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THE INFLUENCE OF CRISIS SITUATIONS ON THE FORMATION OF RESOURCE-ORIENTED LEADERSHIP COMPETENCIES

ВПЛИВ КРИЗОВИХ СИТУАЦІЙ НА ФОРМУВАННЯ РЕСУРЧНО-ОРІЄНТОВАНИХ ЛІДЕРСЬКИХ КОМПЕТЕНЦІЙ

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The current state of business development is characterized by a high level of uncertainty and periodic crisis economic, social environmental situations. In recent years, unprecedented challenges for organizational leadership have been created due to the presence of geopolitical conflicts, the Covid-19 pandemics, economic upheavals and other factors. Because of this, traditional management approaches can be ineffective, which shows the need for the development of new competences for the leader, including resource-oriented ones.

Modern economic conditions and tendency to reduce the number of dismissals at enterprises have led to new management challenges. Employees who remain at work while under high pressure and are forced to perform the same amount of work with less resources, leads to various forms of conflict in the field of management [1].

The results of the conducted research by Belyalska O. O. and Peradalo K. S. [2], demonstrated that when the situation in the organization is changed, there is no change in leadership styles, which was confirmed by 88% of respondents. This indicates the absence of adaptability in management practices, as most leaders continue to use the same

approaches, regardless of factors, such as crisis, periods of growth, complete stability, etc.

Crisis situations are a powerful catalyst for the formation and development of resource-oriented competences, since in critical circumstances, leaders are forced to make decisions with maximum efficiency with minimal resources.

It should be noted that the leadership qualities consider the skills that people who occupy management positions, managing, supporting initiatives, create a sense of unity in the team and give others authority; that is, the ability to manage and implement projects, to encourage initiatives, to develop a sense of achieving a common goal and to enable others to be able [3].

Crisis leadership has several concepts, including:

- transformation leadership (focus on the ability of the leader to create visions of the future, transformation of values, aspirations and beliefs of the unit);
- adaptive leadership (uncertainty as an opportunity for development, leader as a mediator of the process of collective search for decisions);
- situational leadership (leader's effectiveness depends on the ability to diagnose the situation and select the optimal approach) [4].

Figure 1 presents a system of resource-oriented leadership competences in crisis. The cognitive foundation of effective crisis leadership form competences such as strategic thinking (balance between operating challenges and long-term objectives), system analysis (understanding of inter-dependencies between resources and organizations) and resource potential (identifying hidden reserves of resources, combining them). The emotional component of the crisis leadership determines the ability to support the team in tension. Key competencies include emotional intelligence (a tool for team adjustment), stress resistance (ensuring evidence-based decision-making rather than impulsive reactions) and empathy (transformation of human resources into "support" capable of compensating for deficiencies of material resources). However, the implementation of crisis strategies depends on the behavioral skills of the leader, such as decision-making (fast and quality process, courage), delegation (multiplication of their own efforts through the expansion of the authority of the unit) and adaptive communication (ensuring trust and coordination among stakeholders).

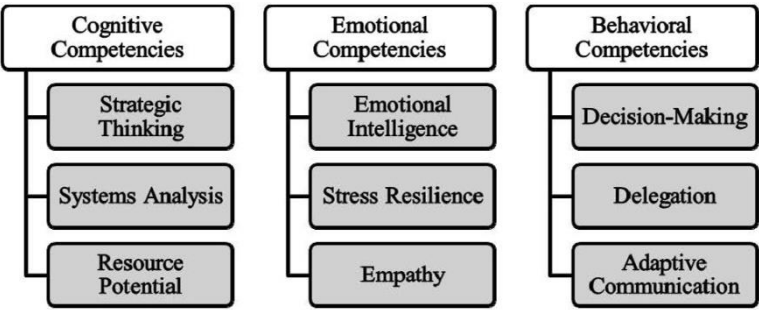


Fig. 1. System of Resource-Oriented Leadership Competencies in Crisis Conditions

Source: developed by the authors using [5]

During crisis phenomena, leaders are often compelled to rapidly master new skills, a process known as extreme learning. The intensity of decision-making creates precedents for the formation of competences. Furthermore, leaders are in search of alternative solutions, thereby developing resource ingenuity and ability to think.

Let us examine the staged process of resource-oriented competency formation during crisis (Table 1). The development of resource-oriented competences occurs through all stages of crisis. The pre-crisis phase develops skills for threat identification; the acute phase intensively develops anti-crisis management skills; the adaptation phase establishes norms of innovation and optimization; the stabilization phase is characterized by systematic strategic thinking; and the post-crisis phase-through accumulated experience-forms leadership maturity and comprehensive competency under conditions of limited resources.

Table 1

Dynamics of Competency Development in the Crisis Cycle

Crisis Phases	Leader's Focus	Competencies Being Developed
Pre-crisis phase	monitoring signals, preventive measures	forecasting actions, analytical thinking
Acute phase	stabilization, protection of critical resources	speed of decision-making, anti-crisis management
Adaptation phase	resource optimization, restructuring	adaptability, innovativeness
Stabilization phase	recovery, rebuilding of resource base	systemicity, strategic thinking
Post-crisis phase	learning from accumulated experience	resilience, transformational leadership

Source: developed by the authors based on their own research

Therefore, having conducted a detailed analysis of the formation of resource-oriented competencies, we formulate a system of recommendations for organizations for their development. At the organizational level, we recommend implementing crisis training programs, for example, through the simulation of crisis situations, which allows to experiment management approaches to limited resources, quick and efficient decision -making, etc. At the individual level, the leader's responsibility lies in being proactive, systematically studying anti-crisis management processes, accumulating experience, and developing skills that may subsequently prove useful.

Purposeful development of resource-oriented competencies before the crisis will allow organizations to overcome problems more effectively and even use them as an opportunity for development.

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