Національні інтереси України
4(21) 2026
ISSN 3041-1793 Online

РОЗДІЛ «Публічне управління та адміністрування»

UDC 005.334:005.32:005.21:338.43

https://doi.org/10.52058/3041-1793-2026-4(21)-1819-1832

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MANAGEMENT RISKS AND LEADERSHIP COMPETENCES OF A MANAGER IN THE CONTEXT OF STRATEGIC DEVELOPMENT OF AN AGRICULTURAL ENTERPRISE

Abstract. The article examines the theoretical and applied foundations of forming an agricultural enterprise development strategy under conditions of economic turbulence, climate change, and the transition to environmentally safe production. It is substantiated that a modern agricultural enterprise operates in an environment of increased uncertainty, where performance depends not only on

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resource potential but also on the ability to adapt strategically, identify risks in a timely manner, and implement environmentally oriented management decisions. It is determined that the development strategy should be based on a combination of economic resilience, climate adaptability, environmental safety, and organizational flexibility.

The content of risk management is revealed as an integrated element of strategic management that includes the identification, assessment, ranking, and prevention of production, financial, market, environmental, and institutional risks. It is proved that the effectiveness of strategy implementation is largely determined by the manager's leadership competencies, in particular the ability for strategic thinking, decision-making under uncertainty, change management, team interaction, and the implementation of environmentally responsible management values. It is generalized that under current conditions, the agricultural enterprise development strategy should be adaptive, preventive, and comprehensive, while the combination of risk management and the leader's managerial potential serves as a key prerequisite for ensuring competitiveness, resilience, and long-term efficiency of agribusiness.

Keywords: agricultural enterprise; development strategy; economic turbulence; climate change; environmentally safe production; risk management; leadership competencies; manager; strategic management; sustainable development.

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Національні інтереси України
4(21)
2026
ISSN 3041-1793 Online

УПРАВЛІНСЬКІ РИЗИКИ ТА ЛІДЕРСЬКІ КОМПЕТЕНЦІЇ МЕНЕДЖЕРА В КОНТЕКСТІ СТРАТЕГІЧНОГО РОЗВИТКУ АГРАРНОГО ПІДПРИЄМСТВА

Анотація. У статті досліджено теоретичні та прикладні засади формування стратегії розвитку аграрного підприємства в умовах економічної турбулентності, кліматичних змін і переходу до екологічно безпечного виробництва. Обґрунтовано, що сучасне аграрне підприємство функціонує в середовищі підвищеної невизначеності, де результативність господарювання залежить не лише від ресурсного потенціалу, а й від здатності до стратегічної адаптації, своєчасного виявлення ризиків та впровадження екологічно орієнтованих управлінських рішень. Визначено, що стратегія розвитку має базуватися на поєднанні економічної стійкості, кліматичної адаптивності, екологічної безпечності та організаційної гнучкості. Розкрито зміст управління ризиками як інтегрованого елемента стратегічного управління, що охоплює ідентифікацію, оцінювання, ранжування та попередження виробничих, фінансових, ринкових, екологічних та інституційних ризиків.

Доведено, що ефективність реалізації стратегії значною мірою визначається лідерськими компетенціями менеджера, зокрема його здатністю до стратегічного мислення, прийняття рішень в умовах невизначеності, управління змінами, формування командної взаємодії та впровадження цінностей екологічно відповідального господарювання. Узагальнено, що в сучасних умовах стратегія розвитку аграрного підприємства повинна бути адаптивною, превентивною та комплексною, а поєднання ризик-менеджменту і лідерського потенціалу керівника виступає ключовою передумовою забезпечення конкурентоспроможності, стійкості та довгострокової ефективності аграрного бізнесу.

Ключові слова: аграрне підприємство; стратегія розвитку; економічна турбулентність; кліматичні зміни; екологічно безпечне виробництво; управління ризиками; лідерські компетенції; менеджер; стратегічне управління; сталий розвиток.

Statement of the problem. The development of agricultural enterprises at the present stage takes place in an environment of high dynamism, uncertainty and multiplicity of risks, which significantly changes the requirements for the content and tools of strategic management. In contrast to the relatively stable conditions of previous periods, today's agricultural business is forced to simultaneously respond to economic turbulence, adapt to climate change and rebuild production systems in accordance with the principles of environmental safety. Such a set of challenges forms a new management reality, in which the success of the enterprise is determined not only by resource potential or market position, but also by the ability to strategic

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flexibility, preventive risk management and effective leadership. Economic turbulence in the agricultural sector is manifested through the instability of prices for resources and products, fluctuations in demand, financial imbalances, changes in the conditions of access to credit and a high level of external threats. In turn, climate change increases the instability of business results, affecting yields, cost structure, production cycles and product quality. In parallel, the requirements for the greening of agricultural production, the rational use of natural resources, the minimization of negative impact on the environment and the introduction of safe technologies are increasing. For agricultural enterprises, this means the need not for individual situational solutions, but for the formation of a holistic development strategy that can combine economic feasibility, environmental orientation and long-term sustainability.

In these conditions, risk management systems acquire particular importance, which should be integrated into the strategic management process, and not function as an auxiliary element. At the same time, the effectiveness of such integration largely depends on the leadership competencies of the manager, his ability to work in conditions of uncertainty, make complex management decisions, initiate changes and ensure organizational cohesion. However, in scientific and applied approaches, the issues of strategic development of an agricultural enterprise are often considered fragmentarily, without sufficient attention to the relationship between the ecological transformation of production, risk management and the leadership role of the manager.

Analysis of recent studies and publications. The issues of strategic development of agricultural enterprises, adaptive management and formation of sustainable business models in conditions of instability are covered in the works of D. Kozlovsky, O. Garafonova, S. Pisarenko, M. Ivanko, M. Hrytsayenko, R. Tulchynsky, O. Horobchenko, O. Khrystenko, O. Shulga. The issue of risk management in the agricultural sector is studied in the works of M. Klymenko, N. Kovalenko, Yu. Malakhova. The current challenges of the development of the agricultural sector of Ukraine are reflected in the works of N. Mamonova, O. Borodina, B. Kuns, A. Solop, and the role of digital innovations in ensuring the sustainability of agricultural systems is revealed in the studies of R. Finger. At the same time, the scientific literature does not sufficiently comprehensively cover the combination of strategic development of an agricultural enterprise with risk management, climate adaptation, environmentally friendly production and leadership competencies of a manager, which determines the relevance of the chosen topic.

The purpose and objectives of the article – theoretical justification and scientific understanding of the development strategy of an agricultural enterprise in conditions of economic turbulence, climate change and transition to environmentally friendly production, as well as determining the role of risk management and leadership competencies of a manager.

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Presentation of the main material. The current stage of development of the agricultural sector is characterized by the transition from relatively stable business models to systemic functioning in conditions of multidimensional instability. For an agricultural enterprise, this means the need to revise traditional approaches to planning, organizing production, allocating resources and forming strategic goals. If earlier the basic guidelines for development were increasing production volumes, increasing productivity and strengthening market positions, now this is no longer enough. The effectiveness of an enterprise is increasingly determined by its ability to adapt to economic fluctuations, respond to climate threats, integrate environmental standards into production practices and implement management decisions based on a preventive approach to risks [1].

In these conditions, the development strategy of an agricultural enterprise cannot be considered as a formal document or a set of long-term intentions. It should act as a practical tool for adaptation, stabilization and transformation of the enterprise, combining economic feasibility, production flexibility, environmental responsibility and organizational sustainability. That is why there is a need for such a strategic model that is not limited to forecasting performance indicators, but takes into account the dynamic change in the external environment and the increased level of uncertainty [2].

One of the key factors that determine the new logic of the development of an agricultural enterprise is economic turbulence. Its manifestations are the instability of purchase prices for agricultural products, fluctuations in the cost of fuel and energy resources, changes in lending conditions, inflationary pressure, disruption of sales channels and the complication of logistics routes. For an agricultural enterprise that operates in long production cycles and is largely dependent on seasonality, such fluctuations have a particularly noticeable impact.

Under such circumstances, the development strategy should be formed not on the basis of one optimistic scenario, but taking into account several possible options for the development of events. For an agricultural enterprise, this means the need for scenario strategizing, when, along with the basic direction of development, alternative models of action are developed in the event of a deterioration in the market situation, changes in price parameters, or a shortage of resources [3].

At the same time, economic challenges do not exist in isolation. In agricultural production, they are closely intertwined with climate change, which has become one of the strongest factors of strategic instability. Rising temperatures, changing precipitation patterns, prolonged dry periods, the spread of extreme weather events, an increase in the risk of erosion processes and gradual depletion of soils directly affect yields, product quality, technological deadlines and cost structure. As a result, the traditional business model, based on the relative repeatability of seasonal cycles, loses its predictability. From the perspective of strategic management, climate change requires an agricultural enterprise not to respond locally, but to adapt

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systematically. This primarily involves revising the crop structure, selecting more resistant varieties and hybrids, introducing moisture-saving technologies, improving fertilizer systems, developing precision agriculture and monitoring agrometeorological risks. In this context, the development strategy should combine production-technological and environmental dimensions. It should proceed from the fact that the preservation of the natural resource base of agricultural production is not an additional function, but a prerequisite for the long-term efficiency of the enterprise [4].

The transition to environmentally friendly production today is not only of environmental, but also of economic and strategic importance. In practice, this means reducing the chemical load on soils, rational use of water resources, adherence to the principles of crop rotation, the introduction of biologized elements of production, minimizing production losses, reducing the carbon footprint and increasing the overall ecological culture of management. At the same time, greening should not be interpreted as a mechanical rejection of intensive technologies. It is about the transition to a production model in which the economic result is achieved without destroying the resource base of future development.

This is where one of the main contradictions of modern agricultural management manifests itself. On the one hand, the enterprise seeks to maintain profitability, reduce costs and strengthen competitive positions. On the other hand, it is forced to invest in environmentally friendly technologies, modernization of the technical base, certification procedures and new quality management standards. At the first stage, this often increases costs and creates an additional burden on the financial system of the enterprise. However, in the long term, such measures form a different quality of management: they increase the stability of agroecosystems, reduce resource dependence, open access to new market segments and strengthen the reputational position of the producer.

Therefore, the development strategy of an agricultural enterprise in modern conditions should be built on a combination of three interrelated components: economic adaptability, climate resilience and environmental safety. However, the practical implementation of such a strategy is impossible without effective risk management. It is risk management that provides the instrumental level that allows you to transform strategic guidelines into a system of specific management actions [5].

In an agricultural enterprise, risks are complex in nature. These include production risks associated with yield, plant and animal diseases, technical failures, and resource shortages; financial risks due to income instability, exchange rate fluctuations, credit dependence, and working capital shortages; market risks arising from changes in demand, prices, and competitor behavior; environmental risks associated with soil degradation, pollution, and depletion of natural resources; institutional risks arising from changes in regulatory requirements, standards,

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certification rules, and conditions of state support. It is important that these risks rarely manifest themselves separately. Most often, they overlap, increasing the overall instability of the enterprise's functioning [6]. That is why risk management should be integrated into all stages of the strategic process. At the stage of strategic analysis, it involves identifying sources of uncertainty and assessing their potential impact on key areas of activity. At the stage of strategic choice, it helps to compare alternative development options from the standpoints of not only profitability, but also sustainability. At the stage of strategy implementation, risk management ensures control of deviations, adjustment of management decisions and formation of an early warning system. Thus, it is not a separate function, but an end-to-end mechanism of strategic support.

It is advisable to highlight several practical areas of integrating risk management into the development strategy of an agricultural enterprise. First, this is the creation of an internal system for identifying and ranking risks by degree of impact and probability of occurrence. Second, the formation of a portfolio of preventive measures, which includes diversification of production, resource reservation, insurance, use of flexible financial instruments, contractual sales planning and digital monitoring of key parameters of the production cycle. Third, the development of anti-crisis action scenarios for various types of critical situations. Fourth, the constant updating of the management information base, without which risk management turns into a formality [7].

However, even the best-developed mechanisms of strategic planning and risk management do not produce the expected results without the proper quality of managerial leadership. In a modern agricultural enterprise, a manager can no longer be limited to the functions of a resource manager or a controller of the implementation of production tasks. His role is significantly expanding. He must be a strategist who sees trends in the development of the environment; an analyst who is able to assess risks and the consequences of decisions; a communicator who forms internal cohesion of the team; an initiator of changes that ensures the modernization of business processes; a bearer of environmental responsibility who integrates the principles of safe production into the daily practice of the enterprise.

In these conditions, the leadership competencies of a manager acquire particular importance. They should be considered not only as a set of personal qualities, but as a practical ability to influence the enterprise management system and the behavior of the workforce in conditions of uncertainty. First of all, it is about strategic thinking, the ability to make decisions in a situation of incomplete information, adaptability, responsibility, communication persuasiveness, conflict resistance, the ability to work with teams and form a culture of change. In the context of greening production, this is also supplemented by value competence, that is, the manager's ability to translate the principles of sustainable development from the level of declarations to the plane of daily business practices.

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Leadership competencies are critically important because the development strategy of an agricultural enterprise is not implemented automatically, but through people, their motivation, readiness for transformations and perception of new rules. Even a technically sound strategy can remain declarative if the manager is unable to convince employees of its feasibility, ensure the discipline of implementation, distribute responsibility and support the team in conditions of load and uncertainty. That is why in modern agricultural management not only the professional, but also the behavioral component of managerial effectiveness is gaining increasing importance [8]. An important feature of the strategic development of an agricultural enterprise is the need to combine short-term operational stability with long-term transformational goals. In practice, this means that the manager must simultaneously ensure the implementation of production plans, cost control, timely implementation of technological operations and, at the same time, introduce innovations, modernize the management system, change the environmental policy of the enterprise and form a reserve of sustainability for the future. Such duality of managerial workload requires the manager to have a high level of self-organization, flexibility of thinking and the ability to work in the logic of strategic balance.

In view of this, it is advisable to consider the development strategy of an agricultural enterprise as a multi-level system. At the first level, the economic sustainability of the enterprise is formed through financial planning, cost optimization, income diversification and market flexibility. At the second level, production and technological adaptation is ensured through the modernization of the technical base, digitalization of processes, improvement of agricultural technologies and the use of climate-resistant solutions. At the third level, the ecological transformation of the enterprise takes place through the introduction of resource-saving and safe technologies, control of environmental load, restoration of soil fertility and harmonization of relations with the natural environment. At the fourth level, the managerial integration of all these areas is ensured through the risk management system and the leadership influence of the manager [9].

In this context, an effective strategy must meet several fundamental requirements. First, it must be adaptive, that is, capable of changing parameters depending on the influence of external factors. Second, it must be preventive, focused not only on responding, but also on preventing threats. Third, the strategy must be integrated, that is, combine economic, environmental, technological and socio-management components. Fourth, it must be realistic, take into account the resource capabilities of the enterprise and its human resources. Fifth, the strategy must be value-oriented, since the transition to environmentally friendly production is impossible without changing the management philosophy itself.

Practice shows that the most vulnerable are those agricultural enterprises that try to act by inertia, without changing management approaches in accordance with new challenges. Focusing only on short-term economic benefits, neglecting climate

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risks, postponing environmental modernization, a weak analytical basis for decision-making and an insufficient level of leadership capacity of the manager gradually reduce the adaptive potential of the enterprise. Instead, competitive advantages are gained by those economic structures that are able to combine innovation, strategic discipline, environmental responsibility and a culture of managerial flexibility. Thus, in conditions of economic turbulence, climate change and increased environmental requirements, the development strategy of an agricultural enterprise should be considered as a complex mechanism for ensuring the long-term viability of the economic system. Its effectiveness is determined not only by the correct choice of priorities, but also by the quality of managerial implementation, the ability to foresee threats, work with risks and mobilize the organizational potential of the enterprise. In this regard, risk management and leadership competencies of the manager acquire the status of not auxiliary, but system-forming factors of strategic development.

Among the areas of improvement of the development strategy of an agricultural enterprise, one can distinguish, first of all, the digitalization of management and production processes. In an environment of increased variability, it is the quality, speed and accuracy of information that increasingly determine the ability of an enterprise to respond to external changes in a timely manner. If management decisions are made on the basis of outdated data, unsystematic observations or intuitive assumptions, the risk of erroneous actions increases significantly. Therefore, digital tools should be considered not only as a means of technical modernization, but as an element of the strategic stability of an agricultural enterprise. This includes the use of crop monitoring systems, electronic resource accounting, digital mapping of fields, yield forecasting, cost analytics, agrometeorological support and logistics management. Taken together, such solutions allow reducing the level of uncertainty, increasing the validity of management decisions and ensuring greater consistency between strategic goals and current activities of the enterprise.

Digitalization becomes especially important in conditions of climatic instability, when even minor deviations in weather parameters can significantly affect business results. In such a situation, an agricultural enterprise needs not just to collect information, but to form a system of operational analytical response. For example, data on soil moisture, air temperature, plant condition, pest activity or disease risks should not be accumulated passively, but transformed into the basis for specific decisions regarding sowing dates, fertilizer application, plant protection, irrigation or adjustment of the production program. Therefore, the development strategy of an agricultural enterprise should include a digital component as a prerequisite for adaptability and a tool for minimizing production and financial losses. At the same time, digital transformation is not self-sufficient. It gives a positive result only when accompanied by the appropriate level of management

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culture, analytical competence and staff readiness to work in a new format. That is why the role of the manager is not only to implement technological solutions, but also to form an internal environment in which innovations are perceived as a tool for increasing sustainability, and not as an additional burden. The manager must ensure the explanation of the goals of digitalization, the adaptation of employees to new procedures, the coordination of responsibilities and the connection between data, decisions and results. In this aspect, the leadership competencies of the manager acquire the features of transformational leadership, when he does not simply control the process of change, but sets their logic, pace and content.

Secondly, diversification as a means of reducing risks and increasing the overall sustainability of the economic system. In an unstable environment, excessive dependence on one type of product, one sales market, one source of financing or one technological approach significantly increases the vulnerability of the enterprise. Therefore, diversification should be considered not only as a tool for expanding activities, but as a mechanism for strategic risk balancing. At the production level, this can manifest itself in the combination of several areas of specialization, changing the crop structure, developing processing, using different technological schemes or expanding the product range. At the level of market behavior, diversification involves working with different sales channels, different consumer groups and different formats of contractual relations.

Diversification becomes particularly relevant in the context of the transition to environmentally friendly production. In many cases, an enterprise cannot simultaneously rebuild the entire management system without the risk of disrupting financial equilibrium. Therefore, a phased approach is advisable, when environmental practices are introduced gradually, in parallel with maintaining economic stability. For example, part of the area can be transferred to more economical technologies, new elements of crop rotation, biological protection means or individual resource-saving solutions can be tested without simultaneously breaking the entire production model. This approach allows you to accumulate experience, evaluate real results, adjust further actions and avoid critical errors. Therefore, the development strategy of an agricultural enterprise should provide not only for the final transformation model, but also for a transitional trajectory that is economically acceptable and organizationally feasible.

In the structure of strategic management, a special place belongs to the personnel potential of the enterprise. Quite often, attention is focused on technologies, finances, market risks or natural resources, while the human factor remains undervalued. However, in conditions of constant change, it is the personnel that determines the real ability of the enterprise to adapt. If employees do not accept new approaches, do not have the necessary skills or do not understand the logic of change, strategic decisions lose their practical effectiveness. That is why in the system of development of an agricultural enterprise, the personnel strategy should

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not be an auxiliary, but an integrated component of the overall strategy. It should include professional training, updating of competencies, formation of internal motivation, development of responsibility for work results and improvement of the culture of environmentally friendly management. In this context, the leadership competencies of a manager are manifested through the ability to create an environment of trust, professional growth and collective involvement in the strategic goals of the enterprise. The employee must perceive greening, risk management, technological renewal or new standards as part of a clear and reasonable development model, and not as a set of externally imposed requirements. It is the manager who provides this semantic connection between the general strategy and everyday work actions. He forms not only a system of tasks, but also a management climate within which the team is ready to work for results in difficult and unstable conditions. In conditions of economic turbulence, the importance of not just the volume of resource provision increases, but the quality of their use. An enterprise may have a sufficient land bank, technical means or production infrastructure, but without a proper management system these resources are not transformed into a sustainable competitive advantage. Therefore, strategic development should be based on the principle of optimizing resource flows, reducing unproductive costs, increasing energy efficiency, reducing production losses and improving the reproduction of the natural basis of agricultural production. In this approach, economic feasibility and environmental safety are not opposed to each other, but are combined in a single logic of long-term management.

Land management is of particular importance as the basis for the strategic sustainability of an agricultural enterprise. Land in agriculture is not only a factor of production, but a complex ecological and economic system, the future performance of the enterprise depends on its condition. Soil depletion, a decrease in their biological activity, nutrient imbalance, erosion processes and excessive technogenic load form deferred risks that do not always manifest themselves immediately, but significantly undermine development prospects. That is why the enterprise's strategy should include systems for restoring and maintaining soil fertility, controlling agrochemical loads, adhering to scientifically sound crop rotations, applying soil protection technologies and monitoring the ecological state of the land. Without this, any short-term economic benefit is actually achieved at the expense of narrowing future development opportunities.

The reconciliation of economic and environmental interests of the enterprise also requires a rethinking of the criteria for management efficiency. Traditionally, in agricultural management, performance is often assessed through yield, cost, profit or profitability. Of course, these indicators remain important, but in modern conditions they can no longer fully reflect the quality of strategic development. It is advisable to include indicators of risk tolerance, environmental stability, resource efficiency, adaptability of the production structure, personnel capacity to change and

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stability of market relations in the assessment system. This means that enterprise management must move from a narrow financial vision of efficiency to a comprehensive vision of the viability of the economic system.

In practical terms, this can be implemented through the introduction of a system of strategic indicators that combine economic, production, environmental and management parameters. For example, along with financial results, it is advisable to assess the dynamics of losses from risk events, the level of production diversification, the stability of yields in conditions of weather fluctuations, the volume of implementation of environmentally friendly technologies, the efficiency of the use of fertilizers and protective equipment, the level of personnel training and the degree of implementation of anti-crisis scenarios. This approach allows you to see the real state of the enterprise not only in the current dimension, but also in the perspective of its sustainable development.

The issue of interaction of an agricultural enterprise with the external environment deserves special attention. In modern conditions, an enterprise can no longer develop as a closed production system, since its stability largely depends on the quality of relations with suppliers, processors, financial institutions, authorities, scientific and consulting structures and local communities. The higher the level of coordination with external partners, the more opportunities there are for reducing risks, attracting innovations, expanding sales markets and increasing reputational trust. In this aspect, the development strategy should provide not only for internal optimization of activities, but also for building a network of partnership relations that enhance the overall adaptability of the enterprise. For a manager, this means the need to develop not only organizational, but also communicative and negotiation competencies.

The ability to establish long-term relationships, maintain a business reputation, justify the enterprise's position, and reach a compromise in conditions of instability becomes an important factor in strategic success. This is especially important when the enterprise is going through a phase of ecological modernization, attracting new investments, entering new markets or restructuring logistics. In all these cases, the personal management style of the manager, his ability to publicly represent the interests of the enterprise and build trust directly affect the practical effectiveness of the strategy. It should also be taken into account that the development strategy of an agricultural enterprise in turbulent conditions cannot be static. It requires constant revision, correction and clarification depending on changes in the external and internal environment. This does not mean the absence of long-term guidelines, but on the contrary - it requires a clear distinction between the strategic core and variable tactical components. The strategic core must preserve the key values, development direction and basic priorities of the enterprise, while tactical tools can adapt to market, climatic, financial and institutional changes. It is such a flexible management model that allows combining consistency and

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adaptability, which is a determining condition for the sustainability of an agricultural business.

Conclusions. Therefore, in modern conditions, the development strategy of an agricultural enterprise should be formed as a holistic system of management decisions, focused on ensuring economic sustainability, adaptation to climate change and a gradual transition to environmentally friendly production. The effectiveness of such a strategy is determined not only by the availability of resources or production potential, but primarily by the ability of the enterprise to respond to risks in a timely manner, flexibly change approaches to management and combine short-term effectiveness with long-term development priorities. Of particular importance in this process is risk management as a tool for increasing the adaptability and stability of the enterprise's functioning, as well as the leadership competencies of the manager, on which the quality of strategic decisions, the readiness of the team for change and the practical implementation of certain development directions depend. It is the combination of strategic vision, environmental responsibility, risk-oriented management and effective leadership that forms the basis for the competitive, sustainable and balanced development of an agricultural enterprise in the face of modern challenges.

It is advisable to link the prospects of further scientific research with the development of methodological approaches to assessing the effectiveness of agricultural enterprise development strategies, determining the performance indicators of integrated risk management, as well as with the formation of models for developing leadership competencies of management personnel in the context of environmental and climatic transformation of agricultural production.

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Дата першого надходження статті до видання: 01.04.2026
Дата прийняття статті до друку після рецензування: 14.04.2026