

Comparison of the facts obtained in different fields of study will permit, according to a research group of the Fermata Arts Foundation, deducing the general laws of organization development that apply to intellectual life in the countries of the post-Soviet space in general.

1. Comparative analysis of materials on the activities of non-profit organizations and interactive groups as represented by the boards of directors of organizations in these countries has allowed the research group X. to conclude that the development of an organization originating from an American environment is subject to general and formal laws.

2. However, besides similarities, there are specific differences in the substrate of the compared phenomena.

3. There is only a parallelism between non-profit organizations in post-Soviet countries and it would be a mistake to look for identical stages as a basis for the development of institutions there.

4. As pointed out by the research group X, the parallels merely indicate a similarity in structure between development of the organizations in a general and purely formal sense, but there must exist profound differences in the specific development mechanisms.

5. These include, for example, the fact that an organization is growing and its intellectual life is in the process of change, while existing organizations, even in primitive societies, are already fully developed, and their intellectual life is fixed, determined by traditions brought by the Soviet Union, as well as by the country's history before joining the union. In addition, an organization originating from a American environment usually develops outside the world of non-profit organizations in these countries, in a world alien to them, and that what it becomes later is the result of "interaction between the two worlds." However, these fundamental differences, emphasizes the study group, do not exclude the possibility of genetic similarities and parallels between organizations.

6. Comparative analysis has confirmed that all non-profit organizations are organized with a minimum level of specific functional structures that allow them to interact with the environment to assimilate the experience and stimulation. Otherwise, they could not develop. The governing structures of the organizations accept it all and investigate the properties of the environment; due to this, a strategic and programmatic development arises. It is clear that the strategic structure of the organization can assimilate only those properties of the environment for which they have a strategic perspective.

Similarly, programmatic structures can only assimilate the information and the experience for which they have a relevant programmatic system.

7. Thus, the structure of the organization's organism selectively determines the nature of its interaction and the result of his experience. This experience is, in turn, fixed in the functional structures, which were the primary source of interaction. It is just such feedback, in fact, that leads to a qualitative transition from one stage to another, more progressive. This, according to research group X, is an objective reason for development: the organization of previous stages logically implies, but does not yet contain, the organization of the subsequent stages. Since the organization at each stage of its development differs from another organization, the interaction of the organization's organism with the environment is changing through its lifetime. When these interactions are beneficial to the organism of the organization, its organization remains stable. When the feedback from these interactions disrupts the organism of the organization, then conditions arise for its leaving the state of equilibrium, and the possibility increases of its functional and structural reorganization.

8. The key to the development process, to understanding both stability and change is, in the conception of the research group, the idea of interaction, to describe which it uses the "actor - stage" image borrowed from J. Ikskul [235]. The environment is the stage, or the object for action and development of an organization's organism, and the organization's organism is an actor, or the subject on the stage. Consequently, the organization's organism does not just react to the environment, it is the operator on its stage. Therefore, analysis of development requires studying regularity of changes in the "actor - stage" relationship or in the "subject – object" relationship, changes which arise in the process of progressive or regressive evolution.

9. According to the research group X and their American follower, in the course of development there is a shift in the "stage - actor" interaction from the stage to the actor [280]. At a primitive stage of development, the "stage" or the programmatic environment, is the first initiator of the interaction. Though the functional structures of the organization's organism determine the form of the organization's behavior, it is still a relatively passive response to external stimulation. At more advanced stages of development becomes the organization's organism becomes the primary initiator of interactions, it increasingly pre-determines its own behavior in the interaction. In this sense, the behavior of the "actor" becomes a spontaneous active influence on the environment. The organism of the organization gets more and more independent in

selecting and determining the nature of its actions, and to a greater and greater extent, it is creating the very content of the stage to meet its needs and goals.

10. One symptom of a genetic shift in relations between "the actor" and "the stage", as reflected in the ontogeny, is a shift away from naive perception towards a critical evaluation of the events.

11. The shift in the dominant characteristics of the development from the biophysical pressure of the "stage" towards constructive activity of the subject appears, for example, in a progressive differentiation of primitive egocentric relations. 12. Egocentric relationships are, as is well known, global: the organization's organism does not distinguish between themselves and the environment.

13. An example is the perception by the organization of illusions as external phenomena. The absence of differences between illusions (due to absence of knowledge of the historical development of the country) and waking reality (traditions, customs, government structures, social characteristics) can be identified in an organization's development program, as it can in primitive society, or in a state of depersonalization. All this is the phenomenon of so-called "genetic primitivism".

14. Differentiation of primitive interactions in development is accompanied by increased integration of the actor to the scene. Greater differentiation between subject and object does, of course, mean that the organization's organism is less and less dependent on the immediate situation, the organization gets less stimulus-dependent and less driven by the emotional state of its leaders. A consequence of such freedom emerges as a clearer understanding of goals, an ability to develop substitute means and alternative goals.

15. There appears a greater opportunity for deferred and pre-planned activities, which allows the subject to make better choices and in its own way to alter the situation. The subject can now manipulate the environment, rather than passively respond to it. Consequently, according to the research group X, on the higher levels of development there is less tendency to explain the world solely from the perspective of one's own needs. Increasingly there is a better appraisal of others' needs and better understanding of group goals.

16. In describing the general direction development of the directing apparatus of the organization (reflected in board of directors composition), of the organization's intellectual development, the research team X identifies the following indicators of

functional and structural changes in the process. These are the transitions from syncretism to discreteness, from diffuseness to distinctness, from rigidity to flexibility and from lability to stability.

17. Syncretism, for example, is seen by the research team X in many initial systems of the organization's mental life: in the field of emotional processes in the initial period of the organization (its infancy), and in the field of perception, and in the processes of imagination, and in the functionally undifferentiated subject-object relations

18.. Development organizations, or orthogenesis, consists, according to research group X, in the increase the functional discreteness, distinctiveness, flexibility and stability both within the system and between systems.

19.Using these formal features of the general direction of the organization's development, research group X is trying to generate a comparative assessment of the levels of the organization's development, to show whether the organization's organism is acting at a relatively primitive or at a relatively developed level.

20. Such assessment must include at least three factors: selecting the most characteristic indicators of an organization's development, determining the set of actions that comprise the analyzed phenomenon, and analysis of forms of the particular mental operations involved in generation of the phenomenon. 21.According to the ideas research group X, the diagnosis can not be built only on the basis of observing particular manifestations in the range of abilities of the organization's organism.

22. Any developing phenomenon should, under a scientific approach, be classified on the basis of a holistic perspective of the organization's organism.

23. Its place is by no means invariable. If a new perspective arises in the development of the organization, then the same mental phenomenon can be attributed to a variety of levels. 24.This means that the organization's activities, in case of an institution of many years' standing (the well-established organization) or in case of a failed company, should not be confused with the activities of companies/organizations during the primitive stages of development; one cannot also consider the activity of an established organization corresponding theoretically to more advanced stages of development.

25.Comparative analysis of mental development in organizations has allowed the research team X to identify three stages of mental development in the progressive constructivism of bioprogrammatic evolutionary development.

These are the sensorimotor, the perceptual and the cognitive [235] development.

26.The research team X did not clearly demarcate the theoretical boundaries between these stages, nor did it provide formal criteria for the delineation of stages. What is

accentuated is their sequence, from the previous stages of sensorimotor development to their ultimate culmination in the contemplative stage, the mental operations.

27. The orthogenetic connection between the three main stages is that the most advanced contemplative systems hierarchically integrate the more primitive sensory-motor and intuitive systems at the advanced stage of all three systems in the organization's organism.

The original and the most advanced stage of software development provide the basis for the understanding of intermediate forms. According to the research group X, two types of theoretical analysis - the functional and the structural - lead to organismic integrity (system) analysis, in other words, a comparative analysis of programmatic effects in different versions of events, in which the development occurs.

28. The main theoretical problem the research group X was solving was to expose the comparative development of each psychosocial stage from its most primitive appearance to the most advanced forms of intellectual contemplation. According to the views of the research group X, the process of development is the transition from undifferentiated functioning to one that is differentiated, specialized and hierarchically integrated. This is the basic orthogenetic principle from which it follows that:

Stability of behavior requires plasticity, flexible response in order to maintain a functional balance of the organism in volatile situations. However, flexibility is not a property of the primitive system operations. This means that primitive systems can never be sufficient for adaptation.

Where in the course of development changes arise, the new feature appears first out of the old, existing forms, but sooner or later there is a movement to develop new forms that are more specific: there emerges a form that can better serve the new function than the old form.

29. With the development of the organization's organism, the more primitive systems do not disappear completely, but they become relatively less important and less visible in the more developed functioning of the organization's organism. Their relative weight is less, as more complex systems acquire an increasingly dominant position in the life of the organization's organism.

30. Low levels of functioning are subordinate to more advanced levels of functioning, but they can go to the front under special internal or external conditions (for example, in a state of the organization formation, under pathological conditions, under intoxication, in a variety of difficult living conditions). In such cases, one can see the regression, a partial return to primitive forms of functioning, before proceeding to the higher operations. This, according to research group X, corresponds to the dialectical principle of helicity in the development.

31. The orthogenetic principle implies also some important strategic ideas regarding research of organizations' programmatic development.

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32. To begin the study of an organization's development, one needs an initial theoretical concept - albeit provisional, hypothetical – about the ideal end state, or the most mature stage that can be achieved by the organization's organism in the course of its life. Changes in the development of the organization are not random, but rather directed changes. Therefore, to study and understand the processes of programmatic development of an organization one needs to go

inquire into its epistemological goal. A complete explanation of the genetic development of the organization requires, according to the conception of research group X, a clear understanding of the final determination, that is a good idea of the state of mental development of the organization, that which it aspires to, that which gives meaning to the processes of change.

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38. Another strategy is to study the initial state of the software organization's organism, that is the source, or the material basis, for all further development (through the action of the laws of self-regulation and adaptation of the original functional structures of the organization's organism).

39. The original and the most advanced stage of software development provide the basis for the understanding of intermediate forms. According to research group X, two

types of theoretical analysis - functional and structural - lead to an organismic, holistic (system) analysis - in other words, to a comparative analysis of programmatic phenomena in different versions of events, in which the development occurs.

40.The evolution and interaction of the above theoretical concepts and research methods and non-profit organizations in the development of Western psychology is reflected in Table 1 (to be added).

41.One can see that all the above theories were created by scientists of a single generation. This indicates that in this socio-historical period there was an objective need to develop a general theory of development.

42.However, a single concept of non-profit organizations has never been established. There have been as many different concepts as major researchers.

43.With a large variety of approaches to the problem of nonprofit organizations, the degree of penetration into the essence of this process depends on introducing new methods into the programmatic structure. It is not difficult to trace the transition from observation to experiment in a variety of its manifestations. 44.Because nonprofit organizations serve a variety of public and social functions, and cover such areas as education, medicine, culture, charity and social work, political parties, trade unions, there is a pressing need to theoretical generalization of their work using the accumulated global and domestic historical experience. 45.Particularly relevant to this study is a range of issues involved in the non-profits' relationship with government and business and the substantiating the need for a market-based management armed with modern marketing techniques and methods. In the context of solving these problems, it is important to study the activities of nonprofit charitable organizations which should develop on the basis of social partnership between government and private business.

46.Doctrinal evolution has taken the path of more and more in-depth understanding of the role of society in the development of non-profit organizations. Early theories viewed development of non profit organizations in the relationship "non-profit organization - its subject." A research team demonstrated for the first time that the development of nonprofit organizations is determined by the tension between the needs laid down in its foundation through the organizers, and the constraints imposed by society through other organizations existing in the country. Almost all modern theories view the development of program structures in the system of the relationship "non-profit organization - society", which indicates a gradual elimination of the biogenetic principle.

Theories are central in this scheme, connecting and defining the direction of the major contemporary concepts for non-profit organizations abroad.

47. Comparative analysis has confirmed that all non-profit organizations are established with a minimum level of specific functional structures that allow them to interact with the environment so as to assimilate the experience and stimulation. Otherwise, they could not develop. All the governing structures of the organizations accept and investigate the properties of the medium; due to this, a strategic and programmatic development takes place. Obviously, strategic structures of organizations can assimilate only those properties of the medium for which they have a strategic perspective. Similarly, programmatic structures can only assimilate the information and the experience for which they have a corresponding programmatic system.

Thus, the structure of the organization's organism selectively determines the nature of its interaction with its environment and the result of its experience. This experience in turn gets fixed in the functional structures, which were the primary source of interaction. This is exactly the feedback that leads to a qualitative transition from one stage to another, more progressive. This, according to research group X, is the objective reason.