



**AKADEMIA NAUK STOSOWANYCH
WYŻSZA SZKOŁA ZARZĄDZANIA I ADMINISTRACJI
W OPOLU**

TRANSFORMATIONAL PROCESSES: GLOBAL RESILIENCE AND DEVELOPMENT

**PROCESY
TRANSFORMACYJNE:
GLOBALNA REZYLIENCJA
I ROZWÓJ**

**ТРАНСФОРМАЦІЙНІ
ПРОЦЕСИ: ГЛОБАЛЬНА
РЕЗИЛЬЄНТНІСТЬ
ТА РОЗВИТОК**



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Wyższa Szkoła Zarządzania i Administracji w Opolu**

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1.12. Leadership in the context of digital transformation of public administration: mechanisms for the development of e-governance and professionalization of the public service

The contemporary development of public administration is increasingly shaped by the rapid expansion of digital technologies, which are fundamentally transforming the functioning of the public sector. Current global trends in digitalization stimulate the transition toward models of digital governance, within which the role of the state, decision-making mechanisms, and approaches to public service delivery are being substantially reconsidered. In this regard, the advancement of e-government and the implementation of smart governance instruments contribute to the modernization of traditional administrative procedures by improving transparency, operational efficiency, and citizen orientation. At the same time, technological modernization affects not only institutional structures but also the nature of interaction among government, society, and business. Communication processes are progressively shifting toward digital platforms, electronic services, and user-centered data systems designed to ensure accessibility and responsiveness. Consequently, digital transformation should be understood not merely as the introduction of innovative technologies, but rather as a comprehensive institutional shift that establishes a new logic of state functioning within the contemporary governance environment.

Digital leadership, therefore, extends beyond the management of technological innovations alone. It also encompasses the development of an organizational culture focused on openness, innovation, interinstitutional cooperation, and collaborative interaction. Through this perspective, leadership becomes one of the key instruments for implementing digitalization policy and advancing e-governance initiatives at

different levels of public governance. The development of e-government is directly connected with the modernization of the public service system and the enhancement of professional capacity among administrative personnel. The digitalization of governance processes requires civil servants to acquire new competencies, including digital literacy, analytical thinking, and the ability to process large volumes of data effectively. Equally important is the formation of a digital governance culture that promotes the efficient integration of technological tools into the everyday activities of public authorities.

The purpose of this chapter is to provide a theoretical substantiation of the role of leadership under the conditions of digital transformation in public administration and to identify the key mechanisms for the development of e-governance and the professionalization of the public service system. In addition, the study seeks to determine contemporary approaches to leadership formation as a factor contributing to the improvement of governance effectiveness and the quality of public service delivery. An analysis of contemporary scholarly literature demonstrates that the issues of digital leadership, e-governance, and public service professionalization possess a distinctly interdisciplinary character and are actively evolving within the fields of Public Administration, information technologies, and organizational studies. In particular, the study conducted by Adie, Tate, and Valentine provides a comprehensive scoping review of modern approaches to digital leadership in the public sector. The authors emphasize that digital leadership is emerging as a separate phenomenon of change management that combines strategic vision, innovation capacity, and the ability to guide the digital transformation of public institutions. Considerable attention is devoted to the integration of technological, organizational, and human factors within public sector digitalization processes.

An empirical study by Branderhorst and Ruijer, focusing on digital leadership at the level of local self-government, demonstrates that the success of technological modernization largely depends on the managerial practices adopted by municipal leaders. According to the authors, digital leadership within local authorities encompasses not only the implementation of technological solutions but also the formation of a new organizational culture based on openness, collaboration, and innovation. This aspect is particularly significant for the regional dimension of e-governance, where the degree of managerial autonomy and resource capacity differs substantially across territorial communities and local institutions. A somewhat different perspective is proposed by Kusanke and co-authors, who focus on the development of digital competencies among public managers as a key component of public service professionalization. Digital competencies are interpreted as a multidimensional construct that includes analytical skills, data management capabilities, digital communication, and strategic thinking. Within this framework, the

authors argue that the establishment of effective digital leadership is impossible without the systematic development of the competency base of civil servants, which directly correlates with broader processes of public governance modernization. The institutional dimension of digital transformation is examined in the work of Di Giulio and Vecchi. Their research conceptualizes public sector digitalization through the interaction of technologies, institutional agency, and governance mechanisms. The scholars underline that digital transformation cannot be reduced exclusively to technological change; rather, it involves profound institutional restructuring that alters decision-making logic, governance relations, and accountability mechanisms. Consequently, such transformations create the foundation for the emergence of new governance models, including smart governance and data-driven governance. An important contribution to the conceptualization of leadership in the digital era was also made by Madsen and colleagues, who developed a measurement scale for digital transformational leadership oriented toward the creation of public value. The proposed approach suggests that leadership effectiveness should be assessed through the capacity of public managers to maintain a balance between technological innovation and societal expectations, including transparency, efficiency, and public trust. Therefore, leadership within contemporary public administration may be interpreted not only as a managerial function, but also as a value-oriented phenomenon aimed at strengthening institutional legitimacy and social responsiveness.

Ukrainian scholarship substantially complements the international academic discourse by focusing on the national specifics of digital transformation within the system of public governance. In particular, Saprykin distinguishes between the concepts of digitization, digitalization, and digital transformation in public administration, which is methodologically important for understanding the evolution of e-governance processes. The researcher emphasizes the systemic nature of digital change within Ukraine's public sector and highlights the necessity of developing a coherent and integrated digital policy capable of ensuring sustainable institutional modernization. A significant contribution to the study of technological modernization in public governance is also made by Kvitka, Korsun, and Mahylias. Their research identifies promising directions for further investigation of digital transformation in the public sector, particularly the development of electronic services, digital governance mechanisms, and the implementation of innovative technologies in state institutions. The authors additionally stress the importance of strengthening interdisciplinary approaches to the analysis of public sector digitalization, given the complex interaction between managerial, technological, organizational, and social dimensions. At the regional and local levels, the issue of digital transformation is explored by Bondarchuk and Simonov through the prism of local self-government development. Their study conceptualizes digitalization as an important instrument

for ensuring the sustainable development of territorial communities. According to the authors, the introduction of digital technologies at the local level contributes to greater administrative efficiency, enhanced transparency of decision-making processes, and the expansion of citizen-oriented public services.

Digital transformation in public administration should therefore be regarded as a multidimensional process encompassing institutional, organizational, and technological changes. Within this framework, the concept of digital governance emerges as a model focused on the application of digital technologies to improve administrative efficiency, enhance transparency in decision-making, and increase the quality of public services. The development of e-government represents one of the key instruments of such transformation, ensuring the automation of administrative procedures, the introduction of electronic services, and the optimization of interaction between the state and citizens.

Simultaneously, the concept of smart governance substantially expands the traditional understanding of electronic government by integrating data analytics, artificial intelligence technologies, and platform-based solutions into managerial decision-making processes. As governance processes become increasingly digitalized, the operational logic of public institutions changes accordingly, facilitating the transition from hierarchical administrative systems toward network-based and service-oriented governance structures. Consequently, public administration becomes more flexible, transparent, and citizen-centered. Under these conditions, digital leadership acts as a decisive factor in the successful transformation of the public sector. Its essence lies in the ability of leaders to formulate a strategic vision of digital development, coordinate technological initiatives, and manage institutional change in an environment characterized by rapid technological dynamics. An important feature of digital leadership involves the management of digital change processes, which extends beyond the implementation of technological innovations alone. It also includes the transformation of organizational culture, decision-making procedures, and communication systems within public institutions. In this regard, leaders function as catalysts for innovation by creating an environment conducive to the development of digital services and the modernization of governance practices. Strategic vision plays a particularly important role in digital transformation, since it enables the integration of short-term managerial decisions into broader long-term objectives of technological development. Accordingly, the digital competence of managers becomes a fundamental prerequisite for the effective functioning of public authorities, as it determines their ability to utilize data, digital technologies, and analytical instruments in governance processes.

European public service standards increasingly emphasize the principles of good governance, transparency, accountability, and citizen orientation. Combined

with modern digital technologies, these principles establish the foundation for the development of a contemporary service-oriented governance model in which the effectiveness of public authorities is evaluated primarily through the quality of public service delivery and the level of citizen satisfaction. Overall, the theoretical and conceptual foundations of leadership within the context of digital transformation reflect the complex interaction of managerial, technological, and institutional factors. Leadership functions as a key mechanism for ensuring the effectiveness of digital change, whereas the professionalization of the public service creates the institutional conditions necessary for the sustainable development of public governance systems in the digital era. The development of e-governance within the contemporary system of public administration represents a multidimensional process encompassing institutional, organizational, technological, and communicative transformations. Its implementation involves not only the introduction of digital tools, but also a comprehensive restructuring of governance processes, interaction models, and approaches to public service delivery. Within this context, e-governance should be considered an integral component of the broader concept of digital governance, which combines the principles of efficiency, transparency, and citizen orientation in public sector management. Institutional mechanisms for the development of e-governance establish the regulatory and organizational foundation for digital transformation within the public sector.

Organizational mechanisms determine the practical implementation of digital transformation within public authorities. One of the core elements is the introduction of electronic document management systems, which facilitate the automation of administrative procedures, reduce information-processing time, and increase the transparency of governance operations. Digital administrative procedures transform conventional bureaucratic models into more efficient and service-oriented governance processes. Such transformation includes the digitalization of administrative service delivery, electronic interaction between structural divisions, and the optimization of internal managerial workflows. At the same time, interagency integration of information systems becomes a critical factor in increasing the effectiveness of e-governance. Data exchange among governmental institutions minimizes duplication of functions and supports the creation of a unified digital ecosystem for public administration. Within this framework, GovTech solutions occupy a particularly important place, as they enable the implementation of innovative technologies in governance processes and increase the adaptability of public institutions to contemporary challenges. Technological mechanisms constitute the operational basis of modern e-governance and largely determine its effectiveness. One of the most important components is the development of GovTech solutions that integrate innovative technologies into public administration and support the automation of public service delivery processes.

Digital public service platforms provide citizens and businesses with centralized access to administrative services, creating a single interaction point between society and the state. These platforms form the foundation for the implementation of smart governance, which involves the use of data and analytical instruments in managerial decision-making. Open data also plays a crucial role in ensuring transparency and accountability within public governance systems. Their use contributes to the development of innovative services, strengthens public oversight, and enhances trust in governmental institutions. Furthermore, the integration of artificial intelligence technologies into governance processes allows public authorities to automate analytical activities, forecast managerial needs, and improve the quality of policy decisions.

The contemporary model of e-governance is increasingly based on service-oriented and human-centered approaches that prioritize the needs of public service users. Within this paradigm, the state is transformed into a service system focused on providing high-quality, accessible, and user-friendly digital services. A human-centered approach requires that citizen needs be taken into account during the design and implementation of digital services, thereby improving their effectiveness and accessibility. An important component of this process is the assessment of electronic service quality, which makes it possible to evaluate user satisfaction, determine service efficiency, and identify directions for further improvement. Therefore, the client-oriented nature of digital public services becomes one of the key factors contributing to the effectiveness of e-governance and to the strengthening of public trust in governance systems under conditions of ongoing digital transformation.

The professionalization of the public service under conditions of digital governance constitutes one of the fundamental prerequisites for the effective implementation of digital transformation processes in public administration. In the contemporary environment, increasing attention is devoted not only to the technological modernization of the public sector, but also to the qualitative transformation of human capital that ensures the functioning of digital institutions. The formation of a new public service model requires the development of digital, managerial, and leadership competencies aligned with the principles of digital governance, e-government, and smart governance. Digital transformation substantially changes the functions and roles of public officials. Traditional administrative and bureaucratic models are gradually being replaced by service-oriented approaches in which civil servants act not merely as executors of regulated procedures, but also as active participants in innovation processes. Consequently, a new digital governance culture is emerging, characterized by data orientation, openness to change, the active use of digital technologies in everyday professional activity, and the capacity for intersectoral cooperation.

Particular importance is attached to innovation management as an integral component of professional activity. This includes the implementation of new governance practices, digital tools, and service-oriented models of interaction with citizens. Within the digital environment, public sector employees increasingly perform the role of change agents responsible for adapting state institutions to evolving technological and societal challenges. One of the key conditions for effective professionalization involves the development of digital and leadership competencies. Among the core elements are digital literacy, the ability to work with information systems, data analysis skills, and the capacity to use digital platforms in managerial decision-making processes. Equally important is the development of strategic competence, which enables administrative personnel to formulate long-term governance decisions under conditions of uncertainty and ongoing technological transformation. Communication competencies also acquire special significance, as they ensure effective interaction among government institutions, citizens, and businesses within the digital environment. In addition, growing attention is devoted to the development of team-management skills in digital settings, including the application of change management approaches, innovation management practices, and the promotion of digital leadership at different levels of public governance.

Table 1

Key Competencies of Public Servants within the Digital Governance System

Competency Group	Content	Significance under Digital Transformation
Digital competencies	digital literacy, data management, use of e-services	ensure the effective functioning of e-government
Leadership competencies	strategic vision, change management, decision-making	form the foundation of digital leadership
Communication competencies	interaction with citizens, digital communication channels	support the development of electronic democracy
Analytical competencies	work with big data, policy evaluation, forecasting	facilitate smart governance
Innovation competencies	innovation management, implementation of GovTech solutions	contribute to public sector modernization

The system of professional development for public servants is also undergoing substantial transformation under the influence of digitalization and is gradually shifting toward a model of continuous learning. Contemporary professional training systems are increasingly oriented toward digital educational formats, including online courses, distance learning, and the use of digital competency-development platforms.

International experience demonstrates that European Union member states are actively implementing models of public service transformation that prioritize competence development, innovation capacity, and service orientation. EU practices consistently emphasize the importance of integrating digital technologies into public administration systems while simultaneously strengthening human capital. In this regard, OECD recommendations and the SIGMA program highlight the need to establish a professional, politically neutral, and competency-based public service capable of functioning effectively in a digitalized environment. Particular attention is devoted to strengthening digital leadership, advancing change management practices, and introducing innovative human resource management approaches. The adaptation of international experience in Ukraine requires the harmonization of educational standards, the systematic development of digital competencies, and the implementation of modern HR management models aligned with European public governance frameworks. Overall, the professionalization of the public service under conditions of digital governance should be understood as a complex and multidimensional process encompassing the transformation of roles, competencies, training systems, and personnel management structures. Its effectiveness directly determines the success of e-governance implementation and the formation of a modern model of digital public administration.

The development of digital leadership in Ukraine is taking place under conditions of accelerated digital transformation in public administration; however, this process remains uneven and is accompanied by a range of systemic challenges. At the same time, promising modernization trajectories are emerging, particularly those related to the advancement of GovTech solutions, the development of digital governance ecosystems, and deeper integration into the European digital space. Within this context, digital leadership becomes a key determinant of the effectiveness of reforms in the areas of digital governance and e-government.

The prospects for the development of e-governance in Ukraine are closely linked to the transition toward smart governance models, which emphasize the use of data, analytics, and intelligent technologies in decision-making processes. This approach enables more effective public administration and ensures more accurate and timely responses to societal needs. An important direction of development is the formation of GovTech ecosystems that integrate public, private, and civil society initiatives in the field of digital innovation. Such ecosystems accelerate the implementation of digital services and improve their overall quality. In parallel, the concept of data-driven governance promotes the use of big data and analytical platforms to support decision-making processes, thereby increasing their evidence base and effectiveness. Alongside these developments, user-oriented digital public services continue to expand, strengthening the service-oriented model of the modern

state. The future of digital leadership in Ukraine is closely associated with the formation of a new governance culture based on innovation, openness, and partnership between the state and society. In this regard, digital leadership functions not only as a managerial capability but also as a value foundation for public sector transformation.

This constitutes a key prerequisite for Ukraine's successful integration into the European digital space and for enhancing the competitiveness of its public administration system. Overall, the development of digital leadership in Ukraine is a complex yet strategically essential process that determines the effectiveness of digital transformation in public governance, the quality of public services, and the level of interaction between the state and citizens.

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ANNOTATION

PART 1

MODERNIZATION OF PUBLIC ADMINISTRATION IN THE FACE OF GLOBAL CHALLENGES: DIGITALIZATION AND SUSTAINABLE DEVELOPMENT STRATEGY

- 1.1. Tetiana DROZD. The integrative character of strategic competence of public servants.** The article provides a theoretical rationale for the strategic competence of public servants as an integrative professional competence that ensures effective strategic governance amidst contemporary challenges. The study analyzes the articulation of this concept within the current regulatory and legal framework and synthesizes scholarly approaches to its interpretation. It identifies a correlation between strategic planning for the development of territorial communities and the level of strategic competence among public administrators. Furthermore, the study characterizes the functional differentiation of strategic competence and emphasizes the necessity of its systemic development through initial professional training and continuous professional development for public servants.
- 1.2. Larysa KYIENKO-ROMANIUK, Mariela MACOLA. Mechanisms for ensuring the development of territorial communities under transformational change: integration of organizational-legal, resource, and competency components.** The subsection substantiates the theoretical and methodological foundations and practical mechanisms for ensuring the development of territorial communities under conditions of transformational change characterized by decentralization, digitalization, and European integration processes. The essence of organizational-legal, resource, and competency-based components is revealed, and their systemic integration within strategic planning and intermunicipal cooperation is emphasized. Particular attention is paid to the role of managerial professional competence as a key determinant of effective resource utilization, innovation implementation, and achievement of sustainable development goals at the local level. The study

generalizes regional experience of territorial communities, highlighting both successful practices and existing challenges related to resource asymmetry, institutional capacity, and digital maturity. Based on the analysis, directions for improving public governance are proposed, aimed at strengthening community resilience, enhancing administrative efficiency, and ensuring balanced socio-economic development in a dynamic environment.

- 1.3. Ievgenii KYIENKO-ROMANIUK, Yulia OKUNYOVSKA. Conceptual and model-based principles of E-governance development in the system of regional public administration.** This section examines the conceptual and model-based principles for developing e-governance within the system of regional public administration in the context of digital transformation. It substantiates methodological approaches to modeling e-governance development and identifies the key structural components of the conceptual model. The study highlights the interaction of institutional, technological, organizational, human-resource, and informational components of the digital governance system. Practical directions for implementing the model at the regional level are also outlined.
- 1.4. Mykhailo MAZUR. Theoretical foundations for the formation of a mechanism of state regulation of public-private partnership in the healthcare sector.** This section of the monograph examines the theoretical foundations for the formation of a mechanism of state regulation of public-private partnership in the healthcare sector. The essence of public-private partnership is revealed, its key principles are defined, and its role in enhancing the efficiency of the healthcare system is substantiated. The core elements of the state regulation mechanism are justified, in particular legal, economic, and organizational instruments. The challenges of implementing public-private partnerships are identified, and directions for improving state policy in this field are outlined.
- 1.5. Yuliia NIKOLAIETS. Mediation competence of public servants in the conditions of digital transformation: from ai simulators to digital co-pilots.** This article explores the transformation of mediation competence of public servants under conditions of digitalization and the integration of

artificial intelligence (AI). The increasing complexity of social interactions in the context of European integration and post-conflict recovery necessitates enhanced conflict resolution capacities within public administration. The study conceptualizes the development of mediation competence through AI-enabled tools, from simulation-based training to real-time digital assistants. It identifies key components of this competence—cognitive-analytical, emotional-perceptive, and instrumental-technological—and introduces the concept of the “augmented mediator,” where AI supports decision-making by restructuring the salience of conflict factors. An evolutionary framework of AI integration is proposed, alongside an analysis of ethical challenges such as algorithmic bias and data confidentiality. The findings demonstrate a shift from individual to institutional mediation capacity, establishing a new paradigm of human – AI collaboration in public administration.

- 1.6. Tetyana NOVYTSKA, Tatiana BRANITSKA. Mechanisms for implementing supervision in the public sector: strategic guidelines for sustainable development.** The aim is to examine the mechanisms of public administration regarding the implementation of supervision as a tool for psychosocial support within the public mental health care system under the extreme conditions of martial law. The methodological basis of the study is a comprehensive interdisciplinary approach based on a combination of public administration theory and modern concepts of psychosocial support. In particular, the following methods were used in the study: Theoretical and methodological analysis, System-structural analysis, Technological modeling method, Case method. The relationship between supervision and the country’s sustainable development goals has been identified. The integration of supervision as a tool for psychosocial support for civil servants and professionals in socio-economic fields has been theoretically substantiated. Supervision has been identified as a tool for human capital development in the civil service.
- 1.7. Maiia SEMKO. Regulatory and organizational foundations of the institutional framework for public governance of education at the regional level.** The article examines the regulatory and organizational foundations of the institutional framework for public governance of education in the regions of Ukraine. It is substantiated that the contemporary model of education governance is multi-level in nature and integrates the powers of central executive authorities, local state

administrations, local self-government bodies, territorial bodies of state supervision (control), as well as governing bodies of educational institutions. It is determined that the core legal acts shaping the regulatory framework for regional education governance include the Constitution of Ukraine; the Laws of Ukraine “On Education,” “On Complete General Secondary Education,” “On Higher Education,” “On Professional Pre-Higher Education,” “On Vocational Education,” “On Local Self-Government in Ukraine,” and “On Local State Administrations,” along with secondary legislation of the Cabinet of Ministers of Ukraine regulating the functioning of the Ministry of Education and Science of Ukraine, the State Service for Education Quality of Ukraine, the educational subvention mechanism, and the network of hub (core) educational institutions. It is demonstrated that decentralization has significantly transformed the institutional architecture of education governance by transferring a substantial scope of powers to the level of territorial communities. At the same time, it has preserved the need for coordination, quality monitoring, resource equalization, and strategic planning at the regional level. Key challenges of institutional support are identified, including duplication of competences, uneven managerial capacity across communities, imbalance between institutional autonomy and state control functions, and fragmented coordination among regional governance actors. The study proposes key directions for improvement, namely: regulatory clarification of competences across governance levels, strengthening the strategic role of the regional (oblast) level, digitalization of administrative procedures, development of state–public governance mechanisms, and enhancement of financial instruments to ensure equal access to quality education.

- 1.8. Oleksandr SHVETS. Determinants and Barriers to the Strategic Development of Territorial Communities of Eastern Podillia under Decentralization.** The chapter substantiates the determinants and barriers to the strategic development of territorial communities of Eastern Podillia under decentralization. It is argued that decentralization has transformed communities into key actors of local development, but their strategic capacity depends on the interaction of resource, demographic, infrastructural, institutional, financial and security factors. The study proves that Eastern Podillia possesses considerable agricultural, entrepreneurial, human, cultural, recreational and logistic potential; however, its development is constrained by depopulation, ageing,

migration losses, infrastructural disparities, personnel shortages in local self-government, limited investment capacity, dependence on transfers, digital inequality and the insufficient quality of strategic planning. Particular attention is paid to the need to interpret strategic development not only through the category of growth, but also through the categories of resilience, adaptability and recovery. It is concluded that strengthening the strategic development of communities in Eastern Podillia requires better coordination between local and regional strategies, development of intermunicipal cooperation and clustering, support for human capital, smart specialization, digitalization of management and diversification of local economies.

- 1.9. Nadiia VASYLENKO, Olena STAKHOVA. Professional competence of public servants in the context of transformational changes in sustainable development of Ukraine.** The section of the monograph explores theoretical and applied aspects of the transformation of professional competence of public servants and local self-government officials. The impact of the UN Global Sustainable Development Goals on the formation of a new ethical and digital profile of managers is determined. Particular attention is paid to the implementation of artificial intelligence tools, the Diia ecosystem and green governance strategies under martial law and post-war recovery. the concept of lifelong learning as a factor in ensuring the institutional resilience of the state.
- 1.10. Serhiy POYDA, Olena POVAZHUK Current challenges of digitalization of public administration in the conditions of martial state in Ukraine.** A comprehensive analysis of the key challenges facing the digitalization system of public administration in Ukraine under martial law, introduced as a result of the full-scale invasion of the Russian Federation on February 24, 2022, was carried out. The transformation processes taking place in the field of e-government, the provision of digital public services, and the functioning of state information systems under the influence of unprecedented security, infrastructure, and institutional threats were studied.

1.11. Petro KUKHARCHUK, Olena PAVLENKO, Kseniia DITSMAN. Conceptual bases of socio-communicative public administration in the educational sphere. The section explores the conceptual foundations of socio-communicative public administration in the educational sphere as a holistic management paradigm based on the integration of communicative mechanisms into the system of public education management. The theoretical and methodological principles of the formation of a socio-communicative model of public administration are substantiated, which involves active interaction between public authorities, educational institutions, civil society and other stakeholders of the educational process. The essence, structure and key components of the socio-communicative approach in the context of reforming the education management system in Ukraine are analyzed.

1.12. Tetiana HALYCH, Volodymyr ZAIACHKOVSKYI. Leadership in the context of digital transformation of public administration: mechanisms for the development of e-governance and professionalization of the public service. The section examines the development of leadership in the context of the digital transformation of public administration and identifies key mechanisms for advancing e-government and the professionalization of the public service. It is substantiated that the digitalization of the public sector leads to profound changes in governance approaches, the evolving role of public servants, and the emergence of new requirements for leadership and digital competencies. Digital leadership is conceptualized as a crucial factor for the effective implementation of e-government, the development of digital public services, and the modernization of public administration systems. The study analyzes institutional, organizational, technological, and communication mechanisms of e-government development, including the implementation of GovTech solutions, digital platforms, e-democracy tools, open data initiatives, and citizen-centered public services. Particular attention is given to the professionalization of the public service, emphasizing the development of strategic competence, digital literacy, and continuous professional learning for public servants. The paper identifies key challenges of digital transformation in public administration in Ukraine, such as regional disparities in digital development, insufficient digital competencies, human resource constraints, and resistance to organizational change. It also outlines promising directions for the advancement of digital leadership, smart governance, and digital governance within the broader context of public sector modernization and Ukraine's European integration.

PART 2

CURRENT MANAGEMENT PROBLEMS: BY TYPE OF ACTIVITY

- 2.1. Alona OHIIENKO, Tadeusz POKUSA, Filip POKUSA. Leveraging tourism for national development: governance models and management instruments.** This section explores the multifaceted role of sports tourism as a vital component of the modern socio-economic system. It highlights how sports tourism serves both social functions—improving public health and promoting active lifestyles—and economic ones, such as generating income, creating jobs, and attracting investment. The author emphasizes that in the context of globalization, sports tourism becomes a promising factor for the diversification of national economies and the formation of a positive international image. The text further details the specific economic impacts, including the significant multiplier effect where tourism expenditures stimulate related sectors like transportation, construction, and sports equipment production. Additionally, it discusses how sports tourism helps smooth out the seasonality of tourist flows, ensuring year-round utilization of infrastructure and stabilizing regional revenues. The section concludes by linking these developments to long-term investment activity and sustainable territorial growth.
- 2.2. Mykola OHIIENKO, Jozef KACZMAREK. Instrumental and applied aspects of personnel movement management.** This subsection provides a comprehensive analysis of managing personnel movement within an organization as a key factor in labor optimization and productivity. It covers various strategic aspects, including the optimization of travel routes, succession planning, and the improvement of conditions for workers, particularly those with disabilities. The research identifies how analyzing workforce flow can help identify "personnel reserves"—employees with leadership potential who are ready for advancement. The discussion also delves into modern management methodologies, such as the systematic and functional approaches, and tools like "Just-in-Time" (JIT) to minimize delays and costs. Furthermore, it addresses contemporary challenges like globalization, remote work, and the need for digital communication tools to coordinate teams across different time zones. The author stresses the importance of continuous professional development and maintaining employee health and safety in a changing work environment.

2.3. Svitlana ANTYKALO, Nelli SIEVIERINA, Iryna SVIATCHENKO, Olena ANDRIEIEVA. Management of the development of the creative potential of the teaching staff of the general secondary education institution in the conditions of modern educational transformations.

The article examines the theoretical and methodological foundations of managing the development of the creative potential of teaching staff in general secondary education institutions in the context of modern educational transformations. The role of strategic management in ensuring the quality of educational services and enhancing teachers' professional development is substantiated. Particular attention is paid to the definition of creative potential and pedagogical creativity as key factors in the effective functioning of an educational institution. The importance of innovative approaches to management is emphasized. Practical directions for improving management activities aimed at developing teachers' creativity are proposed.

2.4. Svitlana PROKHORCHUK, Mykhailo SYDORENKO. Instrumental support for managing financial risks in international corporations.

This section defines financial risk as an economic category characterized by uncertainty and the potential loss of income during business activities. It outlines the fundamental components of risk management: identifying potential threats, analyzing their probability and impact, and implementing mitigation measures. The text emphasizes that effective risk management is a balance between seeking rewards and avoiding excessive losses, which is crucial for corporate resilience. The author details various risk management strategies, such as risk avoidance, acceptance, and transfer (e.g., through insurance or partnerships). It also introduces specific quantitative tools for risk assessment, including statistical methods (calculating dispersion and standard deviation) and expert assessment methods (logical analysis and intuitive evaluation by specialists). These tools enable international companies to make informed decisions and maintain financial stability amidst global economic and political instability.

2.5. Tymur MYKHAILOVSKYI, Serhii DARKOV. Implementation of corporate governance technologies in global markets.

The final section analyzes international business as a complex phenomenon driven by globalization and the pursuit of benefits from interstate transactions. It explores how transnational corporations (TNCs) utilize corporate management

technologies to coordinate operations across borders and movement of capital, labor, and technology. The discussion highlights three main sources of competitive advantage for international firms: increased efficiency through globalization, economies of scale, and economies of scope. The text also examines modern management strategies like outsourcing, which allows corporations to reduce costs and focus on innovation. It details the internationalization of boards of directors and the increasing use of specialized committees (audit, risk, CSR) to improve governance effectiveness. Finally, the author suggests a shift toward "dialogue management," where interaction and the coordination of interests between global and local levels become the primary mechanisms for stable functioning in the global economy.

PART 3

**PEDAGOGICAL AND PSYCHOLOGICAL PRACTICES: NEW APPROACHES TO
LEARNING AND DEVELOPMENT**

- 3.1. Olena BARABANOVA, Dmytro HORBACHUK. Pedagogical practices of reflective interaction with veterans in the context of overcoming educational barriers.** The article theoretically substantiates, develops and experimentally tests a model of a barrier-free, safe and inclusive educational environment for war veterans and demobilized people in the context of overcoming educational barriers. The scientific novelty of the study lies in the definition of the architectonics of reflective interaction as a leading andragogic tool, based on the synergy of the principles of subject-subject partnership, axiological parity and open dialogue. The specifics of the transition of veteran students from a military subculture to a civilian academic space are studied, and the factors of the emergence of academic alienation and didactic anxiety are classified.
- 3.2. Olena ISHUTINA, Mykola KOLESNYK. Scaffolding age-appropriate AI understanding in primary education.** The rapid integration of artificial intelligence into daily life demands that primary school teachers develop robust pedagogical competencies to introduce AI concepts to children aged 6 to 11. Despite growing policy interest in AI literacy education, limited empirical research has examined what specific knowledge and instructional skills teachers need to scaffold age-appropriate understanding of AI at the

elementary level. This paper presents an investigation into the pedagogical dimensions of AI teaching competence in primary education. Four core competence domains are identified: conceptual knowledge of AI fundamentals suitable for young learners; a pedagogical repertoire encompassing unplugged activities and storytelling; the ability to foster inquiry-based learning around AI; and a reflective professional awareness of ethical implications.

- 3.3. Tetiana KOLGAN, Valentyna POUL, Olena KOLHAN. Organizational culture of a general secondary education institution as a factor of psychological stability of the teaching staff in crisis conditions.** The article analyzes the role of the organizational culture of the educational institution as a basic factor in the formation of the psychological stability of the teaching staff in the conditions of war and systemic crises. The experience of the Donetsk In-Service Teacher Training Institute regarding the development and implementation of professional development programs in four strategic areas: educational and informational, preventive, trauma-informed care and strengthening of professional potential was considered. Special attention is paid to the integrated approach and game technologies as tools for adaptation, restoration of teachers' resources and creation of a safe educational environment.
- 3.4. Larysa OSTANKOVA, Olena SMYRNOVA. Науково-дослідне навчання як механізм розвитку критичного мислення та інформаційної грамотності.** The article examines research-based learning as a methodology that combines the development of critical thinking with the advancement of information literacy. It ensures the integration of research tasks into the educational process, promotes interdisciplinary interaction, and creates conditions for the formation of key competencies of the New Ukrainian School. This approach opens up prospects for the modernization of educational programs, the development of authorial solutions, and the use of digital resources that meet the challenges of the modern world.

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PART 1

MODERNIZATION OF PUBLIC ADMINISTRATION IN THE FACE OF GLOBAL CHALLENGES: DIGITALIZATION AND SUSTAINABLE DEVELOPMENT STRATEGY

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PART 2

CURRENT MANAGEMENT PROBLEMS: BY TYPE OF ACTIVITY

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PART 3

**PEDAGOGICAL AND PSYCHOLOGICAL PRACTICES: NEW APPROACHES
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REZYLIENCJA I ROZWÓJ**

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