its difficulties and conflicts, even for the management of an organization and its surroundings. Obviously, a company treats its clients and employees differently in the different phases of development. Although the above-mentioned four stages of development are for set standards, they help us when analysing the role of organizations³⁰.

Many social organizations have already reached the ‘over’ ripe phase of childhood. It mainly stands for the relatively small organizations. The organizations of overripe childhood often turn to the Taylor-type Scientific Management to solve their problems. The word ‘scientific’ – although it should be called scientific-technocratic – has been chosen to differentiate scientific management from the non-scientific, personal form of organization of the phase of childhood³¹. The phase of differentiation could be the antithesis for the phase of childhood.

Here rationality is in the foreground, opposed to intuition, mechanic is opposed to organic, impersonal to personal and systematic to situational. The main characteristic elements of the classical techno-structural differentiation are standardization, specialization, co-ordination, mechanization, automation and formalization³².

The phase of differentiation has a basic principle, that the productivity of an organization is in proportion with the extent, to which a person and his/her behaviour is in conformity with the planned structure of an organization, to which there are several initiations from managements. Organizations often face crises, if they overdo the phase of differentiation, if the different divisions and

³⁰ See: Friedrich Glasl and Bernard Lievegoed, 1996:10.

³¹ Two people are to be mentioned from the beginning of the 20th century. The American Taylor with his systematic division of labour, specialisation, rational working environment and improvement of working processes; and the French Fayol with his bureaucratic-administrative initiations.

³² See: In details - Friedrich Glasl and Bernhard Lievegoed, 1996 The principle of *standardization* includes unification and changeability E.g. different departments/divisions get the functions of planning production and control. Accordingly a hierarchy, bodies on different levels get formed. The principle of *specialization* includes the functional specialization of management levels and phases of work. During the *specialization of work phases* everything is separated on the basis of a logical differentiation and organisation. Its result is that during the usual working activities – planning-production-control – the three phases closely belonging together are separated from each other. The *principle of coordination* can originate in different direct or indirect ways, e.g. for the initiation of the management. The *principle of formalisation* includes the logical and rational planning, systematisation and description of tasks, competences and styles of work. It means, that the tasks are systematised, standardised or even included in job descriptions.

levels of management spend too much time with developing their own ideas and plans of work, or even their idioms. There are more controls, organisation and planning, than required. Although we know, that it is scientific-technocratic plant management, which brings order into organizations in the overripe phase of childhood, yet during further growing all sorts of symptoms of crisis present themselves: more problems with co-ordination, the loss of flexibility, lack of information and knowledge due to the specialisation among departments, problems of the vertical communication, more load of work in the structure of management, passing the problems to higher levels of decision, the accumulation of responsibility at the top, idling of the organization, the loss of motivation, problem solving through special action, rigidity and paperwork, losing the co-operative spirit.

These signs can be detected at large social organization and management. Sometimes one has the impression, that social organizations have more paperwork and taylorisation than ordinary companies, which are beginning to put creativity³³ in the foreground again, this way entering the phase of integration and association. From the viewpoint of analysing organizations, bureaucratisation and differentiation are parts of the process, so they are necessary. However, they lead to rigidity and mediocre quality in such a form, that this phase cannot develop any further. Studying the organizations according to the aspects of organisation we might have the impression, that the social organizations not only linger in the phase of differentiation too much, but do not get any further, either. It is a fact, that no phase can be omitted without any detrimental consequences. German society seems very inclined to exaggerated paperwork. Based on the image of an internal discipline there is a created picture of the organizations and administration working in a perfect order³⁴.

2. Management as a beam of hope

The changes outlined in the former section have caused, that management and social management are considered as beams of hope. They are expected to provide very fast practical solutions to problems. The social institutes have certain disadvantages, which can be eliminated in a relatively short period with the exertion of positive influences³⁵. Nevertheless, it would be delusive to believe, that there is such a perfect management for these social changes, which can have a good grasp of the situation and make exact plans³⁶. It cannot, but a good and successful management is definitely able to improve the work of our organizations. However, we must go to meet these very widespread conscious and unconscious expectations and hopes. With such a concept social, national and even international problems can be solved; the management makes corrupt

³³ It can be found mainly at professional companies, or even at the structure of management of Hewlett Packard

³⁴ See: Hannah Ahrend, 1991.

³⁵ See: Merchel, Joachim, 1995:299.

³⁶ See: Thomas R. Hummel, 1994.

practices and abuses visible, and measures can be initiated in order to find remedies to these problems.

From now on, I am going to use the phrase 'management in social organizations' instead of 'social management', common in social work for about 15 years. Where is this phrase from? As Cornelia Bader wrote, the origin of social management is definitely not to be taken back to the professional or ethic principles of social work. It was the political and economic changes of the recent years to introduce it to social work³⁷. On the other hand, a social management, which tries to manage the services of social work on this assumption may fall in the trap of making the 'man-problem-social poverty' product the subject of the social-economic market. Quite often we get pictures of a properly controlled social organization, which generates an optimal management in possession of the ability of providing a free economy with all the requisites of direction, causes personal changes and right development, but actually is possessed by the obsession that everything is possible. The system-evolution management-doctrine is right to emphasize, that it is high time to deprive the organizations in a radical way of the assumption that they are almighty³⁸. The belief in almightiness has turned out a general conceit or a kind of superstition of a new type even in the social field. The organizations are fully bred formations, which carry their history in themselves. At certain times, even the 'best' organizations are unable to change the crises of politics and the difficulties of the labour market, the ever-increasing unemployment and the polarization of the population.

Nowadays efficiency and effectiveness are the most important conditions to meet. It is also valid for the learning organizations, so that they should reach 'people' as targets. We may even think that only those organizations have a future, which put constant changes in the foreground, make continuous further training institutional, while they forget about stability often needed. These changes have serious and detrimental consequences, which we shall encounter only later. Social work has very new elements, which hinder coping with the ever-increasing social burdens and helping 'people', targets of the social work. Some of the harmful effects are: the termination of jobs, the termination of wage levels, increased social and work loads, the force to become one with the targets of the company. The consequences of the latest changes regarding economy and places of work can also be in connection with ethics, religious or spiritual life. It is obvious, that such turns in social work lead us to a blind alley. A 'smile' cannot be standardised, it cannot be sold for money. Especially not in everyday work with people, this requires social competence on a high level.

This is exactly, why we have to know the borders of management – also in the social organizations. Since social work is based upon both humanitarian and democratic ideals, it is concentrated on the needs of people, and accordingly, it

³⁷ See: Bader, Cornelia, 1999:30ff.

³⁸ See: Friedrich Glasl (Hg.), 1983; Hans Ulrich und Gilbert J.B. Probst, 1988.

must influence the exploitation of human potentials and sources³⁹. We know that the 'products' of social organizations simply cannot be sold against profit. In many cases, the 'customers' do not ask for; do not want 'social products'. Moreover, even if some want the 'products' of social work, quite often there is an expectation, that these 'products' should aim clients able to pay for them⁴⁰; those not being able to provide the costs of the services (e.g. counselling, nursing) are excluded from the system. Even Bourdieu himself spoke about the rejected getting no care of any type. It gives ground to questions and doubts, which those working in the social field face increasingly often; there is no method to calculate the value of human services and behaviour in the world of markets and trade⁴¹.

In the wake of these changes, quite a number of studies and courses of university and non-university training have been prepared and organised in Germany, and they all deal with the subject of social management. 'Only in 2002 not less, than 86 training programmes were started,' said Armin Wöhrle⁴². A research having been made on the Internet also shows that there are conspicuously many offers for training programmes dealing with social work and social management. At the same time it is also to be noted, that more and more offers are questionable regarding to their value, since they only want to raise interest with the 'management' title on the quickly changing market of training programmes.

It is a well-known fact, that the changes have undoubtedly supported the interests of developing the concepts of social management. Merchler has named three different concepts of management: a 'social-technocratic concept' achieving a better control of finances with the introduction of new methods of management; a 'concept of groups and interaction' achieving its goals through the improvement of communication and team work; and a 'concept of innovation' aiming improvements in the field of social politics by connecting the processes of change within the organizations with the intentions of internal and external innovations⁴³. The list can be made even longer with another concept, which is the integration of the activity of social workers into social economy. As Wendt said, it generates training for experts, whose work is required in social economy. These experts can provide professional control and management, and take part in achieving material goals having been set. They

³⁹ Hannah Arendt (1991) already in the early '50s studied the question, which is in connection with social work even according to the author: 'How can an individual make decisions and judgements in a world, which has already abandoned moral standards, and how can I speak about justice and injustice, when the majority or my entire surroundings have already made the decisions in advance?'

⁴⁰ The 'systems with two classes' taking shape in the fields of health, penal authorities, senior citizens or those in need of care are to be mentioned as examples.

⁴¹ Mainly the work of honorary workers is to be mentioned as an example; their number is about 5.8 million

⁴² Prof. Dr. Armin Wöhrle's lecture (2002) at the Munich meeting of the Federal Workers' Association of Social Economy/Social Management

⁴³ see: Merchler, 1995 – footnote no. 33.

work in close co-operation with the senior social workers, having all the main elements of control in their hands.⁴⁴

By the further developing and with the synthesis of the concepts having been mentioned and spoken about, the Darmstadt Evangelic College (EFHD) have set out along a new path, which we are justified to call a fifth concept, namely the 'Darmstadt Management Model'.

3. Post gradual and evening courses for Managers, 'Management in Social Organizations' (EFHD) training courses for professional leaders of social organizations⁴⁵

3.1 Establishment and goals set

The roots of the choice of further training courses offered by EFHD can be taken back as far as the early '70s, when the college was established and opened. Without using the word 'management' and speaking about it, the aspects and viewpoints of management could already be detected when the training programmes were launched for social workers and teachers of the branch. The target of launching the programmes was to help people in understanding the ins and outs of organising social networks, the effects of the connection between the culture of an organization and the culture of the clients turning to these organizations. An additional goal was to demonstrate, that in what a way the strength in different systems can be for the benefit of social work. Already in 1994 a Management Training programme of 3 years was started in Darmstadt. In 1994 the Ministry in charge of the Hessen province accredited the course of Management Training.

In the meantime many have completed their studies of further training for managers. The changes mentioned have given a considerable contribution to achieving possibilities of promotion and services on a higher level – on the basis of the new theoretical master courses 'Management in Social Organizations', and on the basis of the international changes of higher education.

With a homogeneous picture of ethics and people in the background the new course provides information enabling the participants to work as managers with responsibilities in organizations of the social work. Professional qualification is given by subjects, the fundamental structures of which are based on human dignity. It is especially important in an age, in which – as I have described it in detail in the 2nd and 3rd paragraphs – the skeleton conditions of control and management for organizations are continuously changing. There is a requirement for flexibility and mobility, there are changes in the society, the fight for the constantly changing markets and financial sources is on the increase, quality and effectiveness have a priority and the principles of the

⁴⁴ See also: Wendt, Wolf Rainer, 1999.

⁴⁵ Detailed information : <http://www.masterstudiengang-management.de>.

social state are also to be realised. After completing the master courses the professionally well-trained managers can take the complex elements of the work into consideration and use them. They obtain the required competence of being able to make analyses on their own, and while having a continuous training programme they also acquire the ability to evaluate their own performances. They become able to analyse the phenomena and problems of managing social organizations, so when working together with their colleagues they can also solve these problems. A preliminary condition for it is to develop the organizational skeleton conditions, within which they can perform the social tasks professionally and effectively, and they can take responsibility for the work of improvement in their organizations. An additional element to these is the ability to treat different and diverse characters in a natural way, and to use intercultural and democratic forms of management.

For these tasks of control and management the competence of self-evaluation and reflexivity has an especially significant value. The process of initiating changes requires persistency in the work to achieve the targets chosen, it may also face rejection, but it can also be the area for curiosity, openness and creativity. The constructive formation of processes of change for the interest of developing an organization means, that within the structures of the organization – including all those concerned – we give ground to opposition and creativity, as well. This is the reason why the management courses utilise information and elements of teaching taken from different managements, sociology, psychology, economy and business management, too.

3.2 General information

Those entitled to take part in master courses must meet the conditions set by the Darmstadt Evangelic College, which conditions are laid down in the bye-laws of enrolment defined on 10.12.1984. The requirements are the following: the applicants for training must have completed a relevant college course (among others business management, nursing, pedagogy of religion, social work, social pedagogy) successfully; in certain cases another condition for the would-be students is to acquire the necessary approval from state and/or church authorities, or to complete a relevant university course (these courses can be for example business management, pedagogy, psychology, sociology, theology or political economy); performing relevant professional work lasting for at least three years; getting a written certificate from the employers attesting, that the employer has a knowledge of the employee's plan of getting further education; performing a manager's or deputy manager's job in an organization, or having intention to get such a job – both categories get the same rating; having at least a part-time job in the proper field of activities – when having justified reasons in connection with immigration or family matters, one part-time job of at least 10 hours is enough.

The team of professors and lecturers have representatives of social sciences, scholars of law, theologians, advisers of organizations and companies, experts of international co-operation and development, gender-experts, psychotherapeutics, and supervisors working in the field of psychoanalytical branches – they can work on profit-oriented and non-profit-oriented areas, as well. The normal duration of the courses including the exam for the master thesis is 5 semesters. It is approximately the same as a daytime college education with 3 school-terms. Education is given in the form of evening courses accepted on an international level. There are 14 modules altogether and the students have to be present in the school on 110 days. The courses are over with an internationally acknowledged, theory oriented final exam: 'Master of Arts – Management in Social Organizations (MMSO)' and a European EURODIR Management certificate. The course is also acknowledged by EURODIR, an association of training for the managers of European social organizations. After making the master exam successfully, the students get EURODIR certificates, which certificates are accepted in the European Union. According to the approval made by the Hessen Ministry of Internal Affairs it gives qualification to get jobs on a higher level of management.

3.3 The management model of Darmstadt

For the purpose of providing very thorough and well-founded theory and practice the modules are in connection with real practice and use the experiences the students have got in connection with and in organizations. The master studies have four levels. The first one is the improvement of personality, the second level concentrates on reflections from practical work of organisation, the third one uses information from professional sciences, and the fourth level includes perceptions made on a social level. It means, that responsible managers controlling the work of organizations continuously have to analyse and evaluate their performances. The management of social organizations supposes the ability of analysing the fundamental structures and the processes of work. This interaction forms the basis to give an insight of the work done at the own and other organizations and makes it possible to initiate several forms of activities. This second level mainly includes practising of how to think and act with the progresses in mind. On the third level the previous ones are connected with scientific information, analyses and theories. On the fourth level the social aspects are in the centre – religion, ethic, internationality and social politics.

The students have to see, how the control and management of organizations in different scientific areas influence each other. Multi-perspectives and interdisciplinary ideas are basic principles of didactics. The main forms of studying are the following: independent studying and scientific studies, research and team work, working in control groups on projects, listening to presentations and lectures, practice, tutorial services, and supervision. The students also take

part in special training programmes and at regular intervals get individual counselling. The core curriculum group is a very essential element of the training programme, in these groups the students are working under the continuous control of trainers. This training programme is organised seven times in outside lecture-rooms, and one programme of such a type lasts four successive days. The intensive part of studying in groups is in the form of supervision for small groups, lasting 12 days, each time. The supervision within the frameworks of the master studies is a section of learning integrated in the curriculum of the college, and it is usually performed for small groups.

3.2 Information about the 14 master modules

The master course is composed of 14 modules, hereinafter indicated with abbreviations (see. Table). Detailed items of information about the modules are available on the Internet.

Table 1: Elements of the Darmstadt master course

Sem	Module	Abbr.	Designation	No. of days
			Module 1 - Basics of management / 9 Points	10
1	M1	KS-G	Introduction (core curriculum)	1
1	M1	KS-K	Understanding complex systems (core curriculum)	4
1	M1	E	Ethics of organizations	1
1	M1	T	Social work theory	1
1	M1	KS-SV	Supervision	3
			Module 2 – Social and tax law / 4 Points	4
1	M2	RI	Legal bases of management	2
1	M2	RII	Legal bases of management	2
			Module 3 – Market and economy / 4 Points	5
1	M3	Ö	Economy – social work and the thinking of political economy	3
1	M3	E	How European social politics and poverty came into being	2
			Module 4 – Cultural and political dimensions of management / 4 Points	6
1	M4	G	The basis for national and international NPO-researches	1
1	M4	E	Voluntarism at social organizations	1
1	M4	GO	Sexes and organizations	2
1	M4	T	Trans-culture and inter-culture in organizations	2

			Module 5 – Dynamic company development / 11 Point	13
2	M5	KS-F	Understanding and defining roles of managers (core curriculum)	4
2	M5	KS-PF	Personal management	4
2	M5	K	The complexity of management I – Lessons of management and organization development	2
2	M5	KS-SV	Supervision	3
			Module 6 – Business management in social work/ 7 Points	8
2	M6	BI	BWL – The theory of decisions and personal economy I	4
2	M6	BII	BWL – bookkeeping / the calculation of output, costs and investments / financing	4
			Module 7 – Research/ 11 Points	11
2	M7	FI	Basics of qualitative and quantitative social researches	3
3	M7	FII	Practical research	3
4	M7	FIII	Practical research	3
4	M7	M	Master colloquium	2
			Module 8 – Organization and identity / 11 Points	14
3	M8	KS-B	Biography and management	4
3	M8	KS-T	Team management	4
3	M8	K	The complexity of management II: the economy of institutes, the sociology of organizations - psychological theory in organizations	3
3	M8	KS-SV	Supervision	3
			Module 9 – Law of labour / 4 Points	4
3	M9	RI	The legal bases of management – law of labour and making contracts	2
3	M9	RII	The legal bases of management – the employees’ rights – their right in taking part in decisions	2
			Module 10 – The strategic dimensions of management / 4 Points	14
3	M10	M	Marketing, Fundraising, Sponsoring and Public Relations	4
3	M10	K	Creative management with foresight	2

4	M10	PE	Staff development in management	4
4	M10	QM	Introduction to quality assurance – the theories of quality management	4
Module 11 – Management and society / 8 Points				9
4	M11	KS-O	Organizations and their surroundings (core curriculum)	4
4	M11	K	Complexity in management III : the latest changes of management (development)	2
4	M11	KS-SV	Supervision (core curriculum)	3
Module 12 –the changes of organizations (changes) / 4 Points				5
5	M12	KS-O	Organizations and development (core curriculum)	4
5	M12	E	Ethics of organizations	1
Module 13 – The international dimensions of management / 4 Points				7
5	M13	Z	The future of management	2
5	M13	E	EURODIR Excursion	3
5	M13	L	Linguistic skills - English terms of management	2
Module 14 - Master- Thesis / 25 Points				
4	M7	MT	Master-Thesis	

4. Epilogue

Closing the subject let's examine the example of the elephant and the blind men mentioned in the beginning: we may ask, how the blind would have felt the elephant when in motion. In that case, the incorrect definitions would have been even more unusual. Now among other things, relying on Mintzberg we can declare, that 'We are the blind and our formations of strategy are the elephant.' As there is still no one who has seen the animal as a complete one, people have impressions of certain parts, but know nothing about the others. Of course, an elephant is more than the total of its individual parts. However, in order to see the whole we have to know the parts⁴⁶. Returning to the organizations of social work, they cannot only be regarded as a huge elephant, but we can declare, the organizations are also in motion, going through a transformation. It is one of the reasons that the managers' course tries to accept the complexity originating from it. It is known, that the organizations cannot be considered merely rational constructions made by people. Organizations are not means created arbitrarily, but the results of the interaction between environment and the inner world – the products made unintentionally by thoughts, feelings and wishes of people.

⁴⁶ Mintzberg Henry, 1999

Organizations are developed creatures always carrying their history in themselves. Organizations have established a sample of culture by the people working in them, and they logically support it.⁴⁷ When having such an understanding of management, the aspect of business management only dealing with constraints of taxation is merely a partial area of organizational management. According to this, we should pay our attention to enabling our students to recognise the structural connections and the connections with psychological bases of the organizations, in which they will work. Last but not least we should also teach them to perform responsible managing tasks in their social organizations, and use their skills and knowledge to resist the pressure of one-sided views. It is important to regard and understand organizations and people in a new way, and making initiations to prepare the soil for the growth of new forms of action.⁴⁸ The pictures and images of organizations are ideas and theories having deep roots in history. Only when the close connection between thinking and actions become visible in the reality of organizations, shall we be able to say and declare, that the mode of understanding organizations has an effect on their management or creation.

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⁴⁷ See: Friedrich Glasl and Bernard Lievegoed 1996: 10

⁴⁸ See: Gareth Morgan, 1997: 496

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