

***Third session:***

***Tuesday 23 June, 16.30-18.00***

***Workshop: Multi-dimensional  
approaches to managing change  
and developing quality***

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***The multidimensional  
management and challenges in  
social service management***

- § The aim of the presentation
- § Main features of the Finnish local government system
- § Multidimensional management - the competing values framework



## Background and main features of the Finnish local government system



Responsibility for welfare, which is shared by the central and local government means that *social services in the municipality are simultaneously*

§ a target of national social policy,

§ a tool for the achievement of objectives, and

§ also the organisational context of social work and social services

§ As the operating environment of social services, the municipality is more than it a mere organiser: *it is a democratic community*

§ Finland, as well as other Nordic countries, is now both contemplating and partly implementing reform of local and regional structures

§ Reform always requires some organizational, administrative or professional arrangements of authority to be given up

§ *In social services, manager is expected, on the one hand, to encourage changes, and, on the other, to minimise the harmful consequences ensuing from them.*



## ***The multidimensional management and challenges in social service management :***

*Management, operational environment and diversity*

### ***The purpose of the presentation:***

***To investigate and ascertain the dimensions and demands of social service managers working in municipalities***

§ What kind of multidimensional elements and demands do social service managers encounter in their management work?

### ***Theoretical frame in this study:***

*The multidimensional management project "Social and Health Service Managers in Finland" 2007-2010. Financed by the Finnish Work Environment Fund.*

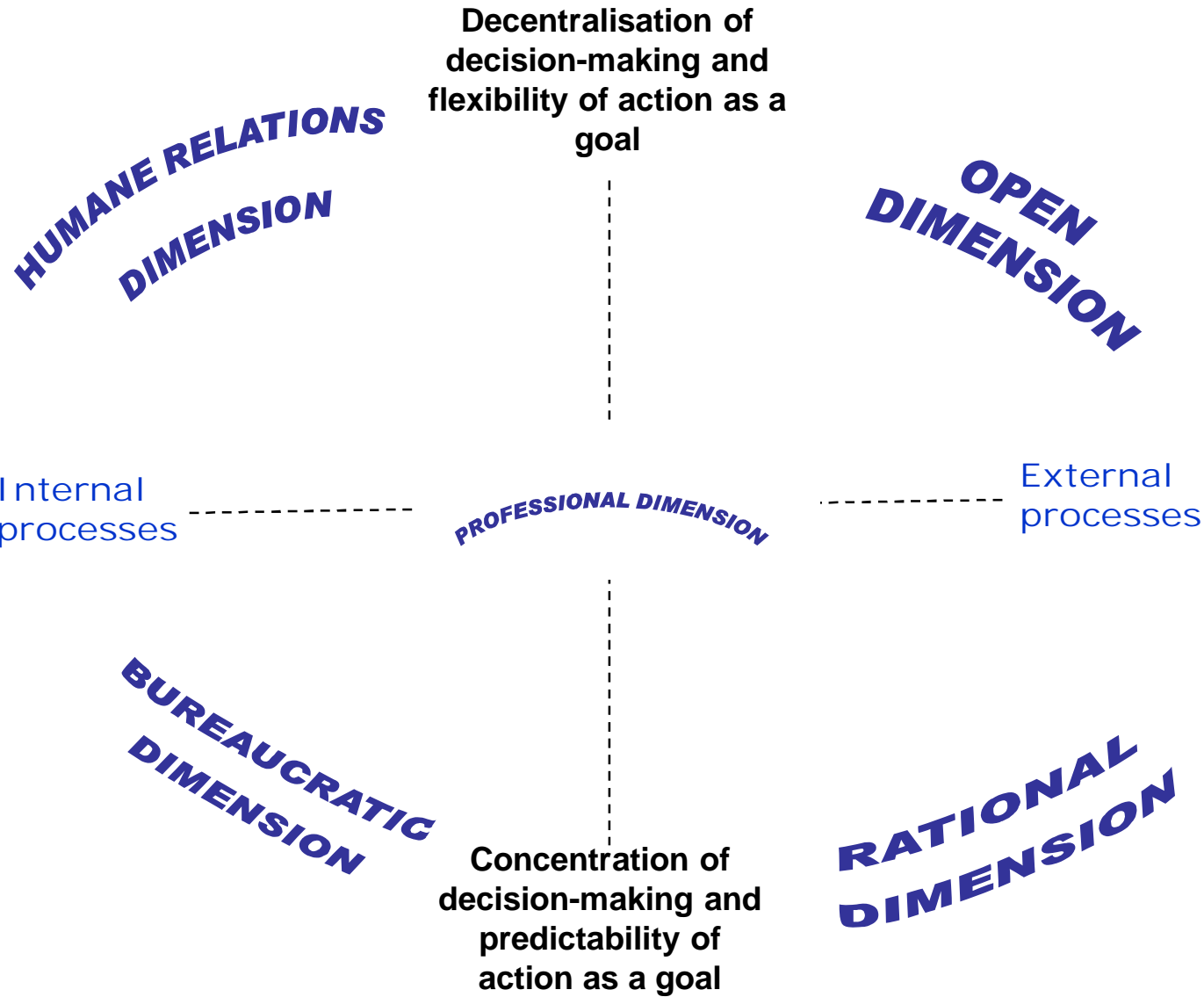
The model of the competing values of an organisation (Quinn 1988; Quinn & Cameron 2003) and The model of multidimensional management (Niiranen 1994 and 2003)

### ***Data***

§ Questionnaires were sent to all social service managers in Finland and 209 of them (53 %) answered the questionnaire



**The model of multi-dimensional management** (Quinn 1988, Niiranen 1994 and 2003)



## *Some results and conclusion*

In bigger cities (>30 000 residents) the social service manager's tasks include a professional command over work and familiarity with vocational contents

In smaller municipalities (< 5000 residents) it is required that the managing director of the whole social service organisation is familiar with the contents of the core assignments of the enterprise, and have a professional education in that field

The humane dimension and professional knowledge (social work) were emphasized in social service managers work in smaller municipalities, the open and rationale dimensions (performance) in bigger cities



## **Open questions**

- § The need of special professional (social work) knowledge in management work?
- § Management competence in multi-professional organisations?

**Thank you for your  
attention!**

**For more information, please contact the author:**

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*Health, environment, wellbeing*