

## SEZIONE III. GESTIONE, GESTIONE PUBBLICA E AMMINISTRAZIONE

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### CONCEPTS OF “STABILITY” AND “DEVELOPMENT” IN PLANNING THE POSSIBILITIES OF ORGANIZATION’S MOVEMENT

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Modern conditions for the functioning of business can no longer be described by the meek concept of “dynamic environment”, but rather it is advisable to characterize it as increased turbulence, collapse or uncertainty. Such an increased degree of instability requires specific adaptive behavior from organizations. Many organizations today are faced with a dilemma that requires them to choose the future movement between the vectors of “stability” or “development”.

Many scientists and practitioners make a choice in favor of “development”. At the same time, they present “stability” as a concept with a negative connotation of the plan: “lack of flexibility”, “stagnation”, “slowdown”, “developmental delay”.

At the same time, such important positive layers in the understanding of stability as poise, invincibility, constancy, endurance, confidence are lowered, which in a period of constant change become those anchors, without which it is almost impossible to move forward.

To say that one of these alternative positions is acquired and the other is natural would not be true. Rather, the choice for the organization depends either on its management setting itself up for a faster and riskier move, which may be accompanied by large losses, or for more established and controlled (“stable”) growth with slightly lower profits in the intermediate stages of development.

In order to reconcile these positions, we propose to consider a third possible option, which will allow us to combine these alternatives and plan for the future movement within the framework of a “developmental stability” strategy. This approach in psychology is called paired. The participants of this “pair” are “stability” + “development”.

The most obvious effect of this “pair” is for small businesses, when the decision on the future movement of the organization is closely related to the personality of the leader. For larger organizations, the action of the “pair” elements is possible in very different ways: at the level of individual projects, in separate divisions (functional units), to solve individual problems and disputes, the option is not excluded when the action of the “pair” extends to a common organizational strategy.

The elements of a “pair” can work alternately or will support each other. In the first case (the alternating work of the elements of the “pair”), if the organization does

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not withstand the chosen rapid pace of development and competitive struggle, it is possible to focus on improving internal actions (the overdue configurations of internal functional areas: finance, personnel, production, marketing, innovation). This will allow the organization to strengthen and stabilize from within. When routine gets stuck, you can switch to a wave of entrepreneurial innovation that will add risk and drive, renew competitive advantages, allow you to work on new products or enter new market segments.

In the second case, the organization implements the possibility of simultaneous use of both elements of the pair. Then this paired approach prompts, on the one hand, the well-known truths, but on the other hand, paradoxical statements, where the causes are reversed with consequences: 1) "if you want development, take care of constancy"; 2) "if you want stability, invest in development".

In this way, the organization will be able to realize the principle of evolutionary development, interspersed with revolutionary leaps. For each organization, their speed and size will be highly specific and most likely - even without the possibility of copying.

The first case is easier to use. We can say that it is provided for by the very life cycle of the development of an organization or individual strategic business units.

The second case is more complex, it requires better preparation of management and the entire organization to implement well-planned and prepared steps. These decisions will work in the long term, have a longer positive effect, allow the organization to become more adapted to changes and instability in the environment. Thus, the principle of "stable development" will be ensured.

Among the particular specific cases of the implementation of the corporate or business strategy of the organization in further research, it is planned to consider the following strategies: "opposition to mutability", transition from / to a "metastable state", the use of an "active system of motion stabilization" of the organization, sustainability and stability of business development within the framework of ESG - strategies and others.

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