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Analysis on the influencing factors of the realization of strategic objectives in the process of public strategic management

Liu Xiaoyue * and Chen Cheng

Personnel Division, Central University of Finance and Economics, 100081, China.

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Abstract

As a long-term activity, public strategic management is influenced by factors such as politics, operation management and public expectation, and often needs to be promoted in a complex and dynamic environment. How to analyze and study the influencing factors to achieve strategic goals has always been a classic research topic. In this, the introduction of tension analysis, identifying strategic issues is a very important link, that is, first confirm the right thing, and then do the right thing. At the same time, due to political inertia, changing environment and other reasons, coupled with the long-term nature of strategic activities, public organizations not only need to have strategic focus, but also need to have strategic fault tolerance, toughness and flexibility are indispensable. After the two reach a dynamic balance, they can ensure the achievement of strategic goals and the survival of the organization, and realize the mission of creating common value. Based on the tension analysis, the identification of strategic issues and the analysis of strategic fault tolerance, this paper constructs an analytical framework for the realization of public sector strategic goals.

Keywords: Strategic issue; tension; Fault tolerance; Analysis framework

1. Introduction

In public strategic management, the realization of strategic goals often needs a long process, which is also a "long-term struggle" with internal resistance. During this period, there must be a strategic thought beyond individual nature in the organization, rise to collective wisdom, and establish an interactive relationship between theory and practice, so as to unswervingly maintain mission management and guide political management and operation management. But this is not easy. The larger the organization, the more time it takes to achieve strategic goals, and it is impossible to guarantee that the leadership will always be at its peak over a period of years, or that it will not make strategic mistakes. However, in the history of management practice, there is no lack of successful strategic management cases, we should see the inevitability in the contingency. Therefore, through the analysis of these cases, we can conclude that in the process of public strategic management, the ability of leaders to "identify strategic issues" and then choose the leading strategy and the "strategic fault tolerance" of the strategic subject are important factors affecting the realization of strategic goals.

2. Identify strategic issues

"Identifying strategic issues" is based on the tension theory of strategic management. The concept of tension was first introduced by American management scientist Paul. C. NAT and Robert. W. Barkov introduced the field of strategic management of public sector. They systematically studied the types, characteristics and treatment methods of tension existing in the process of strategic management of public sector, and put forward the framework of tension application.

* Corresponding author: Liu Xiaoyue

In their theory, tension is originally proposed as a tool to identify strategic issues, so it can be directly used in the process of analyzing factors influencing the realization of strategic goals.

Tension and paradox are related. A paradox is when there are two plausible explanations for something. The arguments for each explanation are very convincing, but taken together, they contradict each other. Tension is seen as the opposing forces in an organization caused by paradox. In the process of public strategy management, the formation of issues is closely related to the various tensions faced by the organization, that is, when a certain pole in the tension causes the opposite, an issue is formed. The pole that causes the opposite is called "new situation" and also becomes the "inducement" that causes the issue. It is usually the trend and event that appears inside and outside the organization. So issues can also be seen as tension between new situations.

The tension analysis framework includes the following contents:

2.1. Type of new situation

According to the direction of managers' attention and the way of examining problems, the new situations facing the organization can be divided into four types:

- **Fairness:** Focus on whether individuals within the organization are treated fairly;
- **Maintain:** exercise control within the organization, emphasizing the analysis of new situations from the perspective of maintaining traditions;
- **Change:** to adopt an open and flexible response to the outside world, so that the organization changes accordingly;
- **Productivity:** How to establish reasonable procedures to increase productivity and meet external needs without changing organizational structure and power distribution.

2.2. Type of tension

The combination of these four new conditions produces six different tension types: transformation-productivity tension, equity-transition tension, equity-maintenance tension, maintainance-productivity tension, equity-productivity tension, maintainance-transition tension. When the two new conditions constitute the tension, the remaining two new conditions become "regulators", which are associated with the tension and can either increase it or relieve it. Triggers, tensions, and regulators thus provide a way to identify important issues and understand their stages of development.

3. Strategic fault tolerance

Fault tolerance is a concept in the discipline of electronic engineering, which refers to "the ability of the system to operate normally when one or more components fail". The establishment of parallel system or redundant system can improve the fault tolerance. Borrowing this concept, we set four variables for "strategic fault tolerance" :

- *Depth of resources.* Including six aspects: number of employees, business scope, total assets, cash flow, core competitiveness, information acquisition ability.
- *Institutional flexibility.* It includes four aspects: financial system elasticity, political system elasticity, cultural system elasticity and business system elasticity.
- *Talent pool.* Including three aspects: training and attracting talents, leadership echelon construction, management level mobility.
- *Ideological consensus.* It includes four aspects: mission identification, political consensus, organizational cohesion and interest distribution mechanism.

Only by enhancing the fault tolerance of strategy, can the strategic subject stick to the long-term strategic game, even if a temporary mistake, will not cause fundamental damage, and have the opportunity to adjust the direction, choose the right leading strategy, and achieve the final strategic goal.

In essence, strategic fault tolerance provides an opportunity for the adjustment of leading strategy. If we interpret this property in a figurative form, we can imagine a tree on a cliff growing in a crack in the rock. Its roots throughout the mountain represent fault tolerance, its upward branches represent strategic missions, and its branches represent different leading strategies. As long as the root system is large enough to provide sufficient nutrients and stability, a branch can find a gap in the rock and grow. If one branch finds the wrong gap, it won't affect the whole tree's growth. There is always a branch that can find the right gap and grow into a tree.

4. Analysis framework of strategic goal realization

Taking the classical theory of public strategic management approach as the main line, we can combine "strategic fault tolerance" and tension theory to construct an analytical framework for the realization of strategic goal.

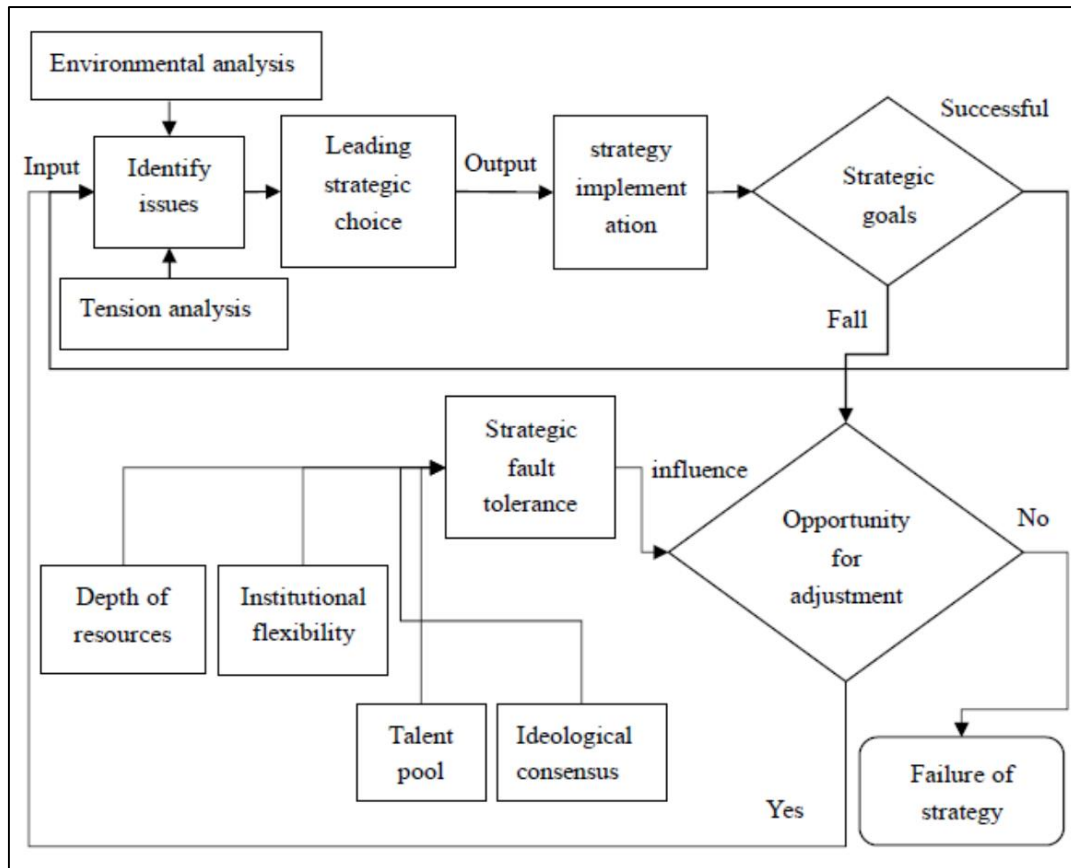


Figure 1 Analysis framework of strategic goal realization

Public strategy management is a process, including three functional links: strategy planning, strategy implementation and strategy evaluation. On this basis, in the planning stage of public strategy, the assessment of environment and situation and tension analysis determine the successful identification of issues, and the identification of issues has an important impact on the selection of leading strategies; The strategy implementation process includes 7 steps: launch, plan, organization, preparation, test, promotion and control. It mainly involves three aspects: stakeholder management, organizational functional structure management and resource management. Although it occupies only a small part in Figure 1, it is actually a long-term management activity, which occupies most of the time in practice; In the process of strategic evaluation, it is mainly based on the effect of strategic implementation and process data to evaluate whether the strategic goals are achieved, how much they are achieved and whether adjustments are needed. And then judge whether there is an opportunity to adjust, if there is no opportunity, then it will enter the outcome of strategic failure. And how is this opportunity for adjustment affected? This is what "strategic fault tolerance" determines.

By analyzing the depth of resources, institutional flexibility, talent pool and ideological consensus, we can determine the existence of an organization's strategic adjustment opportunity and, in turn, whether be able to reach the strategic planning stage, combined with the latest environmental situation and tension situation, let the organization choose new dominant strategy, make the whole process of public strategic management into a virtuous circle.

5. Conclusion

This paper first adopts the American management scientist Paul. C. NAT and Robert. W. Bakov's tension analysis framework discusses how to identify strategic issues, and creatively introduces the concept of fault tolerance to deconstruct and study strategic flexibility. Based on these two core concepts, an analytical framework for the realization

of public sector strategic goals is constructed. The most important focus of this framework is the opportunity for strategic adjustment, and strategic fault tolerance gives the number of such opportunities, strategic issue identification ensures the right strategic choice, and thus provides a path for how to analyze the dynamic balance of strategic resilience and flexibility. We believe that this framework will help promote the strategic practice of creating public value in the public sector, but this paper only puts forward an analytical framework, and it is mainly based on qualitative analysis. How to conduct quantitative analysis and how to further develop the research on the leading strategy will be our next research topic.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to disclosed.

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