WAR IN UKRAINE AND NEW MANAGEMENT PARADIGM

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Purpose: The main aim of the article was to present an innovative management approach involving the implementation of selected features of a turquoise organization into a militarized organization (the Armed Forces of Ukraine).

Design/methodology/approach: The subject matter addressed in the article is so new and original that, in principle, there is a powerful research gap in the subject area of the author's interest. In view of the above, the content of the publication and the considerations carried out were based primarily on the author's own work, on available reports and expert opinions and on available scientific publications.

Findings: The publication makes several important findings: first, it was pointed out that there are a number of common features between command and management. Second, the basic features of a turquoise organization are presented, and an implementation of these features to an inherently authoritarian organization (the armed forces) is made. Thirdly, it was found that in view of the Russian army's multiple superiority, there must be other factors that build Ukraine's superiority, i.e. precisely, for example, management, self-motivation, responsibility, i.e. precisely the characteristics of a turquoise organization.

Research limitations/implications: The main research limitation is that the issue addressed is a new topic that has not yet been widely discussed in the literature. Moreover, the concept of implementing the features of a turquoise organization into an organization with an authoritarian character is the author's proposal on this issue - the validity of this approach is evidenced by the analysis of the armed conflict between Russia and Ukraine.

Practical implications: The concept of implementing the features of a turquoise organization into a more autocratic organization is a proposal for managers and commanders to make changes to operate more efficiently.

Originality/value: The topic addressed is new and original, not previously addressed. The article presents an original concept of using the characteristics of a turquoise organization in the process of managing organizations, even those of an authoritarian nature. The added value, after the implementation of the features and assumptions of the turquoise organization, will be, among other things, an increase in the efficiency of the organization, the asset of which will be primarily modern management of it focused on creativity and involvement of staff.

Keywords: new globalization XXI century, globalization, turquoise organizations, war, Armed Forces, management, command.

Category of the paper: Research paper.

1. Introduction

The war in Ukraine is an event unprecedented in its enormity and ruthlessness, which the civilized world could not have predicted. Unfortunately, whatever it may sound like, an armed conflict, let alone a fully-fledged war, is where military equipment, strategies, procedures and their quality are verified along with methods of command, which are highly autocratic in nature and require absolute subordination and execution of orders from superiors.

Therefore, to address the question posed in the title of this paper, first the following questions must be answered:

1. What is the relationship between command and management?
2. Can command and management be treated equally?

To answer these questions, it is necessary to define command and then attempt to find potential similarities between command and management. Commanding means planning, organizing, and controlling tasks to be performed, and motivating soldiers to perform them in line with applicable procedures, regulations, and code of conduct. Command is a basic form of managing people (the army) that is based on the authority to comprehensively shape all elements of combat readiness and capability (Maśloch, 2018). A commander is appointed to control the activities of subordinates. Such authority, derived from military law and regulation, is inextricably linked to the assumption of full responsibility for the decisions made, which cannot be transferred or delegated to others. A commander prepares and implements commanding-related tasks with the help of his subordinates or through subordinate command bodies – military staff (Grzywna, 2014).

In order to conduct considerations on the indicated topic, two working hypotheses were formulated:

Hypothesis 1: In the conditions of the new globalization of the 21st century, the directions of contemporary management will change in an evolutionary way.

Hypothesis 2: In the new global conditions of the 21st century, the autocratic style of managing organizations (e.g. in the armed forces) will change and adopt features previously reserved for turquoise organizations.

Verification of the hypotheses and answers to the previously indicated questions will be carried out based on the analysis of the situation in highly centralized organizations, i.e. in the Armed Forces of Ukraine and Russia, based on available documents, reports and other sources of information. Additionally, the main features of the turquoise organization will be indicated along with an assessment of their implementation to both sides of the armed conflict.

2. Discussion – from autocracy to turquoise

2.1. Comparison between management and command. The military potential of Russia and Ukraine

Striving for the most complete analysis of the exact topic at the beginning, we analyzed the levels of command thoroughly, from the point of view of conducting an armament campaign. It is required to connect command to management and identify the function connected to the main signal in order to answer the fundamental question: is command (could be) the same as management?

There are two important levels of command – operating level (planning and organisation of operations and definition of methods/ways to achieve a strategic goal) and tactical (planning, organising and conducting combat missions by designated units to achieve the assumed operational goal) (Maśloch, 2023). Command and management are compared in Table 1.

Table 1.

Comparison between management and command

Criterion/ Feature	Management	Command
I	II	III
Definition	Management as a whole is the process of planning, organising, directing, and controlling directed at human, financial, tangible and information resources used to accomplish organisation's goals.	Command is a basic form of managing people (the army) that is based on the authority to comprehensively shape all elements of combat readiness and capability with reference to subordinate soldiers, to prepare them in times of peace for all kinds of missions and tasks, and to guide them during the completion of tasks in times of peace, crisis and war. An order is a typical and most common instrument and measure in commanding. Commanding is a system empowering designated personnel to exercise lawful authority and direction over assigned forces for the accomplishment of missions and tasks. Such power, derived from military law and regulation, is inextricably linked to the assumption of full responsibility for the decisions made. A commander exercises authority directly (e.g., team, crew commander) and with the help of subordinate commanders (e.g., platoon commander, tank commander) or through subordinate commanding units (military staff).
Management functions	Planning, motivating, organising, controlling.	Planning, organising, controlling (the motivational function is highly restricted – a soldier must follow orders without receiving any additional incentives).
Way of giving orders	Official instruction.	Order.
Consequences of not following the instruction/ Order	Disciplinary.	Criminal – Article 343 of the Polish Criminal Code: *"Soldier who fails or refuses to execute an order or executes an order contrary to its wording shall be put in military prison or imprisoned for up to 3 years"*.
Governance style	Depends on the type of the organisation, tasks or style preferred by the manager.	Autocratic.

Cont. table 1.

|		
Hierarchy	Depends on the organisation.	Highly hierarchic.
Delegation of authority/ Responsibility	Possibility to delegate authority and responsibility to other (lower) levels of management.	Responsibility cannot be delegated – a given commander is responsible for the decisions taken.
Sources of authority	Appointment, ownership links.	Appointment.
Principles of management – transformation of classical principles of management for the purpose of command	1. Concerns people in particular. 2. Deeply rooted in culture. 3. Requires simple and clear values and goals to be shared by the whole organisation. 4. Should allow the organisation to learn. 5. Requires communication. 6. Requires an extensive system of indicators. 7. Must be clearly oriented towards the primary and ultimate goal (customer satisfaction).	1. Concerns people in particular. 2. Requires simple and clear values and goals to be shared by the whole organisation. 3. Should allow the organisation to learn. 4. Requires communication. 5. Must be clearly oriented towards the primary and ultimate goal (task completion). **In the case of command, a relevant modification should be made by eliminating principles 2 and 6 and altering principle 7.**
Behavioural approach	**Individual attitudes and behaviours of employees**	
	yes	no In commanding, there is no place for personal interpretation of tasks.
Quantitative approach	**Application of quantitative methods (e.g., operational research)**	
	yes	yes
Systemic approach	**Organisation is treated as a system of interlinked elements**	
	yes	yes
Situational approach	**Individualism of the organisation and its adaptation to a particular situation are stressed**	
	yes	yes
Management by objectives	**Improving performance by identifying priorities and tasks assigned to individual employees**	
	yes	no Soldiers' tasks and duties stem from and are governed by rules and regulations and other normative documents.
Management by delegation of authority	**Delegation of decision-making powers and related responsibility to lower management levels**	
	yes	no A commander makes decisions individually and is fully responsible/accountable for their consequences.
Management by results	**Main emphasis on results and not on a method of achieving goals and completing tasks**	
	yes	yes In the case of commanding in extreme situations (e.g., combat operations), an order must be executed, and a specific goal must be achieved, regardless of the expenses incurred.
Management by exception	**Transfer of the "management burden" to lower levels in the organisation**	
	yes	no
Fixed hours	yes	to some extent

Source: Maśloch, 2023.

As shown in the table above, management and command share many features, which allows a conclusion that modern management and command are identical. The next step after formulating such a hypothesis is to analyze the potential of the Armed Forces of Ukraine and Russia, as presented in Table 2 and Figures 1-2.

Table 2.
*The military spending of Russia and Ukraine (24.02.2022)*

	Ukraine	Russia	Proportions
soldiers	196 000	900 000	21,8%
reserves	900 000	2 000 000	45%
armored vehicles	3309	15 857	20,9%
combat aircrafts	132	1391	9,5%
helicopters	55	948	5,8%
submarines	0	49	-
expenses	4,79 mld USD	45,8 mld USD	10,3%

Source: Own elaboration based on: www. Businessinsider.com.pl
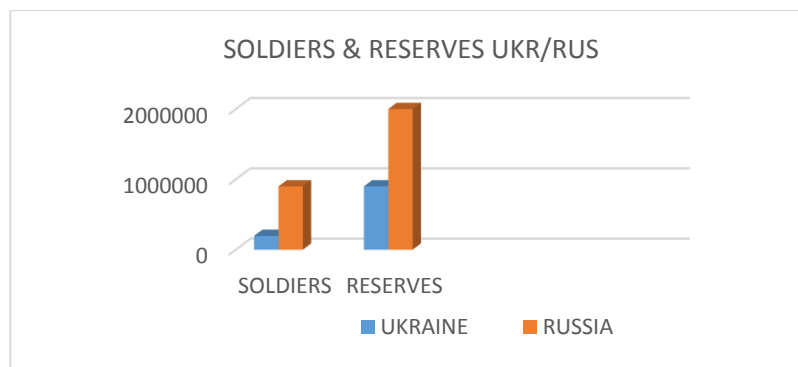
Figure 1. Soldiers & reserves – Ukraine and Russian Army Forces.

Source: Own elaboration based on: www. Businessinsider.com.pl
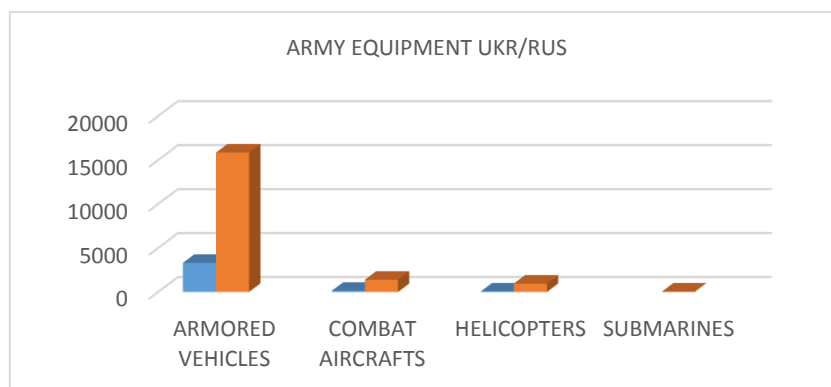
Figure 2. Equipment – Ukraine and Russian Army Forces.

Source: Own elaboration based on: www. Businessinsider.com.pl

As the data presented in Table 2 and Figure 1-2 shows, Russia has a much larger number of soldiers and equipment, and the amounts spent on average annually on the army in Ukraine are only one tenth of the Russian budget for the same purpose. As the data presented show, the difference in military potential between the parties to the conflict is huge, theoretically Ukraine had no chance in a direct military confrontation. An important aspect of the ongoing considerations is the fact that the potential of the countries is taken into account at the time of the outbreak of the conflict, when the Ukrainian side did not have the help of Western countries in terms of supplies of modern equipment and army training. Given the above, important questions arise regarding what really determined Ukraine's success, despite the overwhelming military advantage of the aggressor state? When trying to answer this question, we should return to the implementation of management processes into the structures of the Armed Forces presented in Table 1 (correlation between command and management processes).

2.2. The concept of the turquoise organization and the Armed Forces of Ukraine

Based on the analysis carried out, it should be concluded that the modern Armed Forces are an organization that needs to be managed, which takes over some features of the turquoise organization. However, in order to indicate the evolutionary nature of organization management, it is worth mentioning the most important features of individual colors assigned to the organization management style (the so-called concept of color organizations). A summary of the most important features of colored organizations is presented in Table 3.

Table 3.

Characteristics of management paradigms by metaphor, description, "glue", key breakthroughs, hierarchy, authority and perspective

		RED	AMBER	ORANGE	GREEN	TURQUOISE
Metaphor		Pack of wolves	Army	Machine	Family	Living organism
Description		Permanent coercion as a management tool; high reactivity; surviving in a chaotic and dangerous environment as the main goal.	Rigid hierarchy and strict procedures; stability; highly formalised and hierarchical structure; beating the competition as the primary goal.	Company is a goal-oriented machine; competition; profit orientation; innovation; top down command and control; beating the competition as the ultimate goal.	Challenging the formalised and hierarchical structure – the leader is no longer a dictator and becomes a mentor; focus on work culture and empowerment to motivate employees; stakeholder orientation.	Self-management instead of hierarchy; no positions or supervisors (line managers); the organisation is a living organism with its own creative potential and evolutionary purpose; flexibility as a response to the complexity and variability of the environment.

Cont. table 3.

"Glue"	Fear and aggression.	Hierarchy, procedures and roles in the organisation.	Top down command and control (goals, strategy).	Organisational culture, shared values.	Employees free to use their potential.
Key breakthroughs	Survival is key – use of power, fear, submission, division of labour, command authority.	The world as a circle of events; norms; authority; rigour; fixed processes and formal roles; clear hierarchies and structures.	Management by objectives; competition; profit orientation; freedom; pursuit of own goals; innovation and innovativeness; accountability; meritocracy.	Empowerment; integrity; equality; customer satisfaction; relationships above profits; decentralisation; values; inspiring goals; stakeholder model.	Taming the fear of ego; trust; accountability; intuition; good life as a source of success; self-management; wholeness; evolutionary goal.
Hierarchy	Formal authority of the leader; organised groups.	Rigid rules laid down by the leader.	Leader is not the most important, what matters are employees' competencies.	Retained pyramidal structure, but employees also matter.	No hierarchy – people matter the most.
Authority	In the hands of one person; direct.	Linked to a role.	Partly linked to a role; competencies as an alternative source of authority.	Distributed – the main goal is to pursue the interests of different groups.	No authority – self-decision and self-management.
Perspective	short-term	long-term	long-term	long-term	long-term
Examples	Crime syndicates, Mafia, street gangs, and tribal militias.	Catholic church, military, government agencies, public schools.	Multinational companies, banks.	NGOs, new corporations.	New, pioneer teal organisations.

Source: Author based on: Laloux, 2015.

C.W. Graves speaks in a similar tone – he proposes a few levels of consciousness (evolution of organisation paradigms based on levels of consciousness by C. W. Graves - Figure 3).

The previously indicated disproportions in the number of people and equipment of the Ukrainian and Russian armies indicate that - at least theoretically - Ukraine has no chance in this conflict. This is not happening - Ukraine, despite Russia's multiple advantage, Ukraine undertakes an effective confrontation. Therefore, the success of the Ukrainian Army is determined by other factors, such as motivation, patriotism and the way of managing the armed forces. Management, not traditional, autocratic command. Based on the analysis of the data in Table 1, it should be concluded that the indicated management features are identical to the features of the turquoise organization, which means that some of these features are implemented into the hierarchically organized armed forces of Ukraine.

**GRAVES'S LEVELS
OF
CONSCIOUSNESS**

2nd layer – levels of

turquoise									**8**
yellow								**7**	
green							**6**		
orange						**5**			
blue					**4**				
red				**3**					
purple			**2**						
beige		**1**							

VARIOUS EXISTENTIAL PROBLEMS OVER THE YEARS

Legend: 1. plundering gangs/bandits
                      2. belonging to a tribe
                      3. subordination to the ruler
                      4. hierarchical authority
                      5. efficiency, industrial revolution
                      6. humanisation, relationships
                      7. optimisation, IT revolution
                      8. harmony, self-management

1st layer – levels of existence

Figure 3. Evolution of organisation paradigms based on levels of consciousness by C.W. Graves.

Source: Author based on: Graves, 2005; Grzywna, 2014.

3. Summary

The contemporary global world of the 21st century, a world characterized by an unprecedented pace of technological development, a world in which numerous phenomena, which were previously impossible to predict, have necessitated the redefinition of many previously assumed unchangeable paradigms. Such phenomena include trends related to the implementation of the principles and features of turquoise organizations in favor of organizations managed in an authoritarian manner. Such implementation is clearly noticed when analyzing military activities on the Ukrainian-Russian front. In view of the above, it should be emphasized that the hypotheses put forward at the beginning have been fully confirmed, which is further evidenced by the situation on the front mentioned above, where we have a modernly managed, motivated Ukrainian army versus an autocratically and harshly commanded, demotivated Russian army.

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