

Permanent Failure, Successful Failure and *Fracasomania*: Solving the Problem of Ownerless Dogs in Romania

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Study of persistence of low performance

“ *High persistence failure as:*

“ Focus:

“ Outcome



“ Causes of decline

“ Modality of dealing with decline



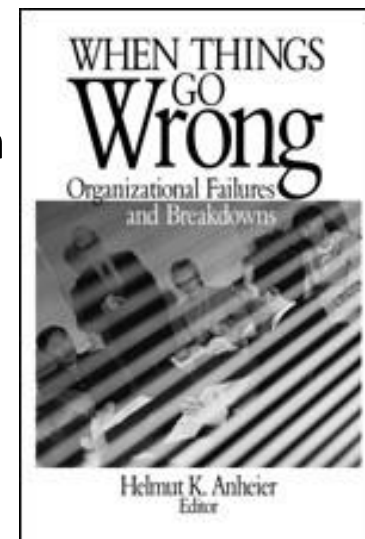
“ Response to performance downturn

“ “Style” of organizational coping and problem-solving



“ “Relative failure” as *modus operandi*

“ (Seibel 1996; 2014; Meyer and Zucker 1989; see Delaney 1999; Mayntz 1999; Zucker and Darby 1999; Edwards, McKinley and Gyewan 2002; Jas and Skelcher 2005; Walshe et al. 2009a; 2009b)



1999

Reliable failure as coping and problem-solving

- “ Paradoxical situations

- “ Public, non-profit, declining industries and family-owned enterprise domains (Jas and Schelker 2005; Rouleau, Gagnon and Cloutier 2008; Walshe et al 2009a; 2009b)

- “ Knowledge processes, possibility to implement changes

- “ (Walshe and Shortell 2004; Jas and Skelcher 2005; Walshe et al 2009; Contandriopoulos and Brousselle 2010; Harvey et al 2010)

- “ Perception and rhetoric of failure

- “ (Hirschman [1963] 1973; Edwards, McKinley and Moon 2002)

Three ideal types

- “ Persistent failure as a way of problem-solving:
 - “ Meyer and Zucker’s (1989) permanently failing
 - “ Seibel’s (1996) successful failure
 - “ Hirschman’s (1963) *fracasomania* [complex of failure].

Ideal type I: Permanently failing

Permanently Failing Organizations

Marshall W. Meyer
Lynne G. Zucker



1989, Sage Publications



Marshall W. Meyer,
Wharton University of Pennsylvania



Lynne G. Zucker, UCLA

Elements:

- “ Experience with high performance
- “ Temporary decline → permanent failure
- “ “Dependent actors” prevent or delay the reformatory moves

-- Firms and private organizations !!

-- Public organizations

- “ “carry from their beginnings many of the liabilities that emerge only much later, if at all, in private firms”

“ Varieties of Ideal type I

“ Permanently failing (dependent actors)

“ (Meyer and Zucker 1989; Contandriopoulos and Brousselle 2014)

“ Permanently failing as unintended outcome

“ (Rouleau, Gagnon and Cloutier 2008)

Ideal type II: Successful failure (Seibel 1996, 2013)

“ Elements:

- “ Interest “in both low performance and ignorance on the actual degree of performance”
- “ Modality of coping with quasi-solvable problems or solutions which cannot be implemented
 - “ Low expectation that the problem will be solved
 - “ Satisfaction that something is being done
- “ Non-profit sector
 - “ Complicity of public sector

“ *Success as failure vs Failure as success*

Bürokratien: Die wahren Herren der
Weltpolitik?

Prof. Dr. Wolfgang Seibel
Studium Generale WS 2008/09
Vortrag am 10.11.2008, Universität Tübingen



Institut für Friedenspolitik
Tübingen e.V.



Institut für Politikwissenschaft
Abteilung Internationale
Beziehungen/Peace and
Konfliktforschung an der
Universität Tübingen

Fracasomania

“ Elements

“ “Latecomers”

“ Urge to resolve all the problems

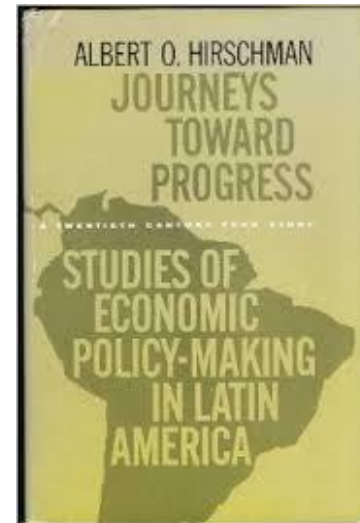
“ Wish to catch-up

“ Motivation-outruns-understanding

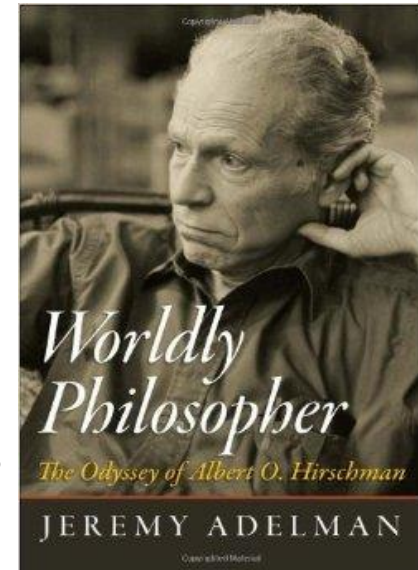
“ Foreign models

“ “The insistence on having experienced yet another failure”

“ Ignorance of cumulative knowledge
→ Problem-solving begins from scratch



1963



Adelman, 2013

Albert O. Hirschman (1915-2013)

Ideal type I

“ *Permanent failure in problem-solving*, sets in when there is low performance and little expectation that effective conduct will be restored, yet radical changes in courses of action do not occur because of the resistance to change put forward by actors dependent on the existing patterns of coping, who fear the uncertain and failure risky changes as far as their interests and values are concerned

Ideal type II

“ *Successful failure in problem-solving*, sets in when there is low performance and little expectation that effective conduct will be restored, yet radical changes in courses of action do not occur because there is interest (certain expectancy) in failure, interest in ignorance about failure and no interest in change due to the perception of inevitability of failure or of unimplementability of solution

Ideal type III

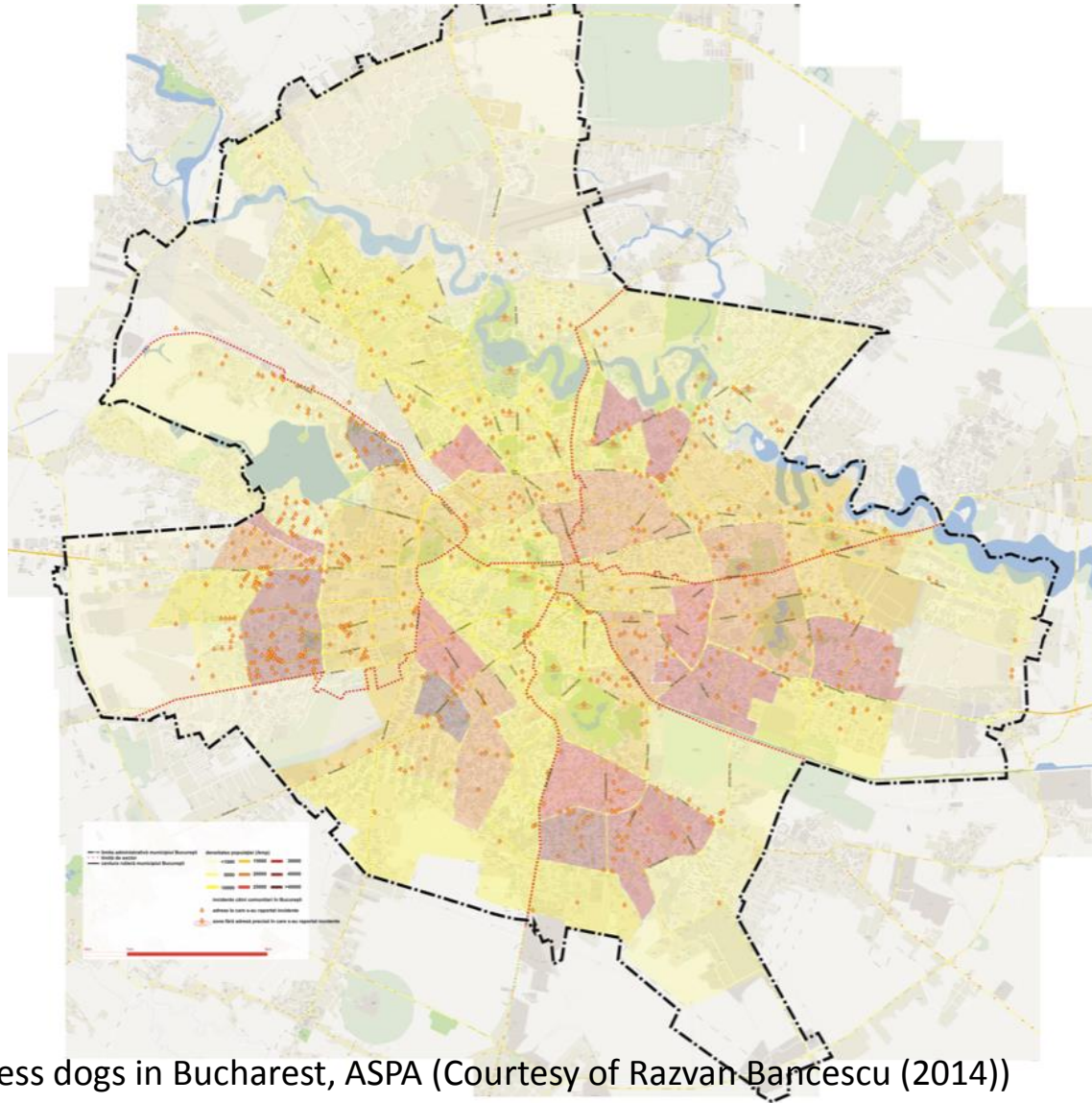
“ *Fracasomania* in problem-solving, sets in when there is experience of low performance and little expectation that effective conduct will be restored, the actors swing across various changes (rather of external inspiration) and accumulate experience that would allow them to move to the next level, yet there is insistence on having gone through another failure, overall incapacity to perceive change (or to build on cumulative knowledge) and feeling that the problem solving has to begin from scratch, over and over again.

Problem-solving			
	PERMANENTLY FAILING	SUCCESSFUL FAILURE	FRACASOMANIA
Low performance	+	+	- / +
Expectation of low performance	+	+	+
Radical action / changes	Opposed (dependent actors)	No interest	Swing
Interest in failure	-	+	+/-
Interest in ignorance about failure	+ / -	+	+/-
Insistence on having experienced yet another failure	-	-	+
Capacity to perceive change	+	-	-
Problem solving from scratch	In case of failure governed by external actors	-	+
Paradoxical, unimplementable solution		Unsolvable	Stubborn, complex
Kind of problem			

“ The problem of ownerless dogs in Romania



www.ziare.com



Map – Ownerless dogs in Bucharest, ASPA (Courtesy of Razvan Bancescu (2014))

ACTIVITATEA CENTRULUI NATIONAL ANTIRABIC IN PERIOADA 2004 - 2014

Distributia persoanelor muscate in functie de grupa de varsta, provenienta, animalul muscator, atitudine

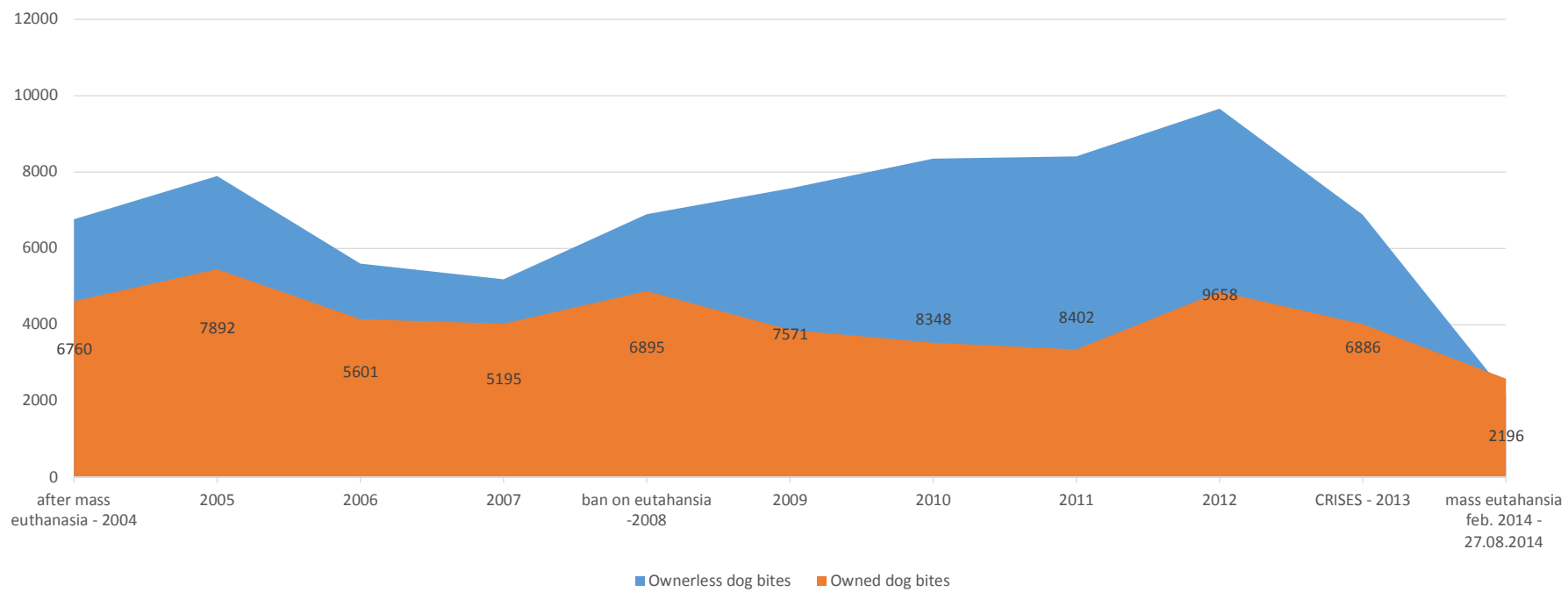
PERIOADA	ANUL 2004	ANUL 2005	ANUL 2006	ANUL 2007	ANUL 2008	ANUL 2009	ANUL 2010	ANUL 2011	ANUL 2012	ANUL 2013	ANUL 2014 (31.03)
TOTAL PREZENTARI	12.677	14.928	10.925	10.503	12.103	12.830	13.220	12.961	16.192	12.546	1.907
ADULTI	9.342	11.262	8.364	8.289	9.644	10.459	10.739	10.550	12.862	10.098	1.578
COPII	3.335	3.666	2.561	2.214	2.459	2.371	2.481	2.411	3.330	2.448	329
BUCURESTI	10.611	12.303	8.759	8.144	9.027	9.784	10.093	9.882	11.404	8.676	1.275
PROVINCIE	2.066	2.625	2.166	2.359	3.077	3.046	3.127	3.079	4.788	3.870	362
CAINE FARA STAPAN	6.760	7.892	5.601	5.195	6.895	7.571	8.348	8.402	9.658	6.886	901
CAINE CU STAPAN	4.609	5.454	4.143	4.026	4.880	3.865	3.529	3.358	4.872	4.013	731
ALTE ANIMALE	1.308	1.582	1.181	1.218	334	1.394					
VACCINARE ANTIRABICA (VERORAB)	7.980	10.484	7.313	8.129	11.217	10.314	1				
SER ANTIRABIC	694	798	548	559	673	762					

MANAGER,
Prof. Dr. Adrian Streinu-Cercel

Medic Coordonator Centrul Antirabic, www.antena3.ro
Dr. Gabriel Coltan



Tytuł wykresu



Data analysis ASA/ASPA/ASCSB/ASPA (1996-mid 2014)

1996 MODEL (ASA)

" Decision number 38 from 02/01/96 on the breeding, maintenance and circulation of animals in Bucharest and Decision number 75 from 05/16/96 on the breeding, maintenance and circulation of animals in Bucharest ([DGCMB 38/1996](#) and [DGCMB 1996b](#))

2001 MODEL (ASA)

" Disposition 891 from 19/04/2001 Animal Control Agency is forbidden to give for adoption, to private or legal persons, the dogs captured on the streets of the municipality and which are housed in its shelters, or to return these to the so-called owners ([DGM 2001](#))

2009 MODEL (ASCSB)

" Decision no. 243 from 2009-06-30 on dogs reproduction control in the Municipality of Bucharest ([DGCMB 2009](#))

2013 I MODEL (ASPA)

" Decision no. 145 from 31/05/2013 on the modification and completion of DGCMB no. 243/2009 on dogs reproduction control in the municipality of Bucharest ([GCMB 2013](#))

2013 II MODEL (ASPA)

" Decision no. 236 from 6/09/2013 on the management of ownerless dogs from the Animal Control and Protection Authority shelters ([DGCMB 2013](#))

Theoretical models of dog population management

- “ Trap-Neuter-Return
- “ Trap-Neuter-Release
- “ Trap-Neuter-Vaccinate-Return
- “ Trap-Neuter-Release-Maintain
- “ Trap-Test-Vaccinate-Alter-Release



WIKIPEDIA
The Free Encyclopedia

Romanian model

If not, then...; if not, then ...

Problem-solving per ASA ... → ... ASPA

Ownerless Dogs	Owned dogs	Prophylactics and Deterrence	Norms/Values
<ol style="list-style-type: none"> 1. Capture 2. Transport 3. Vaccinate 4. Deparasitate 5. Test 6. Register 7. Identify (Tattoo; Earmark) <ol style="list-style-type: none"> 6.1 Identify (Microchip) 1. Sterilize 2. Claim 3. Assume responsibility 4. Adopt <ol style="list-style-type: none"> 11.1. Adopt at Distance 1. Release 2. Return (Reterritorialize) 3. Maintain 4. Abandon 5. Shelter 6. Euthanize 	<ol style="list-style-type: none"> 1. Bring 2. Register 3. Identify 4. Sterilize 	<ol style="list-style-type: none"> 1. Fight Abandonment 2. Fight Failure to Claim 3. Fight Aggressiveness 4. Control Return 5. Inspect & Control 	<ol style="list-style-type: none"> 1. Inform & Educate

		1996 MODEL (ASA)	2001 MODEL (ASCSB)	2009 MODEL (ASCSB)	2013 I MODEL (ASPA)	2013 II MODEL (ASPA)
PROBLEM SOLVING	OWNERLESS DOGS	Capture -Sterilize-Release <i>And/Or (?)</i> -Sterilize-Assume responsibility- Return <i>If not..., then (?)</i> -- Euthanize	Capture-Euthanize ++ Forbidden Adopt ++ Forbidden Claim	Capture- -Sterilize(Optional)-Claim <i>If not ..., then</i> --Sterilize-Adopt <i>If not ..., then</i> ---Shelter ↕ ---Sterilize-Adopt/Assume Responsibility-Return ↕ ---Sterilize-Return	Capture-Sterilize -Claim <i>If not ..., then</i> -Sterilize-Adopt <i>If not..., then</i> --Shelter ↕ --Sterilize- Return	Capture -Claim ↕ -Adopt <i>If not ..., then</i> --Euthanize
	OWNED DOGS	--	--	{Not registered by Kennel Association} (Optional) Bring-(Optional) Identify (Microchip) (Optional) Bring-(Optional) Sterilize	{Owned dogs: mixed breed} Bring-Identify (Microchip)-Sterilize	-- <i>(Not mentioned, but it continues the tendency)</i>
	PROPF. & DET.	--	Fight Abandonment (Radical) Fight Aggressiveness (Radical)	Fight Abandonment (Proph.) Fight Aggressiveness (Proph.) Control Return Inspection & Control (+/-)	Fight Abandonment Fight Aggressiveness Control Return Inspection & Control	Fight Abandonment Fight Aggressiveness
	EdU	--	--	Inform & Educate	-- <i>(Not mentioned)</i>	-- <i>(Not mentioned)</i>
RELATIONS	Collaboration: <ul style="list-style-type: none"> NGOs // <i>Release</i> Social communities // <i>Assume responsibility-Return</i> 	Exclusion: <ul style="list-style-type: none"> Private and legal persons (NGOS, though not openly stated) // <i>from Adopt</i> "So called owners" // <i>from Claim</i> 	Collaboration (ownerless dogs): <ul style="list-style-type: none"> NGOs (with protocols of collaboration), Private persons (depending on the situation) // <i>Assume Responsibility-Return</i> NGOs // <i>Inform & Educate</i> Collaboration (owned dogs): <ul style="list-style-type: none"> Owners // (Optional) <i>Identify Microchip</i>; (Optional) <i>Sterilize</i> Contract of specified tasks (ownerless and owned dogs): <ul style="list-style-type: none"> Veterinary physicians // <i>Sterilize</i> 	Collaboration (ownerless dogs): <ul style="list-style-type: none"> NGOs (with protocols of collaboration) // <i>Capture</i> Collaboration (owned dogs): <ul style="list-style-type: none"> Owners, NGOs // <i>Identify (Microchip); Sterilize</i> Contract of specified tasks (ownerless and owned dogs): <ul style="list-style-type: none"> Veterinary physicians // <i>Sterilize</i> Economic Agents // <i>Capture; Transport; Return</i> 	-- <i>(Not mentioned)</i>	

		1996 MODEL (ASA)	2001 MODEL (ASCSB)	2009 MODEL (ASCSB)	2013 I MODEL (ASPA)	2013 II MODEL (ASPA)
PROBLEM SOLVING	OWNERLESS DOGS	Capture -Sterilize-Release <i>And/Or (?)</i> -Sterilize-Assume responsibility- Return <i>If not..., then (?)</i> -- Euthanize	Capture-Euthanize ++ Forbidden Adopt ++ Forbidden Claim	Capture- -Sterilize(Optional)-Claim <i>If not ..., then</i> --Sterilize-Adopt <i>If not ..., then</i> ---Shelter ↕ ---Sterilize-Adopt/Assume Responsibility-Return ↕ ---Sterilize-Return	Capture-Sterilize -Claim <i>If not ..., then</i> -Sterilize-Adopt <i>If not..., then</i> --Shelter ↕ --Sterilize- Return	Capture -Claim ↕ -Adopt <i>If not ..., then</i> --Euthanize
	OWNED DOGS	--	--	{Not registered by Kennel Association} (Optional) Bring-(Optional) Identify (Microchip) (Optional) Bring-(Optional) Sterilize	{Owned dogs: mixed breed} Bring-Identify (Microchip)-Sterilize	-- <i>(Not mentioned, but it continues the tendency)</i>

Tytuł wykresu

