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## **Active Transformations of Existing Social Systems and Public Development**

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### **Abstract**

The present article attempts to describe and analyze possible future social transformations in social development. Parallels are drawn with historical facts and events that in past periods had a significant impact on the formation and development of social systems. Answers are sought for the influence of new social leaders on the process of active social transformations. Possible scenarios for the formation and development of new social systems are analyzed.

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**Keywords:** Strategic management, Social systems, Social leaders, Social transformations  
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## 1. Introduction

The ongoing social processes in modern societies are of particular interest, at least because they directly or indirectly affect a large part of the planet's population. Similar processes accompanied by global social transformations have occurred in other historical periods of humanity's existence. They have a kind of cyclicity, but also high specificity. Researching them, as well as the behavior of the formation of new social leaders, is essential for the strategic management of these processes.

## 2. The formation of the new social systems

Social systems have their own characteristics and they cannot exist by themselves. Regardless of the fact that different definitions and different interpretations are found in the scientific and popular literature, they are those that form the social attitudes of the individuals (people) in the environment. Countries can be seen as social systems, even the world can be seen as one social system.

A welfare state is a form of government in which the state (or a well-established network of social institutions) protects and promotes the economic and social well-being of its citizens, based upon the principles of equal opportunity, equitable distribution of wealth, and public responsibility for citizens unable to avail themselves of the minimal provisions for a good life (2024).

There is substantial variability in the form and trajectory of the welfare state across countries and regions (Béland, et al., 2021). All welfare states entail some degree of private-public partnerships wherein the administration and delivery of at least some welfare programs occur through private entities (Béland, Morgan, 2021a). Welfare state services are also provided at varying territorial levels of government (Béland, Morgan, 2021a).

Early features of the welfare state, such as public pensions and social insurance, developed from the 1880s onwards in industrializing Western countries (Skocpol, 1995; Béland, et al., 2021; Koehler-Derrick, Lee, 2023). World War I, the Great Depression, and World War II have been characterized as important events that ushered in the expansion of the welfare state (Skocpol, 1995; O'Hara, 1999). The fullest forms of the welfare state were developed after World War II (Béland, et al., 2021).

The German term *sozialstaat* ("social state") has been used since 1870 to describe state support programs devised by German *sozialpolitiker* ("social politicians") and implemented as part of Otto von Bismarck's conservative reforms (Fay, 1950).

The literal English equivalent "social state" did not catch on in Anglophone countries (Smith, 1901). However, during the Second World War, Anglican Archbishop William Temple, author of the book *Christianity and the Social Order* (1942), popularized the concept using the phrase "welfare state" (Gough, 1989) Bishop Temple's use of "welfare state" has been connected to Benjamin Disraeli's 1845 novel *Sybil: or the Two Nations* (in other words, the rich and the poor), where he writes "power has only one duty – to secure the social welfare of the PEOPLE" (Disraeli, 2024a). At the time he wrote *Sybil*, Disraeli (later a prime minister) belonged to Young England, a conservative group of youthful Tories who disagreed with how the Whigs dealt with the conditions of the industrial poor. Members of Young England attempted to garner support among the privileged classes to assist the less fortunate and to recognize the dignity of labor that they imagined had characterized England during the Feudal Middle Ages (Alexander: *Medievalism*).

Before looking in detail at the ongoing processes in social systems, it is good to clarify the concept of social structure. Social structure is a term used in sociology and the social sciences to denote characteristically constructed social formations that make society as a whole and that determine to some extent the actions of individuals socialized in that structure. The meaning of the term social structure has different applicability. In macro sociology, it is a system of socioeconomic stratification, social institutions, or certain relations between large social groups. In meso-sociology, it is a social network structure that creates connections between individuals or organizations. In micro sociology, it can also be how norms determine the behavior of individuals in a social system.

Social systems function under the organization of certain rules. These rules are created to satisfy certain needs of the individuals who participate in a given social system. The development of social systems leads to a distortion of the set of existing rules, which becomes unacceptable to individuals. This is one of the prerequisites for implementing change in social systems or their destruction. The period of transformation of one social system into another is usually accompanied by cataclysms that societies experience. Historians speak of cyclicity in the change of social systems, which has only some accuracy in such logic. However, it should be emphasized that the changes that occur in social systems are caused by certain circumstances and factors that have an impact on the system itself. The turbulence that precedes certain transformations in the social system is a signal that the period of system change is soon.

Signals of changing social systems are a large set of events and actions that occur in a certain sequence. Such can be the frequent regional military conflicts and tensions in certain communities that create discomfort in the coexistence of a certain group of people and many others. A significant problem is the divergence in action between those who manage social systems and those who participate in social systems. When the expectations of the one and the other are in different directions, the rupture in this social system is completely predictable and expectedly possible. All the elements of a state of tension of existing social systems are present. The internal and external environments function in a series of defect processes. This not only creates a sense of failure in their existence but also foreshadows many transformations to come. The rules created for the normal functioning of these social systems have exhausted their essence and must be replaced by other rules that satisfy the existence of the new social systems. Even a basic survey of the behavior of the leaders of the existing social societies speaks unequivocally that a dramatic change is coming, in which all participants will be subjected to certain loads, even tensions during this period of active transformations.

The changes that will have to be accepted by the individuals participating in these new public social systems may turn out to be overwhelming for some of them, for others - unacceptable, and for others - an objective impossibility to physically survive this transformation. They are looking for the creation of new social systems, which will condition new rules of interaction in them, which will also form new types of social relations. Undoubtedly, the newly formed social leaders will play a key role in these transformations. This process of active and preferential influence of social leaders is known historically. The dominant influence of strong social leaders was also evident after the end of the two world wars. Their decisions affect both large and small social systems. The rules of functioning of the transformed social systems are set and partially shaped by the new social leaders of the historical moment. The inevitability of such a process is almost impossible to predict with absolute accuracy, but considering that such processes take approximately several years, it can be said that we are already in a stage of the period of active social transformations.

The lack of research in this direction and the possibility of planning and forecasting these processes is puzzling. Even if we assume that some of them are under the guise of protecting national security, the deepening of research in this direction must happen quickly enough and with the possibility of the participation of researchers with high expertise in various fields.

### **3. The Role of Socially Dominant Leaders in the Emergence of Crises**

The fear of happening realities turns out not to be exaggerated not only in our realities but also in our accompanying being. The confusion of conflicting and ambiguous messages that put us in a state of disarray as people who have clear and coherent logical thinking increasingly feeds our fears. Although we are used to the half-baked and even sometimes lyrical political messages that are thrown as messages on the political market in Bulgaria and Europe, lately we feel more and more a strong concern from the more balanced and more diplomatic political leaders. Their personal and political prudence has put us in the extremely unattractive position of waiting a long time for something to happen, and this against the background of their becoming public knowledge of their wanderings in search of certain solutions for which they have proved to be quite unprepared.

Personal and collective living in yet another political system has exhausted its significance both for those who consume it and for those who observe it from the outside. The inability to self-preservation and to react to the changing world is an unequivocal answer that she is looking for her new and completely different transformation. These periods of transformation are usually accompanied by severe and painful transitional states, which are accompanied by many and varied conflicts. No matter how simplistic all this sounds, it has a definite and strong logical, and not only, basis - we should not underestimate our historical memory in this direction, which would prove these statements of ours with a high degree of relativity.

The immediate question would be - how and what happens to the political reality? The next one is not at all useless - but what happens to ourselves? And if the answer to the second question is relatively easier, then the answer to the first is of a much more complex nature, both in substance and process nature. Eventually, we will have to go through periods of active transformations of our entire social system in one way or another, which will also include a change in political models of existence. If by a social system, we understand the whole set of relations, it would be practically more grounded and more realistic. The failures and ups and downs of existing political realities are many and have their essential differences. Comparing and explaining them is important, as it can bring some benefits in our movement forward, as well as explaining the new processes taking place. These processes will bring elements that we know well and even read and explain well, but also elements that will surprise us and will be new with their high sensitivity.

The defective political reality will try to preserve some of its elements, which it will successfully carry over into future periods. This is of course quite uncertain, even unlikely, because these elements exist in one relationship with all others, and even if some of them survive in one form or another, they will have a different relationship with others that are now created. If we are in the position that the defects in these political realities have already passed the possibility of being repaired or tamed in the sense of the accumulated grievances of the people, then their destruction will occur at an avalanche speed. The consequences of the defective political reality will be felt with different strengths and to different degrees. This is quite reasonable because they will be at different distances from the source of these processes. These influences will have a set of fluctuations that will be misunderstood by those involved because they are new and unpredictable in nature and consequences.

Giving organic examples of these processes in specific concreteness as signals of what is happening can be found even now. We have built up a certain sensitive tolerance to different processes because we do not know them, and we do not have enough time to explore them. All of this comes against a background of numerous emerging signals from different places. Their power is increased by the ability of those who create them and those who transmit them. Certainly, those with the best array of active elements are the best and fastest at creating and transmitting these signals. Their creators are in a process of struggle not for survival, but for dominance. This process will form groups that will try to create new dependencies that will define the new social reality. Determining the zones of influence will also give rise to the social importance of those who are contenders for certain leadership in this environment. More important will be how these new socially dominant leaders will determine or create the system of social relations that will determine the creation of new social systems. Political realities or systems will be the consequence of these new social relations.

Turbulences in these formed new social systems will last from a historical point of view for a very short time and from the point of view of the participants in them - for a very long time. These processes have a high complexity and are almost unpredictable as a final result. Even if we have information and sufficient data about their progress, the power of influence of certain elements cannot be accurately and faithfully defined and measured, which will generate frequent and unpredictable changes. That the social system is changing under the pressure of the multitude of social defects is almost visible to all, and is felt in certain and varying degrees. Much more interesting is how we will manage to pass through this long and sufficiently unpredictably difficult period, which we can unequivocally define as a process. It is unlikely that we will be able to have the kind of preparedness that would put us in a sufficiently favorable position so that everything happens in a certain acceptability for all participants. Anxiety grows with the constant multi-directionality of signals and with the succession of emerging social defects in the system.

We know that a system - whatever it may be - must have a certain efficiency, which is also associated with a particular financial significance. Whether those trying to be the leading elements in the creation of the new social system have the knowledge and willingness to accept the dependencies that have existed so far is difficult to predict. It is obvious that this system of social efficiency also creates problems in its existence. The problems that can be defined are behavioral. As unacceptable as all this may sound, all too often the behavioral patterns of a particular individual have so altered a particular social system that it has been preserved long enough without interest in any effective relationships. It is possible that certain behavioral elements again sensitively influence the already started process and bring it to a certain stage in which the new realities will have a different meaning.

The easiest conclusion would be to wait and see what happens in the end. But whether and how we will have this opportunity and whether as direct participants we will be able to evaluate this process? It is best to make some effort to ensure some preparedness for all of this. Even if we appreciate and realize that the signals that we will create and transmit will be relatively small in strength, perhaps we should consider that it would be much greater if there is an essential content that is a response to these ongoing processes. Historians with a dose of authoritative academic conviction argue that history always moves forward. There is a certain timidity in their current messages, combined with an unintended sense that history may be repeating itself in one form or another. If you answer at least part of the questions asked, or at least think deeply and unprejudiced about them, it can protect us from those repetitions that we would not like to happen (Terziev, 2022a; 2022b; Terziev, Lyubcheva, 2022c; Terziev, 2022d; 2022e; Terziev, Solovov, 2022f; Terziev, 2022g).

From a historical point of view, there are enough examples in which transformations and changes in social systems were mostly influenced by new social leaders. This has drastically changed the social systems themselves and created qualitatively new and different conditions for their existence and development. Another issue is their sustainability over time. A characteristic example is the social system of socialism. Despite the knowledge of its theoretical foundations, its leaders in the Union of Soviet Socialist Republics exerted a major influence. Such are Vladimir Ilyich Lenin, Chairman of the Council of People's Commissars of the Union of Soviet Socialist Republics, Joseph Vissarionovich Stalin - General Secretary of the Central Committee of the Russian Communist Party (Bolsheviks), Chairman of the Council of Ministers of the Union of Socialist Republics (from March 15, 1946), Nikita Sergeevich Khrushchev - First Secretary of the Central Committee of

the Communist Party of the Soviet Union, Leonid Ilyich Brezhnev - General Secretary of the Central Committee of the Communist Party of the Soviet Union, etc.

Socialism is a political philosophy and movement encompassing a wide range of economic and social systems (Busky, 2000a) which are characterised by social ownership of the means of production (Busky, 2000a), as opposed to private ownership (Horvat, 2000b; Arnold, 1994a; Hastings, Mason, Pyper, 2000c). As a term, it describes the economic, political, and social theories and movements associated with the implementation of such systems (The Free Dictionary, 2023c). Social ownership can be public, community, collective, cooperative (Sherman, Zimbalist, 1988; Rosser, Rosser, 2003a; Badie, Berg-Schlusser, Morlino, eds, 2011a), or employee (Horvat, 2000b; O'Hara, 2003b). While no single definition encapsulates the many types of socialism (Lamb, Docherty, 2006a), social ownership is the one common element (Arnold, 1994a; Hastings, Mason, Pyper, 2000c). Socialism is traditionally placed on the left-wing of the political spectrum (Left, 2023d). Different types of socialism vary based on the role of markets and planning in resource allocation, on the structure of management in organizations, and from below or from above approaches, with some socialists favouring a party, state, or technocratic-driven approach. Socialists disagree on whether government, particularly existing government, is the correct vehicle for change (Nove, 2008a; Docherty, Lamb, eds., 2006b).

Socialist systems are divided into non-market and market forms (Kolb, 2007). Non-market socialism substitutes factor markets and often money with integrated economic planning and engineering or technical criteria based on calculation performed in-kind, thereby producing a different economic mechanism that functions according to different economic laws and dynamics than those of capitalism (Bockman, 2011b). A non-market socialist system seeks to eliminate the perceived inefficiencies, irrationalities, unpredictability, and crises that socialists traditionally associate with capital accumulation and the profit system in capitalism (Nove, 1991). Market socialism retains the use of monetary prices, factor markets and in some cases the profit motive, with respect to the operation of socially owned enterprises and the allocation of capital goods between them. Profits generated by these firms would be controlled directly by the workforce of each firm or accrue to society at large in the form of a social dividend (Marangos, 2004; O'Hara, 2003b; Pierson, 1995a).

Socialist parties and ideas remain a political force with varying degrees of power and influence on all continents, heading national governments in many countries around the world. Socialist politics have been both internationalist and nationalist; organised through political parties and opposed to party politics; at times overlapping with trade unions and at other times independent and critical of them, and present in both industrialised and developing nations (Newman, 2005a).

Social democracy originated within the socialist movement (Ely, 1883), supporting economic and social interventions to promote social justice (Merkel, et al., 2008b; Heywood, 2012). While retaining socialism as a long-term goal (Roemer, 1994b), since the post-war period social democracy came to embrace a mixed economy based on Keynesianism within a predominantly developed capitalist market economy and liberal democratic polity that expands state intervention to include income redistribution, regulation, and a welfare state (Badie, Berg-Schlusser, Morlino, eds., 2011c). Economic democracy proposes a sort of market socialism, with more democratic control of companies, currencies, investments, and natural resources (Smith, 2005b).

The socialist political movement includes a set of political philosophies that originated in the revolutionary movements of the mid-to-late 18th century and out of concern for the social problems that socialists associated with capitalism (Lamb, Docherty, 2006a). By the late 19th century, after the work of Karl Marx and his collaborator Friedrich Engels, socialism had come to signify anti-capitalism and advocacy for a post-capitalist system based on some form of social ownership of the means of production (Gasper, 2005c; Giddens, 1998). By the early 1920s, communism and social democracy had become the two dominant political tendencies within the international socialist movement (Newman, 2005d), with socialism itself becoming the most influential secular movement of the 20th century (Kurian, ed., 2011d). Many socialists also adopted the causes of other social movements, such as feminism, environmentalism, and progressivism (Sheldon, 2001).

While the emergence of the Soviet Union as the world's first nominally socialist state led to socialism's widespread association with the Soviet economic model, several scholars posit that in practice, the model functioned as a form of state capitalism (Chomsky, 1986; Howard, King, 2001; Fitzgibbons, 2002). Several academics, political commentators, and scholars have noted that some Western European countries have been governed by socialist parties or have mixed economies that are sometimes called "democratic socialist" (Barrett, ed., 1978; Sanandaji, 2021b). Following the end of the Cold War and the revolutions of 1989, many of these countries have moved away from socialism as a neoliberal consensus replaced the social democratic consensus in the advanced capitalist world (Sanandaji, 2021b), while many former socialist politicians and political parties embraced "Third Way" politics, remaining committed to equality and welfare, while abandoning public ownership and class-based politics (Socialism, 2023e). Socialism experienced a resurgence in popularity in the 2010s, most prominently in the form of democratic socialism (Judis, 2019a; Cassidy, 2019b). A vivid example of

a new social leader who, through his personal views, changes and even helps to cease the existence of a social system. This is Mikhail Sergeevich Gorbachev - General Secretary of the Central Committee of the Communist Party of the Soviet Union and President of the Union of Soviet Socialist Republics. In implementing his domestic policy, Mikhail Gorbachev tried to implement economic reforms that would contribute to a change in the standard of living. This is the so-called "perestroika" policy. His reforms were ineffective and failed to achieve substantial direct results and change the existing system of planned and command economy. It would be important to study the ongoing modern processes that require rapid and sudden changes in social systems. Whereas in the recent past, there were certain indications of the changes taking place that could be examined and analyzed, now the changes that are occurring are sudden and rapid. The emergence of new social leaders creates conditions through their behavior, ideas, interests, and even a set of irrational views to transform the existing social systems. The influence of the new social leaders can be presented as sensitive and in many cases decisive for the transformations taking place. It is necessary to identify a new criterion apparatus that objectively and quickly enough gives us true and accurate information. The reliability of this venture is rather difficult to determine.

Social processes in a period of severe crisis situations are accompanied by a high speed of their progress. Their detailed and systematic description and subsequent analysis are almost impossible. The search for specific research approaches is mandatory in these situations. The study of the behavioral patterns of dominant social leaders is of particular importance. Here any researcher would face two sets of problems. The first is related to obtaining sufficiently accurate and true information, which is handled by statistical methods of analysis, as well as sociological methods. This will create a particular difficulty in using both of them. The accessibility of this type of information and data is difficult to collect, but even if they succeed somewhere, it will be filtered in a special way by the relevant state-engaged security services. The second group of problems will arise when assessing the development of the behavioral model of the respective individual who has acquired the role of a socially significant and dominant leader. Knowledge and his personal characteristics will have undergone various transformations during the period of his rule, namely, these characteristics will not have been public enough, and the information we will get will be from the mass media or other public meetings.

Overcoming the two groups of difficulties may in certain situations be insurmountable and the use of similar approaches for the implementation of research activity – is impossible. Regardless of the research situation in which we will find ourselves, it is necessary to look for opportunities to study the influence of socially dominant leaders on social processes.

Similar and analogous examples from a historical point of view can be cited with quite success. Even if we conditionally accept the two world wars as such severe crises, the actions of the leaders who participated in these processes cannot always be explained logically and do not carry their economic, political, and other arguments. Conditionally, these are also social processes that have changed both their direction and their speed as a result of socially dominant leaders. Here we should make one important clarification, namely, that they took place too slowly, according to the current social processes. The factors of the external and internal environment have changed both in their essential characteristics and their quantitative dimensions. Some of the researchers would pay particular attention to the study of environmental factors that undoubtedly have and will continue to have an impact on ongoing social processes. Another question is to what extent they influence the decisions and behavior of the new socially dominant leaders. This can be established too late and only at the end of a certain stage of a certain social process.

The tendency but socially dominant leaders who are empowered to make decisions and have sufficient resources (political, economic, financial, etc.) tend to make decisions of an operational nature in crises, in which decisions exclude consideration of the environment but rather represent motives other than political and economic logic. Usually, when a crisis occurs, the power tools focus on a small group of people who follow and have to bear the burden of decision-making in an extreme situation.

In a cursory analysis of the social processes that are taking place in the world at the moment, one can make a relatively true conclusion that they are predominantly managed by the new socially dominant leaders. The use of the concept "the new socially dominant leaders" has a sacred convention, because the individuals we now define as dominant social leaders may have been leaders of states, corporations, unions, etc. in previous periods, but only now have acquired such importance.

Undoubtedly, ongoing social processes are due to active changes in recent decades in political, economic, military, and financial aspects. The results of all this will be manifested to the greatest extent in the imposition of new social rules in the new social systems. The inevitability of imposing new regulatory functions in the structure of new social systems is almost obvious. Resistance to change is also evident. Evolutionary social processes currently dominate revolutionary social processes. Perhaps we should make a stipulation that these social processes are inevitably associated with local military conflicts, financial cataclysms, or political

instability of certain regions, but not with a continental or worldwide presence of social discomfort. The imposition or the possibility of the establishment of a new social system with new rules cannot help but be accompanied by certain negative actions as well as consequences. Unfortunately, the scientific community will study, analyze, and predict all this too late. The utility of such an undertaking at a later stage of time will have its significance, but it will be far less than if it happened now. The importance of such action and research in this direction is of particular importance to each human individual as well as to different communities. Even if these studies mark little progress at the present stage, they must seek their place, serving as an element for the preparation of our societies for a new interaction in the new social environment. The understanding that everything should be left at the current level of preparedness could prove disastrous for some of our societies. Moreover, there is sufficient reason to believe that some of the leaders of the smaller communities, or those who will not play a dominant role, will prove to be too unprepared, even unsuited to the new social situation.

#### 4. Conclusion

Crisis management is too complex in today's dynamic and rapidly changing environment. In the last few years, we have lived in an environment of uncertainty and many ongoing processes that have a significant impact on the environment. The presence of these processes requires serious attention to the decision-making process in severe crises. This turns out to be a particular challenge both for the people who are empowered to make these management decisions and for the experts who study these processes. The certain social importance of the consequences of making the relevant decisions places them with a high priority of importance. All this implies new preparation and qualitatively different expertise. That leads to the creation of new technology for making such decisions. Scientists, researchers, managers, and policymakers must make additional and focused efforts to create such technology and a set of related procedures (Terziev, Georgiev, Ivanov, 2022h; Terziev, 2022i; 2022j; 2023f; Terziev, Georgiev, 2023g; 2023h; Terziev, 2023i).

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