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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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environmental factors. When adhering to principles of environmental responsibility, sports tourism can contribute to the preservation of natural landscapes, the development of environmental awareness, and the support of local communities.

Eco-friendly forms of sport tourism, such as hiking and cycling trails, water tourism, and mountain tourism, are characterized by a relatively low level of anthropogenic impact when properly managed. This makes them attractive for the long-term use of natural resources and the development of sustainable tourism products.

From a strategic perspective, sports tourism can be seen as an element of soft power, allowing states to promote their values, culture and tourism potential through sports and active recreation.¹³

Thus, sports tourism plays a multifaceted role in the socioeconomic development of countries, influencing economic growth, employment, quality of life, and sustainable development of territories. It contributes to economic diversification, infrastructure development, and human capital formation. Integrating sports tourism into national development strategies allows for its potential to be harnessed as an effective socioeconomic policy tool. Amid global challenges and the transformation of the tourism market, sports tourism is acquiring particular significance as a sustainable and promising development strategy.

2.2. Instrumental and applied aspects of personnel movement management

Managing personnel movement processes is an important aspect of labor organization in an enterprise. Effective employee movement can positively impact an organization's productivity and performance. This subsection contains an analysis of scientific sources and literature data related to the management of personnel movement processes, in particular the following aspects are considered:

Optimization of personnel movement. Literary sources have determined that the study of personnel movement processes can help identify effective ways to organize the movement of workers in an enterprise. This may include optimal distribution of jobs, travel routes, succession planning and other aspects. Streamlining staff movement can help reduce the time and effort spent moving workers, increasing staff productivity and efficiency¹⁴.

¹³Gang Liu: Research on the Management of Sports Events in the Context of Sports Tourism, Journal of Transactions on Economics, Business and Management Research 2024 (5(1)).

¹⁴Yakovleva G. V., International report on the regulation of personnel, International Strategy for Economic Development of the Region 2011, 233-235.

Improving conditions for workers. Research indicates that personnel movement analysis can help identify factors that may affect workers' comfort and safety when moving between different work locations. Based on the results of the study, measures can be proposed to improve the movement conditions of workers, such as: changes in the organization of workplaces, installation of additional equipment for ease of movement, organization of special routes for personnel with disabilities and other measures aimed at improving the conditions of workers while moving¹⁵.

Management of personnel reserves. Research shows that workforce flow analysis can be a useful tool for talent management¹⁶. A detailed analysis of the movement of workers can help identify personnel reserves, i.e. workers with the potential to occupy senior positions or important roles in the organization. This may include identifying employees with specialized expertise, leadership qualities, or potential for future development. Based on the analysis of personnel movement, decisions can be made on the development and preservation of the organization's personnel reserves¹⁷.

Personnel movement management is an important aspect of organizing work processes in an enterprise. Appropriate management can help ensure efficient movement of workers on jobsites, improve worker safety and health, ensure optimal work-life balance, and improve productivity and quality of work.

This subsection provides a review of the literature on the issue of identifying theoretical approaches, models and methods for managing personnel movement processes. To do this, scientific sources were analyzed, including scientific articles, books, scientific reports and other sources related to this topic.

Theoretical approaches to managing personnel movement processes are based on various concepts and theories, such as organization theory, personnel management, ergonomics and others. One of the main approaches is a systematic approach to personnel movement management, which involves considering this process as a component of the organization's system. The use of a systematic approach allows you to take into account the interaction of various elements of the personnel movement system, such as: workers, work sites, vehicles, traffic rules, organizational procedures and others, and influence this interaction to achieve better results¹⁸.

¹⁵Yurchenko I., Savchenko I., Buriak O., Professional gain of medical practitioners for living minds, *Nursing* 2021 (4), 11–15.

¹⁶ Lipka A., Personnel logistics. Temporal, cost and quality aspects of human resources management, Publishing House of the Center for Organizational Progress, series "Manager and Employee Service Library", issue 212, Bydgoszcz. Lipka A. (2001), Personnel logistics. Temporal, cost and quality aspects of human resources management, Publishing House of the Center for Organizational Progress, series "Manager and Employee Service Library", issue 212, Bydgoszcz 2001.

¹⁷Pocztowski A., Human resources management. Strategies – processes – methods, PWE Warszawa 2007.

¹⁸Robbins S.P., Delenzo D.A., Basics of management, PWE, Warsaw, 2002.

In addition to the systems approach, the literature also highlights other theoretical approaches to managing personnel movement processes. For example, the functional approach involves the distribution of functions and responsibilities among different levels of management in an organization to ensure effective management of the movement of workers. According to this approach, different levels of management perform their functions to achieve the goals of the organization (Fig. 1):

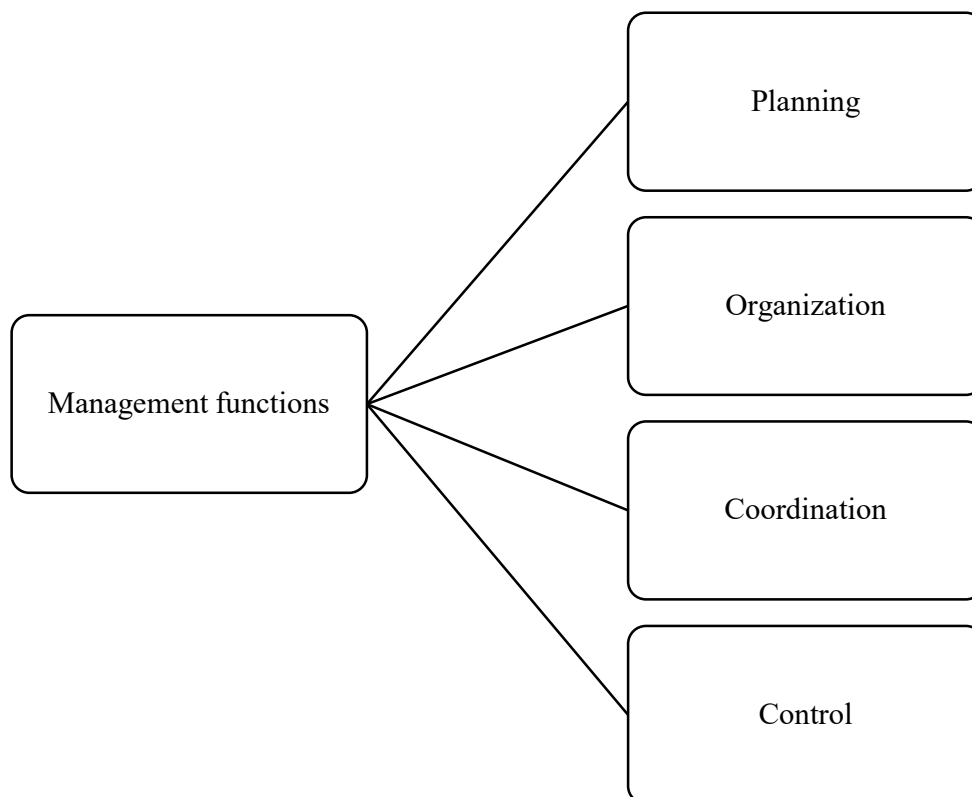


Figure 1. Control functions

Source: Compiled by the author based on¹⁹

The literature also discusses various methods for managing personnel movement processes, such as:

- methods of working time distribution;
- methods of personnel movement planning;
- methods for determining the optimal location of work sites;
- methods of monitoring personnel movement and others.

For example, Just-in-Time (JIT) allocates labor time based on production needs, ensuring workers move to jobsites at the right time to avoid unnecessary

¹⁹Plugina Y. A., Development of enterprise personnel: approaches, essence, models, Bulletin of Economics of Transport and Industry 2013 (42), 323–327.

delays and costs. The Just-in-Time method also makes efficient use of organizational resources such as work time and space, ensuring optimal movement of personnel on jobsites to meet production requirements.²⁰

Additionally, to achieve better results in managing personnel movement processes, the following strategies can be applied (Fig. 2)²¹:

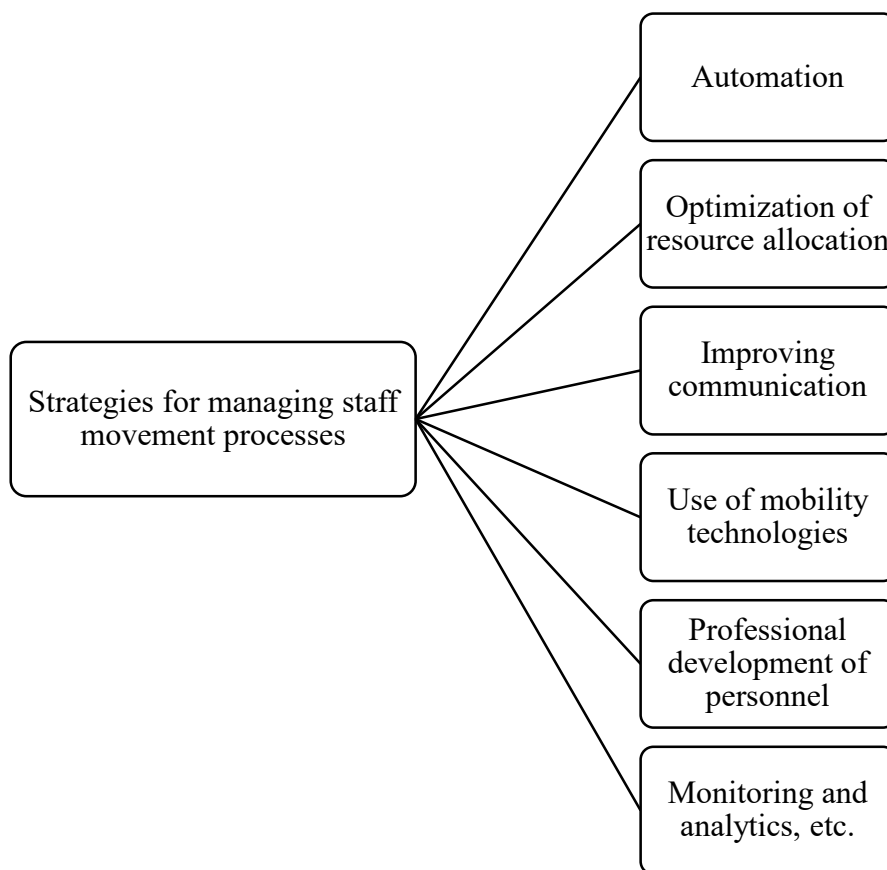


Figure 2. Strategies for managing personnel movement processes

Source: Compiled by the author based on²²

- Automation: The use of automated personnel movement systems, such as traffic planning systems, traffic monitoring systems, traffic control systems and others, can help automate personnel movement processes, ensuring the accuracy, efficiency and speed of movement of workers on jobsites.

²⁰Gugul O.Ya., Theoretical approaches to personnel development management, *Innovation Economics* 2013 (6(44)), 194–198.

²¹URL: <http://essuir.sumdu.edu.ua/handle/123456789/71792>, accessed 02/09/2023.

²²URL: <http://essuir.sumdu.edu.ua/handle/123456789/71792>, accessed 02/09/2023.

- Optimization of resource allocation: Careful planning and allocation of resources such as working hours, space, vehicles and others can help ensure optimal movement of personnel, avoid overloads and unnecessary delays, ensure even distribution of workloads and minimize costs²³.

- Improved Communication: Ensuring effective communication between different levels of management, between different departments and between workers can help avoid misunderstandings, ensure accurate and timely information about the movement of personnel, as well as ensure coordination between departments and ensure timely movement of personnel on work sites²⁴.

- Use of mobility technologies: Use of mobile technologies such as mobile applications, barcode scanning, RFID technologies and others can help in real-time tracking and interaction of personnel movements, enabling rapid exchange of information and ensuring accuracy and efficiency in personnel movement at work sites.

- Staff professional development: Providing training and development to staff in the area of effective traffic control can help improve their competence and skills in this area. This may include training in logistics, operations management, automation and others to help personnel better understand motion processes and use optimal strategies for efficient movement on jobsites.

- Monitoring and analytics: The use of monitoring and analytics systems allows you to track the movement of personnel in real time, analyze data and identify opportunities for improving movement processes. This can help identify weaknesses, recognize trends and make informed decisions to optimize the flow of personnel on jobsites.²⁵.

- Flexible Work Schedules: Implementing flexible work schedules, such as flexible work hours, telecommuting, or telecommuting, can facilitate the efficient movement of personnel on job sites. Flexible work schedules can allow workers to work at times that suit them, avoid peak traffic hours, reduce traffic delays and allow for more efficient traffic to work sites.

- Effective communication and communication: Ensuring effective communication between different departments, teams and personnel on jobsites can help avoid misunderstandings, delays and wrong moves. The use of effective communication tools such as intranets, chats, email and others can facilitate the rapid and accurate exchange of information and ensure timely movement of personnel on jobsites.

²³Right there.

²⁴Ludwiczyski A., Employee evaluation. Król H., Ludwiczyski, A. (ed.), Human Resource Management, Scientific Publishing House PWN, Warsaw 2006.

²⁵Barsky Yu.M., Formation of a daily system of labor indicators, Economic Forum 2013 (4), 17–23.

- Create plans and backups: Creating traffic plans and backups can help avoid delays and unforeseen situations on jobsites. Planning optimal routes, back-up routes, and developing contingency plans can help keep personnel moving quickly and efficiently on jobsites, even in the event of changes in plans or unexpected circumstances.²⁶

- Continuous Improvement: Establishing a culture of continuous improvement and streamlining the movement of personnel on jobsites can help introduce new ideas, technologies and processes that promote efficient personnel movement. Regular monitoring of personnel movement, collection and analysis of movement data, and identification and resolution of potential problems can help improve the flow of personnel on jobsites. Involving workers in the improvement process, taking into account their experience and suggestions can stimulate the search for new innovative solutions to improve the movement of personnel on work sites.

- Workflow Optimization: Optimizing work processes such as loading and unloading, parking arrangements, job site layouts and others can help reduce delays and improve the flow of personnel on jobsites. The use of automated traffic management systems, workflow monitoring and data analysis can help identify more efficient ways to manage the movement of personnel.

- Investment in Technology: The use of modern technologies such as GPS systems, traffic-based routing, mobile applications and others can help improve the movement of personnel on jobsites. Investments in technology can enable more accurate route planning, traffic monitoring, problem identification and resolution, and ensure quick and efficient movement of personnel on jobsites.

Managing personnel movement processes is an important aspect of the effective operation of an enterprise or organization. Personnel movement may include movement of employees to work sites, business travel, travel to customers, or other types of movement within or outside the organization. Recently, there have been a number of modern trends and challenges that affect the management of personnel movement processes and require management attention to ensure the efficiency and optimization of these processes.²⁷

One of the important trends in managing personnel flow processes is the growth of globalization and international activities of many organizations. With the development of global markets and the growth of international trade, many companies have a distributed structure with divisions, customers and partners

²⁶Chudnova O.K., Organization of analysis of the main warehouse personnel management systems in Ukraine, Formation of Market Economics 2016 (15), 146 – 154.

²⁷Kozioł L., Kopeć J., Piechnik-Kurdziel A., Human resources management in the company. Theory and practice, Biblioteczka Pracownicza Publishing House, Warsaw 2000.

located in different countries. This may require sending workers to job sites in different countries, arranging international travel, and coordinating the movement of personnel globally.

Another important trend is the change in work patterns and the spread of flexible work schedules²⁸. More and more organizations are providing employees with the opportunity to telecommute with flexible work schedules, allowing them to work from different locations, including travel, business travel and remote work. This poses challenges for management to organize and coordinate the movement of personnel, ensure efficiency and ensure communication between remote workstations.

Another important trend is the change in employee expectations and needs. Today's generations of workers have different expectations for the workplace, including more flexibility, opportunities for self-development and working in different locations. This may require organizations to adapt their talent processes to respond to these expectations and ensure they attract and retain talented employees.

An additional challenge is the demographic changes in the workforce. As the average age of workers increases, issues of retirement, replacement of vacant positions and ensuring the continuity of the organization may arise. This may require the development of special personnel strategies and processes to ensure a smooth transition between generations of workers.

Another important aspect of workforce management is compliance with laws and regulations. In many countries, legislation regarding personnel movements such as hiring, firing, pay and leave can be quite complex and change over time. Organizations should consider these requirements when designing their personnel flow processes to avoid legal issues and ensure compliance with legislation.²⁹

In addition, an important aspect of personnel movement management is ensuring effective communication between remote workstations. Communication can be a challenge, especially if employees are located in different time zones or have different languages, cultures and communication styles. Organizations must develop effective communication tools such as video conferencing, email, internal chat and collaboration on digital platforms to ensure efficient flow of information and collaboration between remote teams³⁰.

Changes in work patterns can also have an impact on ensuring employee efficiency and productivity. Remote work may require employees to be more self-disciplined and self-organized, and may also impact their motivation and engagement at work. Organizations must provide employees with the necessary resources, tools

²⁸ Kostera M., Personnel management, PWE, Warsaw 2000.

²⁹ Khmil F., Personnel management: assistant at Akademvydav, Kiev 2016.

³⁰ Yakovleva G. V., International report on the regulation of personnel, International Strategy for Economic Development of the Region 2011, 233-235.

and support, such as access to the necessary infrastructure, automation and support tools to help them adapt to changes in work patterns³¹.

One of the key aspects of effective personnel management is the development and maintenance of employee skills and competencies. Organizations should develop people development plans that take into account the needs and goals of employees, as well as the strategic direction of the organization. This may include training and development of employees, development of leadership skills, development of soft skills and other activities aimed at increasing the competence and professional growth of employees³².

Organizations must also provide equal opportunity and equal access to career development for all personnel, regardless of status, race, nationality, gender, age, disability or other characteristics. Equality and inclusion in the personnel movement are important aspects in building equal opportunities for all employees.

Employee health and safety is another important aspect of personnel movement management. Organizations must provide safe working conditions, including appropriate equipment, safety training, and establishing procedures and policies to prevent work-related injuries and protect the health of employees. Particular attention should be paid to the labor protection of employees working remotely or in telecommuting mode. This may include providing the necessary equipment and software for remote work, providing access to health and safety resources such as ergonomics guides, instructions on proper posture and work station layout, and appropriate policies and procedures to ensure safety while working remotely.³³

Organizations must also actively promote an organizational culture that promotes change. Changes in operating patterns may include the introduction of new technologies, changes in organizational structure, processes or operating procedures. It is important to highlight the benefits of such changes to employees and the organization as a whole, and to ensure that employees are properly communicated and involved in the change process. Organizations can also provide resources and support for employees to learn and develop new skills that may be required due to changes in work patterns.

In addition, it is important to take into account the individual needs and characteristics of employees. Each employee may have different levels of readiness

³¹Kopertyńska M.W., *Motivating employees. Theory and practice*, Placet Publishing House, Warsaw, 2008

³²Petrunya Yu. E., Kolyada S. P., Kovtun N. S., *Personnel management: head. pos_b*. University of Mining and Finance, Dnipropetrovsk 2016.

³³Andriev V. M., *Ensuring the protection of the labor rights of workers*, Social Law of Ukraine 2013 (1 (2)), 17–25.

for change, different learning and development styles, and different expectations from the organization. It is important to recognize this diversity and tailor the approach to staff development to the individual needs and priorities of each employee³⁴.

Communication is a key element to successfully implementing remote work. Organizations must ensure proper communication between management, supervisors and employees working remotely. This may include regular meetings, video conferencing, electronic communication channels and other tools that allow employees to keep up to date with the latest news, projects and decisions of the organization³⁵.

Organizations can also provide resources for employees' physical and emotional well-being. These may include regular breaks, opportunities to exercise, access to mental health support and counseling, and other activities that promote employee health and emotional well-being.

Training and development is an important aspect of the job. Organizations can provide opportunities to learn and develop new skills that may be needed due to changes in work patterns. These may include webinars, online courses, trainings, internal employee development programs and other resources that help support the professional development of employees, even when working remotely.³⁶

Organizations can also encourage interaction and collaboration among employees working remotely. This may include organizing virtual team meetings, collaborative projects, using online collaboration tools, and collaborating on projects. It is also important to foster collaboration and communication between remote teams to ensure effective work and achievement of common goals.

Organizations must also consider the social aspects of remote work, such as the lack of personal contact and interaction between employees. It is important to provide opportunities for virtual communication, social recreation, joint events and interaction between employees to maintain team spirit and corporate culture.

When working remotely, it is also important to consider employees' work-life balance. Organizations can provide flexible working arrangements that allow employees to balance work hours with personal needs and demands, provide holidays and days off, and generally promote work-life balance. It's also important to regularly communicate with employees, check in on their progress, and ensure they have access to the necessary resources and support to do their jobs.

³⁴Krushelnyska O.V., Melnychuk D.P., Personnel management: head. pos_b. Condor, Kiev 2010.

³⁵Amelicheva L., Legal security of professional education and the development of practitioners in the minds of the crisis, the good practice of "greening" the economy, Entrepreneurship, government and law 2020 (4), 110–115.

³⁶Gruzina I. A., Problems of personnel development in the system of strategic management of enterprises: monograph of KHNEU im. S. Kuznetsya, Kharkiv 2014.

Organizations may also consider implementing a mentoring and guidance system to help new employees or those transitioning to remote work receive support and mentoring from more experienced colleagues. This may include holding virtual mentoring sessions where new employees can ask questions and receive advice from their mentors³⁷.

Organizations can also use technology solutions to provide training and development to employees. These can be online courses, webinars, trainings, video conferences and other formats that allow employees to gain new knowledge and improve their skills directly from their place of work. It is also important to ensure that these resources are available and that employees are supported in their use.

In addition, it is important to conduct regular assessments of the professional development of employees, recognize their achievements and provide opportunities for growth and development in the company, even while working remotely. Employee professional development can be assessed through a variety of methods, such as self-assessment, assessment of managers, colleagues or clients, testing of knowledge and skills, and performance analysis. The results of the assessment can be used to develop individual development plans, recommend additional training activities, or redesign employee roles and responsibilities.

When working remotely, it is also important to ensure the possibility of interaction and communication between employees. This may include the use of internal communication tools such as email, internal social networks, instant messengers and video conferencing to communicate, share experiences, resolve issues and collaborate. It is also important to regularly hold virtual meetings, meetings and training to ensure employee engagement and development.

To ensure the health and well-being of employees, it is also important to provide opportunities for rest and relaxation while working remotely. Organizations may consider implementing policies that allow employees to take time off from work, establish flexible work hours, and provide access to resources to maintain employees' physical and mental health.

Finally, it is important to listen and consider the needs of employees while working remotely. This may include collecting feedback from employees regarding their remote work experience, identifying problems they are facing, and finding solutions to address them. Communicating with employees, identifying their needs

³⁷Amelicheva L., Legal security of professional education and the development of practitioners in the minds of the crisis, the good practice of “greening” the economy, Entrepreneurship, government and law 2020 (4), 110–115.

and providing support can help ensure that they feel connected to the organization and supported in their professional development³⁸.

Overall, successfully managing employee professional development during remote work requires an organization to be flexible, communicate, and sensitive to the needs of its employees. Using a variety of assessment methods, providing opportunities for interaction and communication, respecting the health and well-being of employees and taking into account their needs will help ensure effective professional development during remote work³⁹.

Thus, when analyzing scientific sources and literature data related to the management of personnel movement processes, a wide range of research and theoretical works was identified. They cover various aspects and areas of personnel management, including the processes of recruitment, development, retention and departure of personnel. The analysis demonstrates the importance of personnel management as a key element of the organization's success.

In the process of studying the theoretical foundations of personnel movement management, various approaches, models and methods that are used in practice were identified. Some of them are reflected in personnel life cycle models, models of balanced personnel development, as well as in methods for forecasting personnel needs, personnel development planning and performance assessment.

Today's business climate is characterized by rapid change and the complexity of people management. A review of current trends revealed important aspects such as smart staffing, talent development, managing cross-cultural diversity, flexible working arrangements and work-life balance. These challenges create the need for innovative approaches and workforce management strategies to achieve competitive advantage.

The general conclusion from the first chapter is that managing personnel flow processes is a complex task that requires a combination of theoretical knowledge and practical experience. Taking into account scientific sources, theoretical approaches and modern trends, it is possible to develop an effective personnel management strategy that will contribute to the success and sustainable development of the organization.

³⁸URL: <https://nv.ua/ukr/ukraine/events/yak-znayti-robotu-ta-chogo-chekati-vidrobotodavcya-korporativna-kultura-50190827.html>, accessed 02/09/2023.

³⁹Danyuk V. M., Petyukh V. M., Personnel management: head. pos_b. KNEU, Kiev 2004.

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 OKUNOVSKA. 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.

- 1.13. Yaroslav RADYSH. Transformation of public administration paradigms: from the bureaucratic model to good governance.** The article examines the transformation of public administration paradigms from the classical bureaucratic model to the concept of good governance. Reveals the specific features of implementing the principles of good governance in Ukraine in the context of public administration reform, European integration, digital transformation and post-war recovery. It is substantiated that the modern Ukrainian model of public administration should combine the legal certainty of the bureaucratic system, the effectiveness of the managerial approach, the openness of network governance and the value-based foundation of good governance.
- 1.14. Svitlana ZHARAYA. Mechanisms for preserving the intellectual potential of the state.** The article examines the theoretical, methodological and applied foundations for developing mechanisms aimed at preserving the intellectual potential of the state under the conditions of war-related challenges, demographic losses, educational migration, digital transformation and the need for Ukraine's post-war recovery. It is substantiated that the intellectual potential of the state should be interpreted not only as a set of educational, scientific, professional and creative resources of society, but also as a strategic factor of national security, institutional capacity, economic competitiveness and resilience of public administration. The article emphasizes that, under current conditions, the preservation of intellectual potential should be considered as a cross-sectoral function of state policy that integrates educational, scientific, innovation, social, migration, human resource, security and regional policies. The main threats to Ukraine's intellectual potential are analyzed, including forced migration of students, researchers and highly qualified specialists; destruction of educational and scientific infrastructure; declining attractiveness of academic and scientific careers; regional development imbalances; insufficient funding for science and innovation; and weak institutional coordination among the state, educational institutions, research organizations, business and civil society. The author proposes a system of mechanisms for preserving the intellectual potential of the state, including legal, institutional-organizational, financial-economic, educational-scientific, human resource, digital, motivational, migration-reintegration and regional mechanisms.

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.

- 2.6. **Yaroslav RADYSH. Transformation of public administration paradigms: from the bureaucratic model to good governance.** The article examines the transformation of public administration paradigms from the classical bureaucratic model to the concept of good governance. Reveals the specific features of implementing the principles of good governance in Ukraine in the context of public administration reform, European integration, digital transformation and post-war recovery. It is substantiated that the modern Ukrainian model of public administration should combine the legal certainty of the bureaucratic system, the effectiveness of the managerial approach, the openness of network governance and the value-based foundation of good governance.
- 2.7. **Svitlana ZHARAYA. State-public governance of the educational sphere in the context of european integration.** The article examines the theoretical, methodological and applied foundations of state-public governance of the educational sphere in the context of Ukraine's European integration transformations. It is substantiated that modern educational policy requires a transition from a predominantly administrative and hierarchical management model to a partnership-based, open and multi-level governance system in which the state, local self-government bodies, educational institutions, civil society organizations, professional communities, parents, learners, employers and international partners act as active participants in the formation and implementation of educational policy. The article identifies the key mechanisms of state-public

governance of the educational sphere: legal, institutional-organizational, communicative, human resource, financial-resource, digital, monitoring, partnership and European integration mechanisms. It is proved that the effectiveness of these mechanisms depends on the real participation of the public in management decision-making, the development of educational autonomy, the formation of a culture of trust, transparency of governance and the implementation of European standards of education quality.

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, Svitlana VOROBIOVA. 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.

ABOUT AUTHORS

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
TO LEARNING AND DEVELOPMENT**

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**TRANSFORMATIONAL PROCESSES: GLOBAL
RESILIENCE AND DEVELOPMENT**

**PROCESY TRANSFORMACYJNE: GLOBALNA
REZYLIENCJA I ROZWÓJ**

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