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The New Social Systems - Myth or Reality

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Abstract

In this publication we set an objectively complicated task to analyse the opportunities of strategic decision-making during crisis by attempting to make a partial analysis of the ongoing crisis caused by the COVID 19 pandemic and the emerged military conflict between the Russian Federation and Ukraine. Crisis circumstances require societies to quickly rethink and develop adequate strategies and respectively to formulate strategic goals and plan processes. In many cases preliminary analysis and assessment are practically impossible /especially when it comes to natural disasters or crises/ and this requires a different operational order of problem solving, which includes formulating new unconventional goals and then implementing planning not objectified by a particular and accurate analysis. All this puts whole systems and societies to the test, and those who are empowered to manage the process – under high pressure from unforeseen circumstances and not always objective judgments. Which, in turn, creates a number of subsequent critical issues in the management process. The role of socially dominant leaders is of particular importance in societies, as well as in making various decisions. Their role in strategic decision-making is also examined.

Keywords: Strategic management, Global crisis, Strategies, Management process

Jel codes: H00, J00, J10, I20



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1. Introduction

Setting goals and planning process actions in process management, and on a larger scale – strategic management during crisis is even more challenging. In accordance with the definitions of “crisis”, in the broadest sense, crisis management is of strategic importance, as it is always a matter of rescuing and surviving of people, territories, sites, etc. On the one hand, crisis management corresponds to the principles of general management, but on the other hand, it is complex enough, which derives from the fact of rapidly and dynamically changing environment – both national and international. This is most often and clearly observed during crisis circumstances that affect a very large part of the population of a country, region, continent or even the whole world. Crises have a diverse nature, both in scope and in nature, and their management is correlated with this. Different options are considered for the development of strategies in crisis situations, depending on whether they relate to one administrative area, country, group of countries or cover the world.

Overcoming crises, as well as liquidating their consequences, represent a particular challenge. Managing processes in such complex and unpredictable situations requires the preparedness of the heads of the different countries. Social systems are subject to particular stresses, and this even calls into question their existence as such. These are extremely interesting processes from a scientific and research point of view. Their analysis, study, and modeling would create conditions for a strategy for their management.

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 and Morgan, 2021a). Welfare state services are also provided at varying territorial levels of government (Béland and 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 and 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 macro 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. Formation of the new social centers

The changes that are taking place of a geopolitical nature also imply social changes in social systems. Many analysts predict drastic changes in social relations, which will lead to the formation of new spheres of influence. Whether this will happen and especially when it will happen is a question from the point of view of a specific strategic analysis. Despite the impossibility of analyzing with a certain precision the multidirectional information in this plane, it can be concluded with a great deal of objectivity that several main centers of influence. These centers have the economic, financial, military, political, and cultural capacity to influence social systems. They have a high power of influence that they can even model them. To a certain extent, this gives us an objective possibility of predictability, and on the other hand, it also predicts uncertainty in the direction of development of these processes.

3.1. World financial centers formed

We can consider financial centers as one of those that can significantly influence the ongoing transformations in social systems.

New York retains the top spot in the ranking of global financial centers by the Z/Yen Group. London and Singapore also retain their positions in second and third place respectively in the 33rd edition of The Global Financial Centers Index (GFCI).

The 33rd edition of the Global Financial Center Index (GFCI 33) provides future competitiveness assessments and rankings for 120 financial centers around the world. GFCI serves as a reference for policy and investment decision-makers.

The China Development Institute (CDI) in Shenzhen and Z/Yen Partners in London are collaborating on the development of the GFCI. GFCI is updated and published every March and September and receives considerable attention from the global financial community.

130 financial centers are surveyed for GFCI 33, of which 120 are in the main index. The GFCI is compiled using 153 instrumental factors. These quantitative measures are provided by third parties, including the World Bank, the Economist Intelligence Unit (EIU), the Organization for Economic Co-operation and Development (OECD), and the United Nations.

Instrumental factors are combined with financial center ratings provided by respondents to the GFCI online questionnaire. GFCI 33 uses 61,449 ratings from 10,252 respondents (2024b).

3.2. World economic centers formed

The formed world economic centers, even in the presence of divergent assessments of their capacity, define the USA, the European Union and Asia as such. Usually, the main indicator that is predominantly used is the Gross Domestic Product per capita. However, this only shows part of the economic picture in determining these centers.

3.3. World military centers formed

The military power of the states is determined by a number of indicators, with a significant advantage given by high-tech armament and preparedness. Five countries have the largest armed forces, as follows: China (2,255,000), USA (1,420,000), India (1,414,000), Russia (1,120,000), Democratic People's Republic of Korea - 1,106,000. The countries - South Korea, Pakistan, Iran, Turkey, Vietnam - also have a large number of armed forces (2024c).

3.4. World political centers

The influence on the formation of public relations on a global scale is undoubtedly exerted by several political centers. Washington (USA), which in the last decades was the undisputed leader in almost all respects and had an irresistible opportunity to determine to a large extent the public policies of many countries, even to change them and redirect them to different spheres of its influence. The forceful imposition of certain policies was part of this hegemon behavior. Of course, it has always been limited or contested by other contenders.

The dynamic development of the processes determines the definition of several main centers, such as Moscow (Russian Federation) and Beijing (People's Republic of China). In no case can their influence be defined as only regional. Their behavior in the last few years has determined that they hold major political influence. We should note that both countries in different historical periods had one.

Several more political centers can be identified on the various continents, whose influence exceeds their regional importance.

This is only a brief analysis of the factors that can and do significantly influence the determination of several major centers of influence that will be instrumental in the formation of the new social systems. It is indisputable that they will not give up exerting their all-round influence on the social transformations that have already begun, they will even try to define and single out larger spheres of influence.

4. 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 and Lyubcheva, 2022c; Terziev, 2022d; 2022e; Terziev and Solovev, 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 et al, 2000c). As a term, it describes the economic, political, and social theories and movements associated with the implementation of such systems (The Free Dictionary, 2024d). Social ownership can be public, community, collective, cooperative (Sherman and Zimbalist, 1988; Rosser and Rosser, 2003a; Badie et al., 2011a), or employee (Horvat, 2000b; O'Hara, 2003b). While no single definition encapsulates the many types of socialism (Lamb and Docherty, 2006a), social ownership is the one common element (Arnold, 1994a; Hastings et al, 2000c). Socialism is traditionally placed on the left-wing of the political spectrum (Left, 2024e). 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 and Lamb, 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 et al., 2011a). 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 and 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., 2011c). 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 and King, 2001a; 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, 2023a). 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.

The existence of the socialist social system is characterized by its peculiarities. The specific architecture of socialism (Photo 1-6) as well as the propaganda posters have their specific messages (Photo 7-9).



Photo 1: *Palace of Culture Mangalia, Mangalia, Romania, built in 1963. Architect: Nicolae Vlădescu. Large mural: Primordial elements of life, on a large mosaic by Jules Perahim entitled “Genesis”, on the facade of the Palace of Culture, built 1958-63 in Romanian People's Republic.*

Source: *B.A.C.U (Birou pentru Artă și Cercetare Urbană)/ Photo Dumitru RUSU*



Photo 2. The former Hotel Sport (today: Spa Hotel), Estonia, Tallinn, built between 1975-1980. Architect: Avohimm Looveer, Henno Sepmann, Peep Jänes, Ants Raid et al.

Source: B.A.C.U (Birou pentru Artă și Cercetare Urbană)/ Photo Dumitru RUSU



Photo 3. Hotel Traian (Now: Hotel Roman). The hotel complex includes a museum entitled "Imperial Roman Thermal Baths" and functional Austrian Imperial Baths built in the 1850s on the roman thermal baths ruins, both located in the lower levels of the hotel. Baile Herculane, România. Built 1974-76. Architects Sulamița Mureșan, A. Mureșan.

Source B.A.C.U (Birou pentru Artă și Cercetare Urbană)/ Photo Dumitru RUSU



Photo 4. Blocks 61-64 (Officer blocks or Panonian Sailboats), Belgrade, Serbia, Built in sistem RAD-BALENCY - between 1974-80, Architect Milan Miodragovic. Urban design Josip Svoboda.

Source: B.A.C.U (Birou pentru Artă și Cercetare Urbană)



Photo 5. Restaurant of the Hotel Powiśle (former Communist Party canteen) 1972-1974. Ul. Szara 10a, Warsaw.

Source: B.A.C.U (Birou pentru Artă și Cercetare Urbană)



Photo 6. The State Circus, Tashkent, Uzbekistan, built in 1976. Architect Gennady Masyagin et al. Tashgiprogor.

Source: B.A.C.U (Birou pentru Artă și Cercetare Urbană)



179. Шасс – Кобелев,
Ленин и электрофикация. 1925

Photo 7. Poster from the time of socialism from the USSR.



92. Ефимов Б.
Капитан Страны Советов ведет нас от победы к победе! 1933

Photo 8. Poster from the time of socialism from the USSR.



220. Клуцко Г.
Выше знамя Маркса, Энгельса, Ленина и Сталина! 1936

Photo 9. Poster from the time of socialism from the USSR.

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.

5. Dysfunctions of social systems

Social systems function according to certain rules and have their internal dependencies. Their main purpose is to serve the requirements of the participating individuals in these social systems. Tensions in social systems create an objective danger to their existence. This leads to significant discrepancies between the expectations and needs of those participating in social systems and their objective reality. All this can be caused by the new expectations or new needs that have arisen as a result of the social development of the systems, but it can also be a result of the internal tensions that have arisen in the systems themselves. These stresses can be classified in different ways and according to different criteria, but this is not the subject of the present analysis. Rather, it is important that the tensions in social systems that occur or are created by crises cause changes. These changes can be both desired and undesired. They will ensure the further existence or transformations of a social system. The impossibility of preserving their functioning in this form is more than obvious. Attempts to preserve them in this form will continue, but this is unlikely to be possible. The elites of the societies have raised new claims, which must be realized in some kind of social development, which will lead to serious transformations and changes in the social systems.

The objective prerequisites for significant changes in social systems are present. New paradigms and new social claims are announced, numerous crises of different natures arise, as well as the fact that the leading social leaders create expectations for changes through their behavior.

Social leaders in their communication in the social environment use the full range of means to impose their emerging desires. They do not always directly correspond with the wishes and expectations of those participating in a certain system. The environment in the social system becomes unstable and this further leads to the creation of future expectations of change.

Objective scientific and research approaches provide only a small part of the answers for managing change in social systems, and they can even be misleading and even wrong in some cases.

Social systems begin to obey the managerial views and specific decisions of social leaders who have a dominant influence. Historical retrospect provides some answers to these new expectations. They are not always related to the logic and correctness of the subsequent decisions, but rather to objectification in some reality of the strategic decisions of the dominant social leaders. Dominant social leaders begin to create social systems according to new rules and new requirements. If objectively possible, they try to transform them, or rather adapt them to their views, demands and intentions. In other extreme situations, they try to destroy them and recreate them. This version of the existence of social systems is the most critical from the point of view of the individuals participating in them, but sometimes the most pragmatic from the point of view of the dominant social leaders. Naturally, during the transformations or the creation of new social systems, various factors of the environment will have a significant and undetermined influence. They will be carriers of both progressive and regressive ideas. Support for both will change and gain different importance over time. It will be illusory to claim that the sustainability of the newly created or transforming systems will pass into an acceptable conditionality for all participants. The emergence of new demands and new conditions will put them to trials that they have not experienced at any other time in their human existence. Objectively, a larger part of the participants in the social systems will try to adapt to the new social conditions, but a significant part will find it impossible to do so. Here it is perhaps correct to divide them into two groups - those who have a complete or partial disagreement with the imposed new social rules and others who, due to their social nature, will be unsuitable for the new social conditions. This mass of individuals, however, will be appreciably small to withstand the forward movement of social systems. Rather, change will only register the occurrence of such fluctuations, and new social systems will attempt to extinguish or ignore their existence.

6. Conclusion

The process of successive crises leads to the deepening of imbalances in social systems. The varying scale and intensity of the impacts on them put them through a series of cyclical trials. Establishing the scale of the changes that occur at the macro and micro levels is difficult to measure and the consequences are almost unpredictable. The standard toolkit of methods and approaches turns out to be insufficient to define and characterize all of this. The main factor is the speed of the processes and the lack of effective time for precise and objective analyses. This presents us as participants in transforming social systems with a set of challenges and tests of our fitness to be able to accept and adapt successfully to the changes that are occurring. The study of these processes requires a full-scale effort and different expertise. This is also imperative from the point of view of forecasting and planning the transformation processes and an effective solution for getting out of the critical state in which social systems fall. (Terziev, 2022a; 2022b; Terziev and Lyubcheva, 2022c; Terziev, 2022d; 2022e; Terziev and Solovev, 2022f; Terziev, 2022g; Terziev et al., 2022h; Terziev, 2022i; 2022j; 2023b; 2023c; Terziev and Georgiev, 2023d; 2023e; Terziev, 2024f).

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