GUARDIA CIVIL AND THE FUTURE

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ABSTRACT

The current world in which we live has characteristics that make it different from other previous times. Phenomena such as technological development, economic globalization, the proliferation of supranational organizations, as well as improvements in transportation have facilitated the emergence of a global, dynamic and changing world that, away from being static, is characterized by mutability and uncertainty.

Guardia Civil, as well as other public and private organizations, must be prepared to face a continuous process of adaptation to change, which enables it to continue to provide a service to society with the same spirit and effectiveness that has made it throughout its 170 years of history and has enabled it to gain the affection of a large part of the Spanish society.

Key words: globalization, adaptation to change, resistance to change, leader, leadership, strategic management, vision, mission, values.

1. INTRODUCTION

As many changes are taking place around the world, the organizations cannot keep on having a passive attitude, waiting for events to happened without adopting any type of measures. The inactivity of an organization towards change, without doubts, will bring uncertainty about the future of the organization itself. Some of those changes also happen in an unexpected way and, as a tornado, could generate huge instability if they are not prepared.

That is the reason why adapting to change matters in the organizational practice and theory, as it is not out of multiple trouble, in which we can point out the ones coming from the organization itself and its components.

Sometimes the personnel resists changes, because they do not what is going to happen, neither how to behave. The lack of satisfactory information, the personal or group inertia, as well as the reluctance of moving out the "comfort zone," among others, force the different components of the organization to defend themselves versus the unknown, grasping to what is known, and denying the new.

An efficient change process takes place, due to the compromise of all the members of the organization. In order to do so, the personnel needs to have sufficient information about the change requirement, which objective wants to be reached with it, and how it is going to be done. Definitely, people cannot be knock down by the process, as if they were independent from it.

In this context, Guardia Civil should be prepared to adapt and evolve as an organization with adequate speed. Guardia Civil should give the efficient and appropriate answer overtime to the new challenges and threats that emerge, such as the new needs of the society, target audience of the public security service Guardia Civil provide by legal mandate.

Guardia Civil does not start from scratch in this field, as along its history, it has been characterized for its capability of evolving and adapting to new times and needs of the citizens. These capacities have let the Guardia Civil work for 170 years.

In order to continue the path of serving the others for more and more years, Guardia Civil needs to keep on carrying its evolution and adaptation process, without resigning to its identity elements. Due to its military nature, territorial display, and its believes and traditional values, Guardia Civil has gained the acknowledgment of mostly all the Spanish citizenry.

Following the addressed order of ideas, Guardia Civil should be able to translate to its behavior a vision and guidelines with allow the Institution, according to its responsibility levels, establish an adequate adapting capacity to the different transformations the environment suffers, both internally or externally. It also enables the Institution to undertake a group of structural or other type of actions in order to achieve an organizational behavior adapted to future circumstances.

2. A CHANGING ENVIRONMENT

The recent global world is continuously changing, fundamentally due to factors, such as the appearance of new powers, the consolidation of new international actors, the biggest influence capacity of individuals, demographic changes, greater competition for the energy sources, in the so called knowledge society, or the further economical, political and judicial interdependence.

Some of these elements, such as the communication technologies development, the rising trade liberalization and the international investment or the decrease of the costs, and the improvement of the transports, have contributed to blur the frontiers between states. At the same time, these factors let a cultural globalization, which allows citizens from all around the world to get to know each other's.

Globalization and the consequent state debilitation have produced, as a matter of fact, relevant changes in the security concept. According to the *National Security Strategies (ESN)* "together with the risks and hazards with could be defined as traditional, there are other new ones which are considered more complex and dangerous based on other elements, such as the growing transnationality, its bigger impact in the society and State structure, difficulties in the identification and the lack of a unique gravity center."

Based on this definition, there are numerous hazards in a society like the ones nowadays, that have a global dimension and which any country cannot defend by itself. Some examples of these cases are the terrorism, the proliferation of weapons of mass destruction, organized crime, drug trafficking, cyber attacks, illegal immigration or damages in the environment.

In fact, transnational delinquency has turned into a hazard against peace, development and even for national sovereignty. The market of delinquency embraces the entire planet, as the origins of illicit products is one continent, but is transferred through another one, and is commercialized in a third one[1].

Nowadays, the dimension of security is such a challenge that the countries are forced to cooperate and collaborate between them, as well as join international and supranational institutions, as any of them can deal with its own security on its own. Isolated and unilateral answers are not effective against challenges that need a multi-disciplinary combined action.

Developed modern societies also demand security actions to an extent of broad range of aspects of social live, forcing the design of omni-comprehensive public policies and embrace principles, which traditionally were not considered inside the field of security (environment, healthcare, economy…). The concept "Human Security", defined in the *United Nations Development Program* in 1994, implies that the design and development of any type of security policy should carry a transversal focus and should be inspired in four general principles:

- People as the security target. Public security should not be considered only as the fight against delinquency, but as an obligation that looks for guaranteeing and improving the cohabitation and quality of life. Maximum respect to Human Rights, as well as the legitimacy of the actuations are always considered both from the participation of the citizens, or proximity of them.

- Prevention as basis criteria for performance. Nowadays, the gravity center of public security policies must move from the reaction against hazards and danger situations, towards the prevention of these risk situations. For that, an adequate prevention of the risks the society is exposed is fundamental by identifying them early and applying efficient mechanism for the prevention of crime.

- Security Systems modernization. Arrange sufficient human resources, adequately prepare and get all the appropriate material goods to fight against the emerging risks and hazards.

- International and national cooperation. Nowadays, important cooperation security tools are required, both national and international, which enables the use and application of efficient mechanisms to prevent crime

The described scenario, characterized by the dynamism, uncertainty and a bigger citizenship demands in the quality of public services received. States, and the public security institutions they form it, are forced to implement instruments capable of systemize the adaptation and renovation processes which gives a more adequately and efficiently answers to the issues related with security. According to the National Security Strategy (ESN),"the current security concept must be wide and dynamic, so it can fill all the concerning spheres of the State Security and from its citizens, which are variable depending on the strategic environment fast evolutions, and come from economic and financial stability, to the critical infrastructures protection".

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1   UNITED NATIONS INFORMATION SERVICE (2011). The Organized Crime is global and has turned into a hazard for our security. Vienna International Centre. Vienna. P.1

Although the need for change and the adaptation capacity have always be present along history in all societies, unpredictability and the speed changes have in nowadays structures, force nowadays structures to be more conscious and prepared for coping with this situation, as today the quote "adjust or perish" would gain meaning thought.

It is obvious that existing organizations should deal with a dynamic and changing environment, to which they have to constantly and progressively adjust. However, this constant adaptation process is not simple, as it has affected the performance of them, setting up new elements to take into account in the adaptation and change processes.

According to its origin, two strength groups that can work as a stimulus for change can be distinguish:

- External strengths constitute by elements from outside the organization, such as globalization, technological progress or social, political and economical changes. They produce changes inside the organization

- Internal strengths, which come from inside the organization, among which we can stress elements such as the human, financial and material resources availability; structural, procedural or normative reforms; or the technological updates.

Therefore, it seems obvious that, when undertaking adaptation or renovation processes, an organization cannot only take into account the external factors, but also the internal variables, such as human capital, material and financial resources, its organizational structure, its tasks and its principles and values which constitutes its own idiosyncrasy

3. THE STRATEGIC MANAGEMENT IMPORTANCE IN THE CHANGE ADAPTATION

As we have already pointed out, it is obvious that all the organizations, independently from the size and field of activity, must daily deal with new challenges and defiance from new matters that influence its performance and organization. The survival of the organization greatly relies on its change possibility, its adaptation capacity and the environment demands and flexibility to confront uncertainty.

To keep on track with the variable environment, the organizations should be open to change. However, adaptation to change should not be improvised, neither the result of a simple action-reaction process. Organizations which do not follow these process are not truthfully adapting, but solely, and being optimistic, could only lead an "obstacles race", in which the last aim is keep surviving without having a real project, which inescapably will lead to its possible disappearance.

On the other hand, organizations have the chance to deal with change proactively. We understand that changes produced in the working environment bring new opportunities to keep fulfilling the objectives for what they have bee created. But, how is this achieved?

The previous question has no answer that as a "master formula" guarantees the success of an organization in coping with change. However, what is known is that it is impossible to achieve it following the presented pattern, waiting for the events to happen, without prevention or anticipating the new environment demands.

In this new context in which strategic management has a primordial role, as it enables the establishment of a continuous evaluation of the situation and identifying which performances and procedures has lost effect, due to the changes which took place both inside and outside the organization.

Strategic management implementation can give a competitive advantage to all those organizations which applies it, as it let them continuously adjust to internal and external changes resulting from the technological evolution, the new social needs or to the legislative changes among others.

With every new change, anybody could conquered or benefit from the new strengths, weaknesses, opportunities and threats that comes with it. An organization will only hope for keeping pace and fulfill its aims, by applying the strategic management as an iterative process which will allow developing a sharp perception to anticipate to changes, use the environment variations and focusing the institutional activity to be always on the forefront.

The result of what is explained before is going to be much dependent on how the organizations are led and directed. The role of the leader of these processes, both for its responsibility and for being a change agent, needs to be emphasized[2]. The leader is responsible for assuring a positive result and developing direction practices to enhance the change processes. Nowadays, leading the change is one of the most important functions the leader.

However, leading the strategic change process in the organizations implies extending the traditional vision and assumes that change, more than a directed and planned action of the leader. It turns into a permanent possibility of transformation that allows the adaptation of the organization in the conditions of the environment. The leader, more than leading the change, develops the processes that let it direct it.

This recent vision of the management change answers to a modern vision of the administration, in which the organization is a complex system, compound by a series of interdependent and linked elements, which at the same time are formed by systems and subsystems that behave as if they have an independent life. They organize themselves in a natural and spontaneous way. For these reason, in the interaction with the rest of the agents of the system, the leader influences so new adaptive states could emerge to assure its survival, while intentional change is favored. But, inevitably, new no planned, and even improvised states will come from the environment and its interaction with the rest of agents of the system. The leader will not be able to control them, but visualizing them to guide the system transformation[3].

In other words, the biggest challenge is making the leaders to assume the change differently, abandoning the intention of total control, which nowadays turns out to be less likely.

This strategic management process, in which the leaders have to play a key role, strategic vision turns out to be the starting point from which the organization would be able to design and apply strategies to align its daily work processes and its previously

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2   CONTRERAS TORRES, Françoise and BARBOSA RAMÍREZ, David (2013). Del liderazgo transaccional al liderazgo transformacional: implicaciones para el cambio organizacional. Medellín: Revista virtual Universidad Católica del Norte no 39. pp. 155-196.

3   "Ibid". pp. 160-161.

declared mission and vision. But, which is the vision?

Basically, a strategic vision could be understood as knowing where they want to go and present a possible future. According to John P. Kotter's work *"Managing through vision and strategy",* in order to be effective, vision must be:

- Viewable, so people could have a mental image of how the future will be.

- Desirable, so the people that will take part of it have motivation and interest about it.

- Reachable, with applicable and realistic objectives

- Focused, being explicit and clear enough to work as a guide to the leaders in the decision-making processes.

- Flexible, so it is general enough to let the existence of alternatives and the use of initiative and criteria of the leaders. The self-uncertainty of the world nowadays produces even more uncertainty, less control possibilities and multiple variables, which could make an incision on the results.

- Communicable, so it is easy to transmit and explain to the affected people.

The change process of an organization must be continuous. It requires a vision, which considers the future goal and the needed management to promote it, as well as creating the positive attitude and the sense of need, which make those changes feasible.

All of these should be sustained in a strategic management process, which allows moving its structures and procedures through the definition of vision, mission and objectives to be met. It also gives to the leaders the continuous review tool, which allow determine which actions should be developed, and if what they are doing is correct to achieve the expected objectives. These will reduce uncertainty to the maximum, keep the stability and guarantee the pre-establish results.

4.   COMMUNICATION AS AN ESENCIAL ELEMENT IN MANAGEMENT OF CHANGE

As changes turns into a permanent and accelerated factor, adaptability of the individual to those changes should not be forgotten, as it is more decisive in the survival of any organization. It is known that changes and reforms, which take place inside the organization, should regularly face an important number of opponents, which are members of the organization.

This stand, so called in the doctrine as "resilience to change" could generate a source of functional conflict, which could even obstruct the adaptation and progress of an organization.

According to the Real Academia Española Dictionary, the term resilience is defined, among other meanings, as the "cause opposed to the action of a force" o the "capacity of resisting". In that sense, resilience to change could be specified as the "natural resistance to abandon our comfort zones, which are the working spheres we really know and which bring us security"[4].

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4   CASANOVAS, Alain. "Resistencia al cambio y conductas obstructivas. Serie de Cuadernos sobre cumplimiento legal". Cuaderno no 11. KPMG. www.kpmgcumplimientolegal.es p. 7.

As said before, sometimes change creates negative feelings in the people, which basically do not want to change. They believe it is not good for them, or they should move out of their "comfort zone". Those reactions could break basic human feelings, such as perceptions, personalities and needs, but also management resilience sources. Both feed the reasons to resist to change, such as:

- Disagreement. It could be promoted basically by unconformity with the premises or the rationale, which sustain change, or in other close believes or difficulties to abandon very rooted costumes.

- Uncertainty. Fear to the unknown and unpredictability or the lack of trust in the results of the new system could generate uncertainty.

- The loss of identity. People tend to identify with what they do, so sometimes changes could be understood as an offense and create defensive attitudes.

- The need of working more. Usually, change processes are understood as a moment in which two different fronts have to be confronted: keeping with the old tasks, and beginning with the new routines.

- Experience hazard. Practice makes perfect and change could create the feeling to the workers of losing the previously obtained knowledge, putting them in a new "starting point".

- Group inertia and the feeling of real change not taking place. The structure and the management culture create the perception of impossibility of change, without considering the global benefits obtained by the organization itself.

- Risk for the established power relations. Changes could come together with reform in the existing structures, procedures or assigned functions to its components, which could be noticed as a hazard by all the people in relevant positions.

- Resources assignment hazard. Reshaping and changing the organization could produce the reassignment of the resources according to the new established priorities, which could be appreciated as a hazard to the existing status quo.

Most of the resilience to change sources exposed before, both personal and organizational, have their main cause in the lack of information. Generally, any type of change will lead to a resistance to get it done if the personal consequences, or how to perform it is unknown.

What is clear is that change management in the organizations need a distinct comprehension of what is expected to achieve, so the communication turns into an essential element to direct and manage the change process. If people are conscious about what they are going to find, and they feel ready to take action, it will be easier to begin with the project and materialize it.

However, change communication should not be based only in informing, but it must go further. To begin with, it must give a clear long-term strategic vision, which could be prolonged on time. It also needs to be able to influence the will of the people, taking out the above mentioned feelings and promoting the appearance of positive emotions such as enthusiasm for a better future, liberation of problems and personal growth or consolidation expectations.

Communication is a basic pillar for successful development of those processes, as through it people connect with change, and knowledge, comprehension and assimilation of the existence for the future is generated.

5. FUTURE PERSPECTIVE FOR THE GUARDIA CIVIL

Continuous transformation or change situations above mentioned affect directly the institutions related to public security, which, as organizations, are also influenced by the new scenarios.

In this context, the Guardia Civil, as well as the rest of organizations, must be prepared to confront continuous and unexpected changes from the recent scenario in which it works. However, we need to highlight that this situation is not new for the institution. In order to succeed efficiently in its entrusted mission, the "change" has been constant during its 170 years of history, so it could be understood as one of its characteristics.

In this regard, Guardia Civil is forced to continue adapting its human resources, structures, procedures and methods, as a public service to citizens, to the different and diverse troubles that come out all the time, as well as to the demands of the Spanish population. Otherwise, the gap between what Guardia Civil can offer and what the Spanish citizens expect from it could produce a loss of respect and esteem obtained after all the work Guardia Civil has done along history.

With this aim, as he has been doing before, Guardia Civil has been able to anticipate to the new challenges, offering a new strategic vision that in the long and short term could be fully adapted to de needs of the XXI Century Spanish society. It has continuously been a reference institution in Spain through its efficient and quality services to the citizens. This vision, together with the principal values and purposes of the Institution, will let all its components to establish a starting point and guide that help them choosing the right decisions along its work.

The process used to define the vision, mission and institutional values must consider several values. Among them we can find the basic principles that must lead any type of security strategic plan (security focused on people, prevention as the basic criteria of actuation, modernization of the security systems and cooperation as an essential element to confront their own challenges of a global society); the reasons why Guardia Civil was created and its history; the progressive acquisition of several capacities; the current legal framework; the corporate experience; existent risks and hazards, as well as its possible evolution; and the processes of implemented strategic plan during the last years in the institution.

It should also based on the corporate experiences, which has manifested as an open to change institutional culture and join to values such as discipline, flexibility, accessibility for citizenship service or the political neutrality built on the base of assuring the progress and modernization of the Institution. In the end, an organization whose basic structure and organizational culture has been valid during many years should not deny its identity, neither taking risks without considering its own differential essence, assured by its military nature.

On the other hand, the application since 2005 of the management methodology known as Balance Scorecard (BSC) has given to the Institution a more accurate vision.

This methodology constitutes a complex system, based on systems and subsystems. It has lead to immobility without introducing new technologies or technologies, as it would not produce change. Guardia Civil cannot be conceived as a complex of people, installations, equipment and procedures, only its personnel can give it life and make it work. Change cannot only be organizational, technological or of management, but also, fundamentally, cultural and behavioral.

We need to precisely identify what it can be considered as "capital elements", which are those principles that should be taken into account as a guide or reference, when designing any strategy or action line oriented to achieve a defined goal. Those "capital elements" are:

- "Service to citizens" as a key element in the corporate action

- "Quality of the service" as a way to improve its service to the society

- "Continuous quality" understood as a review process and continuous and uninterrupted self-criticism, which allows adaptation to change.

- The function of the Guardia Civil as a "State backbone", which assures the presence of the General Administration of the State along the national territories.

- The alignment of the "priority actuation fields" in the Guardia Civil with national and European security strategies

- Improve the "coordination" with other responsible actors in the security field.

- Affirm the traditional "values" of the Institution, specially the honor, discipline, availability, efficiency, its worthy spirit and love to the service, such as distinguishing and representatives features of the nature and essence of the Guardia Civil

- "Compromise" with the complex of the Institution as a key to success in the corporative project.

- Search for "efficiency" as a distinctive element of a responsible actuation.

These essential elements, together with all the facts above mentioned, help identifying six different spheres of action from which Guardia Civil needs to focus its efforts and develop those actions considered as fundamental to reach the proposed vision. These spheres of action are:

- The citizen, considered as the goal and raison d'être of the Institution.

- The Guardia Civil personnel, which are the main asset of the Institution.

- Its nature and organization, which set the main elements to transmit the principles, values and traditions which shape the essence of the Guardia Civil

- The mission and the functions, which constitute the legitimate elements and reference guide of the actions of the Guardia Civil

- Coordination and cooperation, as they are unavoidable elements for the integrated action which public security needs nowadays.

Guardia Civil, thanks to that, could have a strategically conceptual base which, in the long term, let the Institution face a future characterized by uncertainty and which

could have both challenges and hazards, as well as several demands from the citizens. To sum up, the full development of this future project should allow:

- Identification of the strategic priorities of the Institution, establishing a vision which let it know where is it heading, always from a realistic and feasible.

- Determination of the strategic lines and definition of the needed initiatives or projects to achieve the planned goals, based on the marked priorities, allowing the identification of those areas of the institution which need to be improved. They must take actions destined to reach the assigned missions and reach the established vision.

- Working in improving the alignment of the Operational Sub-Directorate and the Support and Stuff Sub-Directorate, making sure all the daily activities developed by all the units of the Institution help the compliance of the mission, engaging the previous strategies established for that.

- Involve all the members of the organization, in accordance with its level of responsibility, of a common project, materialized in a specific vision, encouraging people to appreciate the future organizational changes as their own, oriented to improve their professional welfare. It strengthens their compromise with the objectives of the Institution, which will definitely benefit the performance of their tasks.

- Efficiently and adequately communicate to each level of the Institution the key messages about the Institution priorities. It will involve and motivate all the personnel, creating a communication system which let them know how future will be faced, overcome the "resistance to change" that every organization suffers, and reaching a higher ratio of participation in such process.

Definitely, the future Guardia Civil needs a well delimited vision, as well as the identification of those improvement areas in which it wants to focus its activities and efforts to it, anticipating to the feasible events born in a dynamic and shifting environment, without letting go with them in the process.

Even though, as abovementioned, it is clear that an idea of these type finds obstacles, such as difficulties in specifying its key goals or actions to take into force, as well as the "resistance to change" that comes with all the organizations and people.

In order to overcome the mentioned obstacles, leadership and momentum of the higher authorities of the Institution are essential with the compromise of all the members. It has to come with the correct flexibility and a proper adaptation capacity, characteristics that have always been part of the Guardia Civil.

6. CONCLUSIONS

The general environment in which organizations are is characterized by its instability and dynamism. It demands a high adaptation capacity, which will let them rapidly and efficiently adjust to changes.

These organizational adjustment processes should not be random, improvised or made by habit, as they play an important role inside the institutions. They should be

developed consciously and adequately planned, as it is possible to clearly choose the easy way to achieve them, although it is really difficult to anticipate the effects of the changes, and let them refocus the objectives, successes and goals towards a specific direction.

Consequently, this adaptation process should be developed constantly and consciously, establishing a real progress strategy, which allows the control on change and get all the directives and members of the organization involved.

However, this is not an easy task, as it implies an analysis and internal review process, permanent learning, as well as making people more flexible and alert. These could find several obstacles; among them we can point out the natural tendency of the people to avoid change.

Guardia Civil, knowing all the facts abovementioned, must be able to guide its own future through an instrument, which let it focus its strategy on the considered essential elements, prioritize the resources assignation, highlight its own strengths, identify the different spheres in which it has to work to improve, and keep an institutional vision focus on the fulfillment of the assigned missions.

More specifically, Guardia Civil in the future needs the elements, which make easier focusing its permanent adaptation process all the institutions must take part in nowadays and reach the following functions:

- Communication of the vision, mission and corporative values, so all its members could share the same concept of the profession and ease the permanent adaptation and dynamic to changes, as well as the consecution of the institutional objectives. The clear and concise idea of "the Guardia Civil keeps on being a reference institution in Spain through the delivery of efficient and quality services to the citizens" sums up, in few words, almost as a *slogan,* the values and institutional principles that must guide and inspire to all the members of Guardia Civil.

- Explanation of the need of adapting to change, reducing the uncertainty, keeping stability and creating a proactive and positive attitude in all its members, which creates a clear and transparent exercise of communication turning it into a strategic element and needed for success.

- Promoting the compromise of the leaders, who play a key role in the institutional success, as their work, further on the mere planning, organization and control of activities and processes, has to make everyone to cooperate and participate in an active way.

- Think on the Institution as an integrated whole, in which results are superior to the total of all of the reach ones by each of its parts and in which structural changes are not enough to reach an adequate progress level. The Institution needs all its personnel to work together and actively, letting innovation and progress.

Definitely, it is important to have the instruments that let al the members of Guardia Civil, according to its rank level, which let them find the answer to the permanent question that everybody always keeps in mind: are we doing things right?

In that sense we can conclude that nowadays Guardia Civil is able to take that important task, as we can assure that it is an organized institution oriented to strategy,

able to confront the future in a proactive way in order to give answers to the increasing security demands of the Spanish society of this century, always in the frame of the designed Security Policy, for every moment, by the Spanish Government.

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