Technology of Activity of New Generation Political Parties

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Abstract. The article elaborates on the technological process of the activity of units of new generation political parties in the framework of the proposed integrated set of organizational tools, combining a methodology of activity (i.e. strategic planning) and our method for conflictless teamwork of large groups of people in a dynamic network.

The operating principle behind this method is described in detail, as well as the technology of strategic planning for development of settlements, regions, and countries in large groups of members of the relevant political party units in the dynamic network.

The paper provides a definition of the basic “production process” in new generation political parties, its “raw material”, “semi-finished product” and the main “product” produced by the political party.

A unified structure of the results of strategic planning by party units of all levels is proposed.

The article describes mechanisms that ensure interconnection and interdependence of the “products” produced by party units of all levels within the framework of the presented technological process.

The basic scheme of activity of the city organization of a new generation political party is presented.

The interconnection between the program documents of such a party and the results of strategic planning of the activity of its units is described.

A process approach to the construction of a political party with a variable structure (dynamic network) and the procedure of its optimal deployment based on Adizes’ methodology is presented.

Keywords: political party, technological process of activity, dynamic network, strategic planning.
When analyzing the problems of the Ukrainian political environment, we often need to answer some simple questions: What are the local, regional or central political party units doing and what should they be doing in the intervals between elections? What is and what should be the result of their activity? How does the activity of local units conform with and how should it conform with the activity of regional and central party units? What do and what should rank-and-file party members do in local or regional unit?

And, finally, how can Ukraine overcome the oligarchic system if the members of the existing 354 political parties, unlike the staff of oligarchic structures, tend to fail to fulfill their statutory obligations because the leaders of the party units of all levels lack effective ways to encourage them to honor these obligations, except for cash payments for participating in organizational support of election processes at the expense of funds received from individual candidates or third parties who want to run in elections under the party brand?

In this paper, we will not analyze the current situation in the Ukrainian political environment, instead we will focus on the qualities necessary for successful political parties of the new generation in order to be able to take away the real power from oligarchic clans, as well as on such issues as what the activity of their members and units of all levels should be and what the prerequisites for their creation are.
In our work [1], we demonstrated that the main product of activity of political parties is the managerial influence that they can exert on themselves, their society and the nation-state, as well as on the existing global actors.

In accordance with our proposed typology, which classifies managerial influences by the scope and complexity of the information structured within them, we have identified four levels of management: organizational and structural, conceptual, informational, and prescriptive. Political parties exercise organizational and structural management by changing the structure of the entities subject to management, which leads to changes in their emergent (super-system, external) qualities. Conceptual management consists in the development and spreading of a complex structured set of interrelated logical information modules – individual elements that together make up their own picture of the world, ideology and outlook. Informational management on the part of political parties consists in development and spreading of small, logically structured information modules outlining the party’s stand within the framework of the social problems it chose to focus on. Prescriptive management of state bodies and their units can be carried out by a political party after it gains political power in the elections in accordance with the Constitution.

This made it possible to determine the main “production” process of political parties as continuous collection and transformation of information from external and internal environments into managerial influences on the four above described management levels, which together can be seen as tools for strategic management of these environments.

We have shown that the full-fledged functioning of this “production” can be ensured by introducing a matching technological process in party units in order to integrate the range of information processing operations into managerial influences of the necessary complexity and intensity with the natural processes of group dynamics occurring in human groups.

In the same paper, we demonstrated that this technological process, as well as the type of the organizational structure as an ordered set of relationships between political party members and units in the process of their interaction, are determined by
the methodology of activity and methods of teamwork of large groups of party unit members that are chosen by party leaders.

Based on the results of our previous studies, the methodology we propose is that of strategic planning widely used in business and in public administration, and the suggested method is our method of conflictless work of large groups of people in the dynamic network.

We believe that by combining them in an integrated set of organizational instruments and subsequently applying them in this format, it will be possible for political parties to trigger the emergence of new super-systematic qualities that will give grounds to qualify them as new generation political parties. According to J. Gharajedaghi’s classification [2], they will be multi-minded systems (social model) aiming primarily to reconcile the interests of their purposeful elements and the principles of operation – i.e. distributed management and the ability to reconstruct.

Below we will show that the increased complexity of the structure, internal arrangement and functioning of new generation political parties will not substantially increase the complexity of the duties of their members. At the same time, the practical activity of each of them will become more definite, clearer, more interesting and more comfortable than their activity (or, rather, inaction) in traditional hierarchical political parties today.

The main distinctive feature of such parties will be the launch and use of a natural, biologically determined source of activation of members of their units, supported by neurohumoral reactions in the brain of each of them to implement ranking in situations of competitive interaction that systematically occur and transform into situations of cooperation in the framework of the proposed integrated set of organizational tools.

This set was tested in real-life conditions (as regards activity planning) within the open public project Odessa Strategic Session of the Odessa City Organization of the political party Syla Lyudey (Power of People) during its three-day strategic session involving representatives of expert communities, public
activists and politicians from other parties (photos and short videos of the events are available here [3, 4, 5]).

Further in this paper, we will describe in detail the technological process of operation of new generation political parties in the framework of the proposed integrated set of organizational tools that combines the methodology of activity – i.e. strategic planning – and methods of conflictless teamwork of large groups of people in the dynamic network.

**Method of Conflictless Teamwork in the Dynamic Network**

The method of conflictless teamwork in the dynamic network is presented in Fig. 1. It arranges and maintains conflictless interaction of all participants in a large group through their cyclic restructuring into small groups of different functional designation based on a certain algorithm that ensures development, harmonization and adoption of collective solutions from “equal-to-equal” positions, and their execution in the number of temporary hierarchical project, executive and process groups headed by executives-in-charge.

The method of work in the dynamic network includes three integral components – brainstorming (steps 2-3), work in cross-groups [6] (steps 3-4) and project management (step 6). Steps 1 and 5 are auxiliary. The first two methods are united due to step 3, which is common for both of them, where the second step of brainstorming is carried out simultaneously with the first step of work in cross-groups. Together, these techniques are combined with project management through cyclic restructuring of large group participants from the orderly network into a range of hierarchies and vice versa.

Based on this, the methodology of teamwork in the dynamic network can be described as a metaphor using the basic concepts of ancient Chinese natural philosophy – Yin and Yang, the cosmic polar forces that keep transforming one into the other (female – male, light – dark, active – passive), maintaining the balance and harmony of the World. In our case, a female horizontal (network) structure continuously transforms into a male hierarchical structure and vice versa as a result of the cyclic
restructuring of participants, which turns the organization constructed in this way into a balanced and harmonious unity.

For political parties, the optimal duration of general meetings in an orderly network is 2 to 4 hours. The duration of participants’ work in a range of hierarchically structured executive groups in the interval between regular meetings may vary from one day to one month, depending on the type of current tasks faced by the organization.

The step-by-step description [7] of the teamwork of large groups of people based on this method, as well as the procedure for its use [8] to organize the work of political party units was presented in our previous papers. We also demonstrated [9] how the proposed method can ensure accelerated self-education of political party members in the process of their activity.

The operating principle [10] behind the method implies maintaining a large group of people at the pre-conflict stage of its development (i.e. the stage of clique-formation) through purposeful arrangement of the processes of their formation and disintegration so that the group interaction could reach the dynamic equilibrium and become quasi-stable. This is ensured due to algorithmic reproduction of the situation of participants’ interaction from the positions of representatives of the previously dissolved groups as carriers of common group solutions. It is impossible to initiate an interpersonal conflict with such a representative by criticizing the group solutions he presents since he will not perceive it as a manifestation of aggression towards him personally, instead he will project it onto the previous group and respond based on the authority of the latter. Such a perception of criticism will prevent participants from manifesting aggression in response, which will make it impossible to initiate and escalate interpersonal conflicts.

Within the framework of the proposed method, potential intergroup conflicts are overcome by way of continuously changing the composition of cross-groups, which contributes to the formation of a field of trust among all the participants and prevents the formation of cliques due to the continuous destruction of their group frameworks.

Due to neurohumoral reactions in the brains of people involved in competitive interaction within party units, energy is naturally released to initiate and escalate
conflicts as a ranking tool. If it is impossible to stir a conflict, the energy will continuously maintain the optimal level of mental tension in the interaction parties. This tension will from time to time lessen when unit members spend some energy to carry out direct activity in compliance with project management policies aimed at achieving the goals of the political party.

The method of collective work of large groups of people in the dynamic network contains the following mechanisms for blocking interpersonal and intergroup conflicts at each step of its implementation in accordance with Fig. 1:

**Step 1.** Blocking interpersonal conflicts by eliminating plenary meeting discussion of the reports on the progress of implementation of current plans presented by project and executive group heads.

**Step 2.** Blocking interpersonal conflicts via the rules of work at the first stage of brainstorming and assigning each specialized group with a unique issue, problem or task that differ from the issues, problems or tasks of the other groups.

**Steps 3, 4.** Blocking interpersonal and inter-group conflicts by organizing the work of the meeting based on the method of cross-groups, with all participants interacting as representatives of their previous groups.

**Step 5.** Blocking interpersonal and inter-group conflicts by eliminating plenary meeting discussion of the solutions generated by specialized groups.

**Step 6.** Blocking interpersonal and inter-group conflicts by ensuring flexibility in the group composition; group implementation of collectively drafted, discussed and legitimately adopted goals; temporary nature of executive hierarchically structured groups; regular leveling of the status of group members in the process of interaction from “equal-to-equal” positions in steps 1-5 of the general meeting.
Figure 1. Basic scheme of the method of teamwork of large groups of people in a dynamic network.

The method conflictless teamwork of large groups of people in a dynamic network allows us to solve the basic problem of collective development and adoption of solutions, best illustrated by the Dunning-Kruger effect [11]. Social psychologists Justin Kruger and David Dunning experimentally proved that people of low ability tend to overestimate their skills in all kinds of activities, are unable to adequately assess a truly high level of skills in others, are not able to realize the full depth of their incompetence, but after special training or educational courses enhancing their level of competence they might be able to understand the level of their former incompetence. In 2000, in recognition of their experimental proof of the obvious, Kruger and Dunning received a satirical Ig Nobel Prize in Psychology [12] awarded to “honor achievements that first make people laugh, and then make them think”. However, the results of their research can effectively illustrate the process of collective development, discussion and adoption of solutions in party units.

Fig. 2 shows a widespread graphical representation of the Dunning-Kruger effect [13], which we supplemented with bicolored circles 1-5, illustrating the balance and
distribution of competence and confidence among members of a typical small group. Thus, member 1 has a low level of competence, but he is the most confident in the correctness of his approach to solving the tasks posed to the group. In contrast, participant 5 is an expert with a high level of competence, but his confidence in this regard is much lower than that of participant 1. Unfortunately, experts seldom become members of typical political party units, therefore, the most competent of them is usually member 4, who is also the least confident in the correctness of his approach.

**Figure 2.** Distribution of typical group participants by confidence and competence within the Dunning-Kruger effect.

Let us consider the situation of collective development, discussion and adoption of solutions by a typical group whose members manifest the distribution of competence and confidence as presented in Fig. 2. Suppose each of the members offers their own
way of solving the task set to the group. It is obvious that the most self-confident member 1 will be the most insistent proving that his way should be chosen as a group solution, while the hottest debate will take place between him and participant 2, whose confidence is but slightly weaker than the confidence of participant 1. In fact, participant 1 will perceive objections on the part of participant 2 as a challenge in a competition for the status of the informal leader within the biologically determined process of ranking that develops through initiation and escalation of interpersonal and/or intergroup conflicts after opponents create their own cliques. Whenever such a competition starts, it becomes unlikely that the group will consider and approve truly competent solutions to the group’s task suggested by the least confident participant 4 or even by participant 5, should he take part in the group work. Of course, the process of development, discussion and adoption of solutions in real-life groups is more complicated, however, the above scheme is the most likely and, in general, leads to degeneration of the organization through negative selection and due to this its incompetent but confident members take the lead – first informally and then as formal leaders.

Our method of conflictless teamwork of large groups of people makes it possible to eliminate status conflicts in the process of development, discussion and adoption of solutions while maintaining an intense competition of ideas by using specialized groups to produce impersonal lists of ways to solve the tasks set at the second stage and discuss them at the third stage by cross-group participants who were not involved in their development. The fourth step implies harmonization and adoption of a final decision by each specialized group under conditions when the position and, consequently, the confidence of competent participants 4 or 5 strengthened due to the results of discussion of impersonal lists in cross-groups at the third stage. This significantly increases the chances that the large group will adopt the most competent solutions for the given set of tasks.

It should be pointed out that the characteristics of the environment significantly affect the type of successful leadership in organizations and make it shift in one direction or another. Thus, in a simple, invariable and predictable external
environment, the most effective leaders are participants of type 1-2, while in complex, fast-changing and unpredictable environments the most effective leaders are participants of type 4-5. However, for a shift of leadership to participants of type 4-5 all the group participants need to have an adequate perception of the environment in which their organization operates. In business organizations, misapprehension of the environment leads to a quick bankruptcy, while in political parties and public government bodies, it results in a long stagnation and obsolescence of the organizations themselves and society as a whole, very often ending up in external management.

The main distinctive feature of our method of conflictless teamwork in a dynamic network is the possibility of its use to streamline the work of any number of large group participants (from ten to several hundred persons), which corresponds to the actual number of the majority of units of Ukrainian political parties at local, regional and central levels. This will make it possible to ensure the consistent high quality of their work even under conditions of increasing complexity due to the upsurge in the number of members within the above specified limits. This will help engage each member of the political party unit in active regular work aimed to implement its program objectives.

Methodology of Activity – Strategic Planning as the Basis of Strategic Management

Strategic planning is a well-known and globally widespread methodology used by organizations and individuals to implement strategic management in almost all spheres of social life.

In Ukraine, unfortunately, strategic planning is uncommon among the public in general, although it is used in public administration and business.

In political organizations, the culture of strategic planning is almost non-existent, despite certain theoretical and practical insights offered by Ukrainian researchers involved in Party Studies.
For example, the authors of the book Political Party: Strategy and Management [14], Volodymyr Meitus and Victor Meitus suggest breaking society into units, which they refer to as strategic areas of influence (SAI). SAI stand for social entities – groups of individuals, group associations, social strata, territorially scattered communities, political or social movements – that have common interests, needs, requirements and, most importantly, a structure operating in the given external environment that can be used as a basic element to generate electoral support for the party within this locality. In this case, strategic planning, according to the authors, is used to correctly form SAI and maximize electoral party support within them by applying strategic management tools.

Another author, Vyacheslav Sergeev, in his paper “Strategic Management of Political Party Investment Projects in Contemporary Ukraine” [15] considers political party investment project (PPIP) as a set of measures undertaken by a political investor to implement a plan for an increase of the capital (real and / or symbolic) of a specific political party. As a plan of the investor’s relevant strategic actions, the PPIP significantly influences the quality (efficiency) of investment and thereby provides political parties with an advantage in their competition for votes (consumers of goods – the party brand).

The two above approaches involve drafting of strategic plans by a small community of experts as commissioned by party leaders and / or investors so that the party could come to power in the country.

Also, both of these approaches seem to assume by default that this goal as the main real purpose of political parties, although most of these organizations in their program documents tend to declare a completely different goal – i.e. to ensure the development and prosperity of the country, region, settlement, or community for the common good.

We believe that if the party chooses coming to power as its main real purpose it will inevitably end up coddling the electorate, offering simple solutions for complex social problems, shunning a realistic vision of external and internal environments, displaying reluctance to advocate unpopular but effective decisions, systemically
failing to fulfil their election promises, shifting of the party to the niche of populism and radicalism, and as a consequence, losing agency as a result of external management by oligarchic clans, secret services and organized crime groups.

Therefore, our approach to the strategic planning of the activity of political parties in the dynamic network implies that their only, main and real goal is to ensure development and prosperity of the country, region, settlement or community for the common good, while electoral success and, hence, coming to power is a side effect of its successful work, which is only one of the prerequisites for the full-fledged implementation of the main goal.

This approach is based on the results of our research into the mechanisms for choosing behavioral schemes and strategies by people during their interaction in groups within the framework of the archetypal approach (see [9, 10, 16, 17, 18]), which as a whole prove that the common stereotype “politics is a dirty business” and the ensuing double standards of politicians and political organizations are not permanent and unchanged.

Therefore, we intend to radically change this idea by theoretically substantiating and confirming in practice that politics is a business of honest, decent, competent and noble people without double standards who can cooperate with each other within the framework of efficient and effective political organizations.

In this context, the key distinctive feature of our approach to strategic planning in political parties is its harmonized, orderly and timely collective implementation by all the members of party units at all levels in the process of their collective conflictless work in the dynamic network.

Introduction of the proposed approach should lead to emergence of new generation parties that in the process of distributed (participative) management and continuous self-reconstruction will be able to produce and maintain internal ethics and, due to their success (efficiency and effectiveness), will be able to easily spread it outside – throughout their own society and in the world.
In this paper, we do not intend to drill down to the bedrock of strategic planning as the basis of strategic management – there are hundreds of books, manuals and guidelines on this topic.

In the following part of the paper, we will only try to outline the general idea and substantiate our choice of the basic, initial and opening procedure of strategic planning in Ukrainian political parties, which will undoubtedly change and get more complicated when they master it.

Therefore, **strategic planning is an organization’s process of construing a more or less detailed vision of its future and the future of its environment based on its goal, as a desirable point within its potential for development to be achieved, as well as strategies for achieving it from the starting point where the organization finds itself and its external environment at the given stage of their development within a range of options** (Fig. 3, A).

![Diagram](image.png)

**Figure 3. The essence of strategic planning.**
Implementation of strategic planning involves a set of various tools, rules and processes at the disposal of those who take part in this process at every stage of their development.

There are no perfect and absolutely correct decisions and there is always room for improvement, therefore the movement of the organization to the chosen destination within a range of options will involve certain deviations at each step, which should be detected through the feedback mechanisms integrated in the methodology of strategic planning and adjusted by way of fully or partially repeating the entire cycle of strategic planning at the end of each step (Fig. 3, B). Thus, such constant correction by the organization of the trajectory of its movement is a prerequisite for its survival and success.

In this sense, strategic planning is a continuous cyclic process, where each cycle includes a few stages, the number and contents of which can vary with an increase of experience and competence of the organization.

By analyzing a number of original approaches to the implementation of strategic planning in business and public administration, we designed a basic, maximally simplified procedure that is fit for application in large groups of people within the dynamic network – i.e. a procedure for carrying out strategic planning of the development of amalgamated communities, settlements, regions and the country. It can be used to hold strategic sessions of different political party units. Despite its simplicity, it can help members of party units and invited public activists to immediately formulate strategic plans of a sufficient level of complexity, even if they have never taken part in strategic sessions before.

The proposed procedure of strategic planning is based on several solutions developed by Ukrainian scholars to be used in public administration with the aim of strategic planning of local development (see [19, 20, 21]).

This approach is due to the need for party activity to include the training of senior management personnel for public administration at all levels so that workers could easily integrate, adapt and immediately engage in the work of the relevant bodies in the event of a local or general party victory in the elections.
The designed procedure for conducting strategic planning of city development by a city organization of a political party is presented in Fig. 4. Its detailed description is available here [22]. The green color in this figure is used for steps 1-5 undertaken by the city organization at a general meeting, using the method of collective conflictless work in the dynamic network. The red color marks steps 6 and 7 taken by hierarchically structured project and executive groups according to the project management rules following restructuring of the horizontal network of the general meeting into a set of hierarchies.

We recommend that during the first strategic session local party units change the order of steps 1-3 presented in the figure: first, they should conduct SWOT analysis and design a set of strategies based on its results, and then outline the strategic vision of the settlement in selected areas.
This is due to the fact that before the first strategic session, not all the members of the city organization will be able to or want to get acquainted with the “city profile” – a basic document that accumulates all available information about different areas of its life, which further, in the process of activity of the party unit, will be supplemented and improved to create the basis for each subsequent cycle of strategic planning.

In our opinion, representatives of basic party units should apply the same procedure (but with different levels of analysis and detail) for strategic planning of the development of regions and of the whole country so that the party could acquire integrity by continuously developing a set of multilevel interconnected and mutually conditioned strategic plans and by exerting the managerial influences set in such plans.

“Raw Material”, “Semi-Finished Product” and “Product” of the Main “Production” Process of a Political Party

In our previous publication, we described the main “production” process of a political party as continuous collection and transformation of information from external and internal environments into managerial influences at all the four management levels we singled out.

Hence, the main “raw material” of the political party is information from the external and internal environments received by its members in the process of their activity.

However, for the purpose of efficient “processing”, information should come to political party units in a well-structured format, the template of which should be designed and adopted before its activity is launched in order to ensure the conformity of the processes and integration of the results of the work of party units of all levels.

By analyzing the above-mentioned solutions of Ukrainian scholars, we came up with the apparently optimal classification of the entire spectrum of society’s activity and, accordingly, the entire scope of information as “raw material” delivered to be “processed” by the political party, into four areas: governance, economy, infrastructure
and socio-cultural area; as well as specified it [23] for the local, regional and central levels. However, political parties will always be able to structure all incoming information in a way that they consider optimal.

It is obvious that the process and result of the processing of “raw material” (information) in party units of each level in the process of strategic planning will differ in terms of the intended parameters, degree of their specification and methods of production.

Thus, implementation of strategic planning within political party units should ensure the structuring and processing of “raw material” – i.e. information from the external and internal environments – into a “semi-finished product” – the strategic plan – as the basis for further “production” of the finished product – managerial influences at all four levels of management that we outlined.

Consequently, the result of the initial “processing” (strategic planning) of “raw material” (information) in political parties is a “semi-finished product” (strategic plan). Its unified structure for party units of all levels is represented in Fig. 5. The primary “processing” here stands for implementation of the green colored sequence of stages 1-5 of the strategic planning procedure presented in Fig. 4.

**Figure 5. The unified structure of the results of strategic planning by political party units.**
Part A of Fig. 5 represents the traditional structure of a strategic plan as a tree of objectives, while in part B, this structure is rounded up and represented as a fragment of all available information volumized within the above four areas, arranged and “pre-processed” by a political party unit in the process of strategic planning.

By using the unified structure of the strategic plan, political party units of different levels will ensure coherence and interdependence of all the plans developed within the party, while maintaining their reflection of the uniqueness of each locality or region.

In order to facilitate presentation, the above unified structure of strategic planning results comprises only well-ordered information from the external environment in which the political party intends to exercise its managerial influence or, in other words, which it intends to strategically manage. The unified structure of the results of strategic planning of the internal environment development – i.e. the organizational sphere of political party units – is similar and differs only in the content covering the areas where the following internal processes take place: organization, “production”, information, recruitment of new members and party training, ensuring viability, as well as control, which will be considered below (see Fig. 10).

Part A of Fig. 6 illustrates the interconnection and interdependence of the results of strategic planning at local, regional and central levels. Part B represents the overall structure of the results of strategic planning by political party units at all levels in order to illustrate the system integrity of the “semi-finished product” (strategic plan) “produced” by the party. To make this part of the scheme clearer, the structure of strategic planning results is illustrated in detail for only one region.
Figure 6. Interconnection of the results of strategic planning at local, regional and central levels.

The integrity of such a “semi-finished product” in practice is ensured due to three complementary mechanisms, the first of which is the above-described structuring of “raw material” (input information) by four identical areas in party units of all levels.

The second mechanism consists in timing the strategic planning stages at each level and involvement of members of lower level units at each level, who will return to the unit of their level and implement a new cycle of strategic planning there, proceeding from the strategies and goals set in the jointly developed strategic plan of the highest level.

The third mechanism involves creation and maintenance of a set of specialized intra-party networks, within which specialists and experts of the relevant profiles will hold horizontal communication in a variety of formats, additionally attracting external experts, which, by the way, will contribute to the quantitative and qualitative growth of the party.

Technological Process of Activity of New Generation Political Parties

Let us consider the technological process of political party activity within the framework of the proposed integrated set of organizational tools based on strategic planning as a methodology of activity and the method conflictless teamwork of large...
groups of people in the dynamic network, which will enable this organization to carry out strategic management of the external and internal environments – i.e. development of society and its own development.

The technological process is a set of operations aimed at processing of raw material (in this case, information received from the external environment) and resources into semi-finished products (strategic plan) and the manufacture of finished products (in this case, managerial influences at all four outlined management levels).

As we have shown above, the necessary precondition for the emergence of new generation political parties is introduction in the party units of all levels of a technological process linking the set of information processing operations to the managerial influences of the necessary complexity and intensity with the natural processes of group dynamics occurring in human groups in order to support the activity of their participants at a certain level as a result of their biologically determined release of energy for initiating and escalating conflicts as a ranking instrument in conditions that prevent its enactment.

Figure 7 represents the concept of strategic planning of the activity of political party units in a dynamic network that unites both components – that is, strategic planning and our method of conflictless teamwork of large groups of people – into an integrated set of organizational tools.
Figure 7. Strategic planning of activities by political party units in a dynamic network.

In the top part of the figure, there is a diagram that represents the temporal deployment of the strategic planning of party units’ activity in the areas of governance, economy, infrastructure, as well as socio-cultural and organizational areas, each of which is presented in the relevant plane. The front plane represents a tree of objectives for the area of management.

The X-axis displays the timeframes for strategic planning; the Z-axis shows variants of same type objectives; while the Y-axis presents the chosen areas of strategizing.
The right part of the diagram contains a blue ellipse that stands for a comprehensive strategic vision of the future of the settlement, region or country produced by a unit of the corresponding level in the process of strategic planning on the basis of its own objectives. It consists of separate parts covering the above areas that are produced by the relevant specialized groups of the dynamic network. All parts of the comprehensive strategic vision are represented in the diagram as circles of different colors in their planes connected with arrows to the corresponding specialized groups of the dynamic network.

In the process of strategic planning in a dynamic network, members of specialized groups at the general meeting of the political party unit produce a vision of the future in the areas assigned to them, define a set of strategies for its implementation and, by decomposing this vision, establish their strategic priorities, strategic goals and operational objectives.

During intervals between general meetings, the political party unit is restructured into a number of executive groups and for each of the operational goals an appropriate executive group is appointed. Each group produces a plan for the implementation of the relevant operational goal, which includes a set of interconnected activities whereby managerial influence is exercised or, in other words, strategic management of the external and internal environments – i.e. development of society and its own development.

Thus, the technological process of the activity of new generation political parties involves a certain sequence of operations (stages) with details designed individually for each unit, depending on its level, size and organizational capacity. For example, the above mentioned strategic session within the open public project Odessa Strategic Session of the Odesa City Organization of the political party Power of People included the following steps: preparation, SWOT analysis, preliminary development of strategies, development of strategies and a strategic vision of the future of the city, compilation of a tree of objectives, designing of potential projects and setting up teams to implement operational goals and devise operational plans for the execution of projects assigned to them, as well as implementation of plans. For a more detailed
description of these stages and templates of personal protocols for conflictless teamwork of strategic session participants in the dynamic network at all of its stages please refer to [24].

The basic scheme of activity of a city organization of a new generation political party based on the above described process in the framework of the proposed integrated set of organizational tools is presented in Fig. 8.

**Figure 8.** Basic scheme of activity of a city organization of a new generation political party.

During the strategic session, the members of the city party organization shift to the position of the city Agent, that is to say its mayor and city council, and therefrom carry out the strategic planning of its development on the basis of the above substantiated goal of the unit of this level – i.e. ensuring the development and prosperity of the city for the common good. The strategic session results in the development of a vision of the city in selected areas, a set of strategies for its implementation, strategic priorities, strategic and operational goals.
At the same time, a strategy for the development of the organization itself is devised, which should be conductive to the exercising of the set of managerial influences envisaged in the strategic plan for city development at each stage of its implementation.

After this, the organization returns to its own position and compiles a current action plan made on the basis of the executive or project groups for the implementation of each operational goal of the strategic plan based on the organization’s current number of members, competencies and available resources.

At the same time, based on the drafted strategy of the organization’s own development, executive groups are established to organize the fulfilment of the operational goals that will ensure the development of the city organization in the process of its scaling – i.e. growth of the number and competence of its members and increase of its internal complexity, improvement of the main “production” process and an aggregate of auxiliary processes (see below, Fig. 10) in order to successfully update and implement the city development strategy devised by the organization.

Basic schemes of activity of regional and central level units are constructed in the same way and differ only in the level of the entity whose position the organization assumes to conduct strategic planning, as well as in the planned parameters, the degree of their specification and methods of development.

Figure 9 shows the interconnection of the results of strategic planning of political organization units with their typical program documents.
Figure 9. Interconnection of program documents and results of the strategic planning of activity of political organization units.

The above specified goal of the party’s activity – i.e. to ensure the development and prosperity of a populated area, region or country for the common good – is in one way or another represented in the ideology of the party and follows from its inherent ideas, concepts, hypotheses, ideals, principles and values.

The traditional view of party ideology implies its virtual inalterability for a sufficiently long period of time. However, in our opinion, the future belongs to a new type of ideology, a “live” ideology that can dynamically change in line with ever-faster changes in external and internal environments. For the preconditions for establishment of political parties with such an ideology and a more detailed description see our publication here [25].

“Live ideologies” will be generated, updated and improved in a real time mode by the efforts of collective intelligence, which will emerge due to the acquisition of agency by next generation political parties [9] as a result of the synchronization of the mental activity of their members in the process of their interaction arranged using organizational tools within party units.
The party program consists of strategic visions and strategies for the development of settlements, regions and the country in selected areas of their life, produced by units of the corresponding level, as well as strategic priorities within each area. The program itself relates to a distant period that starts from an assumed point in the future that is temporally remote by a period exceeding the time interval between regular elections.

The election programs of the units of relevant levels are based on the strategic and operational goals to be attained in the interval between regular elections.

The current action plan of political party units consists of a set of current action plans of their respective executive and project groups aimed at accomplishing the operational goals envisaged by the strategic plans of these units.

Fig. 10 illustrates the effect of the growth of the organizational competence of political party units in the four selected areas of society’s activity on the level of their electoral success.

**Figure 10. Influence of the growth of organizational competence of political party units on their electoral success.**
In our opinion, implementation of one or two cycles of strategic planning will not bring any tangible electoral results for the party unit. Only their successful multiple repetition aimed at increasing the amount of knowledge and organizational capacity (number, competence, capacity, efficiency, effectiveness, resource support) of the unit can make it possible to first overcome the information barrier (i.e. to become recognizable) further to overcome the electoral barrier and make it to the appropriate elective body and, finally, to overcome the power barrier and secure a majority in this elected body.

Figure 11 shows the dependence of the readiness of the political party unit to exercise power on its organizational capacity, level of strategizing and complexity of the external environment.

**Figure 11.** Dependence of the readiness of the unit of the political party unit to exercise power on its organizational capacity, level of strategizing and complexity of the external environment.

The first diagram in this Figure illustrates the increasing complexity of the environment over time (blue curve). The red curve represents the growth of the level of strategizing of the political party unit that began to operate at a certain point in time.
in accordance with the technology of activity presented in this paper, boosting its organizational capacity (green curve).

Obviously, it will take some time for the complexity of the strategic development plan drafted by the unit to exceed the level of complexity of the environment. However, only after acquiring the necessary organizational capacity, will this unit be ready to gain and exercise power at the appropriate electoral level.

If, at the initial stage of its activity at a low capacity (green circle on the diagram), this unit happens to get as a gift or buy a high-quality strategic development plan designed by a relevant organizational entity of an appropriate level of complexity (red circle), it will be unable to implement the plan because of a lack of organizational capacity in the external environment of the current level of complexity (blue circle). In fact, it will not be able to implement any item of such a plan. Therefore, this plan will become a free resource for powers that be – they will implement the components of this plan that they find beneficial and thwart the disadvantageous ones.

Fig. 12 represents a process approach to deploying political parties with a variable structure – i.e. a dynamic network, which, along with the above technological process, determines the choice of the methodology of activity – that is, strategic planning and methods of collective conflictless work of large groups in a dynamic network.

In this regard, attention should be given to harmonization of terminology: members of a political organization with a variable structure (dynamic network) within their units conduct strategic planning (i.e. act within the framework of the same-name methodology of activity), working together based on the method of conflictless teamwork of large groups of people in the dynamic network.
Figure 12. Process approach to constructing a political party with a variable structure – a dynamic network and the order of its optimal deployment following the methodology of Adizes.

The processes indicated in this figure are presented in different colors depending on their pertinence to the respective management functions – P (Produce), A (Administration), E (Entrepreneurship), and I (Integration) – in accordance with Adizes’ methodology [26].

Let us describe the optimal order of deployment of political organizations with a variable structure, using Adizes’ methodology, as the sequence I→E→A→P of launching processes that belong to the corresponding management functions.

Thus, the first one to activate is the integrative function I as a result of the launch of the process of conflictless teamwork in a dynamic network of the members of the environments where a political organization should be created so that they could internalize the methodology and develop a sense of unity with each other and with their own environment. In the figure, it is indicated with a green rectangle.
Next, the “entrepreneurial” function E is launched, which, when combined with the previously enabled function I, makes it possible for all participants to develop a common integral vision of the purpose of the future political party’s activity within the cyclic process of strategic planning in the dynamic network as indicated by the red colored ellipse. Based on the purpose, party members generate an understanding of the relationship among them and this awareness initiates the emergence of meaning, which, in turn, points to the need for integration. That is, the goal E develops from I, and the stronger I, the larger E arising from it.

Then, in accordance with Adizes’ methodology, the management function A is activated in the optimal way. In our case, it consists in the successive launch of a number of auxiliary processes, which are indicated in the Figure with different geometric figures of yellow color.

After these preparations, we can begin the activity by ensuring activation of the management function P, which in our case involves the launch of the processes of implementation of the strategic plans put forward by political party units and represented by a blue rectangle in the Figure.

After the establishment and putting into operation of new generation political parties, the management functions I, E and P will be implemented in the form of an integral and continuous “production” process on the basis of our integrated set of organizational tools and the processes of the management function A will support its progress and ensure synchronization and systemic reproduction of all the vital processes of the organization indicated in the Figure.

For more detail on the process of the optimal deployment of new generation political parties based on the methodology of Adizes see our paper here [27].
Problems Associated with Introduction of the Proposed Technology of Activity of New Generation Political Parties

By testing the proposed integrated set of organizational tools in various environments, public and political organizations, we revealed a number of problems that impede its full-fledged implementation.

The methodology of conflictless teamwork in the dynamic network reproduced well [28] in all of these environments when discussing a variety of issues during more than a hundred events held.

Some of these events involved strategic planning in a dynamic network within steps 1 to 5 of Fig. 4, which was always held at a rather high level, despite the fact that most participants took part in a strategic session for the first time.

However, the implementation of stage 7 involved organizational difficulties – the participants of project groups wouldn’t get together again to design their current activity plans.

Therefore, stage 8 – i.e. implementation of current activity plans following the rules of project management in order to fulfil collectively developed operational goals – was not even an issue.

This seems to be because of the following main reasons: members’ lack of positive experience of activity in this format due to the rather long duration of its full cycle; lack of an appropriate organizational culture; reluctance of leaders to share power with members of the organization in deed, rather than in word (such empowerment would imply unauthorized activity of the latter and assumption of leadership by them at certain stages of activity); unwillingness of leaders to play a positive sum game within the organization (when everyone wins rather than just one person at the expense of all others; misconception and / or rejection by leaders of the modern type of leadership that does not involve prescriptive management, but rather management of the meanings and senses that arise in the process of collective activity of the members of the organization’s units; willingness of most members of the organization to enter a relationship of domination-subordination, in which they can
avoid responsibility for their decisions, actions or inactivity due to the lack of effective incentives from leaders.

All this, in fact, can be classified as social resistance to change that can be overcome only by the willful efforts of leaders who realize why they, like their predecessors for centuries, cannot unite into capable political organizations, how this can be changed, and what they must do to facilitate such unification.

By analyzing the above problems, we managed to come up with a number of the necessary conditions for overcoming this resistance in Ukrainian conditions:

1. Creation of a “crystallization” center for new generation political parties should begin in communities of public activists and politicians in Kyiv. When it succeeds, activists in the regions will adopt the new organizational culture themselves and introduce it in their organizations.

2. Leaders involved in the initiative group have to understand and agree that none of them will personally ever receive absolute power in the organization, neither will they together concentrate power in a small group they create, instead they will ensure its uniform distribution throughout the organization by introducing the above described integrated set of organizational tools and related activity technologies.

3. Leaders involved in the initiative group in the early stages of deployment of new generation political parties have to use their charisma and generate senses to deliberately encourage all other members of the organization to interact based on the above described technology of activity. As the organization develops and its members gain positive experience, a new organizational culture will arise, grow stronger and will be able to sustain its reproduction and motivate all its members through the natural mechanisms mentioned at the beginning of this paper.

An alternative to the creation of such organizations is a further intensification of the devastating fragmentation of Ukrainian elite groups [29] and their endless circular movement in an ant “death spiral” of Ukrainian politics [30] with all the negative consequences for Ukrainian statehood.

It is particularly disappointing and ironic that this may be due to one of the best, in our opinion, national traits inherent in almost all Ukrainian politicians – i.e. the
desire to become a leader who is ready to assume responsibility and actively defend his leadership status, trying to attain the highest or at least second highest post in any organization or institution.

Today, just like for many centuries in the past, this feature prevents Ukrainian politicians from consolidation and cooperation, spawning endless squabbles and strife, destroying trust and continually frustrating Ukrainians’ attempts to build a prosperous state.

By using the results of our research to construct organizational tools aimed to ensure successful activity of new generation political party units, we intend to radically change this situation using the above-mentioned great feature of Ukrainian politicians as a natural mechanism for continuous generation of their social energy and applying the entire scope of this energy to encourage development and prosperity of Ukraine for the common good.

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