

СЕКЦІЯ 8 МОЛОДІЖНА ПОЛІТИКА ТА ЗАЛУЧЕННЯ МОЛОДІ В ГРОМАДАХ

Iryna Honcharenko

Dr.proff.

Mykolaiv National Agrarian University

Dr.Yana Glazova *University of Opole*

LEADERSHIP COMPETENCIES OF PUBLIC SECTOR LEADERS DURING A CRISIS

Governments, communities, and organizations have been working in crisis mode in recent years and require heightened attention from their leaders. Social and economic systems are undergoing changes, and how leaders respond to a crisis can permanently alter the economic and social foundations of their communities. Some of the current leaders will withstand the challenges, while others will disappear. In other words, crisis times highlight leaders capable of helping systems and individuals overcome limitations, fears, and increase effectiveness. This work explores the issue of leadership competencies during times of crisis.

Research by the Organization for Economic Cooperation and Development (OECD) confirms that a successful response to complex challenges depends on effective management and leadership. Characteristics of leaders in public organizations have been identified, enabling effective responses to the challenges of the public sector:

Value-based leadership: A defining characteristic of leaders in public organizations is the ability to make decisions that create value for society. This can be achieved through the implementation of higher standards of transparency, accountability, integrity, and ethical conduct by the leaders themselves. The key challenge remains the ability to balance competing values, the most common of which are unbiased decision-making based on evidence/political ideology, bureaucracy/democracy, stability/innovation, accountability/willingness to take risks. It is important for leaders to identify the right strategy to reduce value conflicts and choose the most effective approach in a specific situation.

Open Inclusion: The work of public servants requires interaction with various target groups, including politicians, employees, and citizens in general. Encouraging diversity and developing an open and inclusive organizational environment contribute to the development of quality decisions and services and are important prerequisites for innovation. However, diversity can lead to conflicts. Therefore, leaders should not only create inclusive organizations but also be effective in conflict management.

Organizational Management: The tasks facing leaders of public organizations include transforming political goals into realistic and tangible results. Leaders influence by using various tools, including communication, rewards, sanctions, as well as the distribution of financial and other resources and the development of organizational capabilities. Leaders should involve people who can complement their skills and delegate authority. This requires a deep understanding of the skills and

knowledge required for the effective functioning of the organization and identifying competencies that are lacking. The next step is to build mutual understanding within the organization and develop trust-based relationships. This approach allows the creation of an organization where employees are motivated by the common achievement of goals, and they have enough autonomy to implement them.

Network Collaboration: The development and implementation of policies require cooperation between various ministries and other executive bodies, as well as involvement of representatives of the business and civil sectors. The development and implementation of policies typically affect numerous stakeholders. The task of leaders of state organizations is to be able to identify the groups affected by the decisions made and interact with them. Leaders establish network relationships in three directions: "down" within the organizational structure, "up" with other hierarchically superior bodies, and "outward" vertically beyond their organizations.

Our research conducted in Ukraine from March to September 2022 revealed the need for leaders to become more flexible during crises, provide support to employees, which will contribute to preservation and positively impact the organization's work during and after the crisis. Regular open communication with employees about the current situation is necessary. Positive reinforcement and performance assessment are essential to create loyalty and promote organizational commitment.

Many organizations face communication problems due to changes in the environment. Employees need more transparency, information about resources for emotional and psychological well-being in dealing with stress and anxiety, and a clearer acknowledgment of the complexity of the situation. Therefore, leaders are expected to show empathy, care, be visible, and set an example.

Nancy Koehn from Harvard Business Review identified four clear competencies valuable during a crisis: acknowledging fear, defining roles and goals, focusing on learning, and concentrating on energy and emotions.

Leadership must respond to changes, adjust their competencies quickly, comprehend the situation promptly, and rely on their instincts. Organizations will withstand crises under the leadership of a leader who ensures strong roles and goals, shares leadership, communicates, ensures employees' access to technology, prioritizes employees' emotional stability, supports the organization's financial condition, and fosters organizational stability.

List of sources:

1.OECD Working Papers on Public Governance No. 40 Leadership for a high performing civil service: Towards senior civil service systems in OECD countries Daniel Gerson <https://dx.doi.org/10.1787/ed8235c8-en>

2.Koehn, N. "Real Leaders are Forged in Crisis." Harvard Business Review, April 3, 2020.<https://hbr.org/2020/04/real-leaders-are-forged-in-crisis> [Google Scholar]