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***Azhazha M.**, Doctor of Sciences in Public Administration, Professor, Professor of the Department of Management and Administration, Zaporizhzhia National University, Zaporizhzhia
ORCID: 0000-0003-3549-7718*

***Venger O.**, PhD in Political Sciences, Associate Professor, Associate Professor of the Department of Management and Administration, Zaporizhzhia National University, Zaporizhzhia
ORCID: 0000-0002-3758-7891*

***Dashkov A.**, Postgraduate student, Zaporizhzhia National University
ORCID: 0009-0005-1798-3159*

***Ажажа М.**, доктор наук з державного управління, професор, професор кафедри управління та адміністрування, Запорізький національний університет, м. Запоріжжя*

***Венгер О.**, кандидат політичних наук, доцент, доцент кафедри управління та адміністрування, Запорізький національний університет, м. Запоріжжя*

***Дашков А.**, аспірант, Запорізький національний університет м. Запоріжжя*

**CONCEPTUAL FOUNDATIONS OF LEADERSHIP IN THE
TRANSFORMATIONAL PROCESSES OF PUBLIC ADMINISTRATION**

**КОНЦЕПТУАЛЬНІ ЗАСАДИ ЛІДЕРСТВА В ТРАНСФОРМАЦІЙНИХ
ПРОЦЕСАХ ПУБЛІЧНОГО УПРАВЛІННЯ**

The article presents a comprehensive scientific study of the conceptual foundations of leadership as a key determinant of the success of transformational processes in Ukraine's public administration system. The relevance of the topic is substantiated by the need to move away from rigid hierarchical management models toward flexible, adaptive, and results-oriented strategies, driven by the challenges of digitalization, European integration, and the legal regime of martial law. The authors conduct a retrospective analysis of the evolution of leadership paradigms: from mechanistic models of directive control to modern concepts of transformational, distributed, servant, and adaptive leadership. Particular attention is paid to the phenomenon of digital leadership, or e-leadership, which, under conditions of rapid technological progress, is becoming an instrument for implementing reforms through e-government ecosystems and open data-based management.

The article proposes an integrative-adaptive model of leadership that includes a value core, a subject-competence level, a conceptual-style level, a pragmatic-instrumental level, and an effectiveness-result-oriented level. The model is aimed at shaping a new type of public manager – a “manager-leader” capable of combining formal status with informal authority, strategic thinking with digital competence, and ethical responsibility with practical effectiveness. The stages of leadership implementation are identified, and indicators for assessing managerial transformations are proposed. Special attention is given to the impact of wartime challenges on the development of leadership potential, particularly value reorientation, practice-oriented personnel training, and the use of Ukraine's experience in crisis management. It is proven that combining the formal status of a manager with personal authority and ethical responsibility forms a resilient governance system capable of transforming external threats into resources for development.

Keywords: *leadership, public administration, transformational processes, integrative-adaptive model, change management, transformational leadership, digital leadership, managerial competencies, institutional capacity.*

У статті здійснено комплексне наукове дослідження концептуальних засад лідерства як ключового детермінанта успішності трансформаційних процесів у системі публічного управління України.

Актуальність теми обґрунтовано необхідністю відходу від жорстких ієрархічних моделей управління на користь гнучких, адаптивних та результативних стратегій, що зумовлено викликами цифровізації, євроінтеграції та правового режиму воєнного стану. Авторами проведено ретроспективний аналіз еволюції лідерських парадигм: від механістичних моделей директивного контролю до сучасних концепцій трансформаційного, розподіленого, сервантного та адаптивного лідерства. Особливу увагу приділено феномену цифрового лідерства (e-leadership), яке в умовах стрімкого технологічного прогресу стає інструментом реалізації реформ через екосистеми електронного урядування та управління на основі відкритих даних. Запропоновано інтегративно-адаптивну модель лідерства, яка охоплює ціннісне ядро, суб'єктно-компетентнісний, концептуально-стильовий, прагматико-інструментальний та ефективно-результативний рівні. Модель спрямована на формування управлінця нового типу – «керівника-лідера», здатного поєднувати формальний статус із неформальним авторитетом, стратегічне мислення з цифровою компетентністю, а етичну відповідальність із практичною результативністю. Визначено етапи реалізації лідерства та запропоновано індикатори для оцінювання управлінських трансформацій. Особливу увагу приділено впливу воєнних викликів на розвиток лідерського потенціалу, зокрема ціннісній переорієнтації, практико-орієнтованій підготовці кадрів і використанню українського досвіду антикризового управління. Доведено, що поєднання формального статусу керівника з особистісним авторитетом та етичною відповідальністю формує результативну систему управління, здатну трансформувати зовнішні загрози у ресурси розвитку.

Ключові слова: *лідерство, публічне управління, трансформаційні процеси, інтегративно-адаптивна модель, управління змінами, трансформаційне лідерство, цифрове лідерство, управлінські компетентності, інституційна спроможність*

Problem Statement. The contemporary paradigm of public administration

in Ukraine is undergoing intensive transformation driven by a complex of exogenous and endogenous factors: globalisation trends, the pace of digitalisation, the strategic vector of European integration, and the implementation of decentralisation reform. At the same time, growing public expectations regarding the quality of public services require governmental bodies to revise traditional managerial approaches in favour of more flexible and effective strategies. In this context, particular relevance accrues to the scholarly conceptualisation of leadership approaches and models capable of providing effective support for reform processes in the field of public administration. An important research task is to identify those components of leadership styles that contribute to overcoming bureaucratic inertia, enhancing the innovative capacity of public institutions, and strengthening public trust in governmental bodies. Equally significant is the substantiation of possibilities for integrating classical and contemporary leadership theories into a unified conceptual model adapted to the needs of public administration under conditions of transformational change.

The article provides an analytical overview of theoretical approaches to understanding leadership and managerial practices that may underpin a model aimed at invigorating public administration reform. The success of organisational change depends to a great extent on the quality of managerial decisions and on the level of leadership competencies developed in heads of public authorities. Effective leadership in this dimension emerges as an important factor in forming strategic vision, rallying personnel around the objectives of change, overcoming resistance to innovation, enhancing the motivation of public administrators, and creating an organisational environment conducive to innovation.

Analysis of Recent Research and Publications. The issues of leadership in public administration occupy an important place in contemporary scholarly discourse, as they are bound up with questions of institutional capacity, the effectiveness of managerial decisions, professionalisation of the civil service, and the provision of transformational processes. The methodological foundations for studying the phenomenon of leadership in public administration are set out in the works of I. Suraj, which emphasise the

multidimensional character of this phenomenon and the necessity of studying it in an interdisciplinary perspective [1]. Prospects for the development of leadership in Ukraine in the context of public administration have been analysed by Yu. Liakh, who considers leadership an important factor in modernising managerial practices and improving the performance of governmental bodies [2]. A significant contribution to the understanding of paradigmatic evolution in the civil service sphere has been made by A. Rusnak and O. Bahrim, who examined the conceptual foundations of human resource management, the transformation of management theories, and contemporary challenges in developing personnel capacity [3]. Important for understanding the transition from traditional managerial models to more flexible forms of leadership influence is the study by P. Gronn, which substantiates the ideas of a shift from transactional to transformational and distributed leadership [5]. T. Kychkyriuk and H. Salata define servant leadership as a novel management philosophy grounded in the principles of human-centredness, ethics, and social responsibility [6]. The development of this subject is presented in the work of T. Savrasova-V'iun, V. Rudenko, and T. Polishchuk, where servant leadership is interpreted as a strategic resource for the formation of value-oriented managerial practices [7]. In the context of overcoming crises, R. Heifetz, A. Grashow, and M. Linsky position leadership as a practical toolkit for mobilising an organisation to address complex problems that cannot be resolved through standard algorithms [8]. A. Chechel analyses the professional development of civil servants on the basis of adaptive leadership, emphasising the priority of continuous learning and cognitive flexibility [9]. V. Torichnyi, D. Tkachuk, and Yu. Kuz underscore the necessity for synergy among managerial, technological, and communicative competencies of executives [10]. Meanwhile, L. Kolesnyk emphasises a holistic approach to the formation of leadership qualities and managerial accountability [12]. In the practical dimension, particular significance attaches to the provisions of N. Aliushyna regarding the specifics of leadership under martial law, where strategic thinking, psychological resilience, and the capacity for decision-making under high uncertainty are identified as key determinants [13].

Thus, analysis of scholarly sources gives grounds to assert that the subject

of leadership in public administration develops along several interconnected vectors: methodological reflection on the leadership phenomenon; building leadership competencies; the introduction of transformational, distributed, servant, and adaptive paradigms; digital leadership; and the specifics of managerial influence under wartime and crisis conditions. At the same time, outside the attention of researchers remains the question of synthesising these approaches into a coherent conceptual model relevant to the demands of Ukrainian public administration under conditions of synergy among digitalisation, the legal regime of martial law, the European integration process, and forthcoming post-war reconstruction. This substantiates the advisability of developing an integrative-adaptive leadership model as an effective instrument for strengthening institutional capacity and enhancing the performance of public administration bodies.

Research Objective. The aim of the study is to conduct a retrospective analysis and theoretical generalisation of the evolution of leadership paradigms in the field of public administration, as well as to provide a scholarly substantiation of a conceptual leadership model adapted to contemporary challenges.

Main Content. The evolution of scholarly thought regarding the phenomenon of leadership in Ukraine correlates with global managerial trends, tracing a path of adaptation to the specific socio-political conditions of a post-transformational society and the distinctive features of the domestic public sector. In contemporary scholarly discourse, leadership is interpreted not as an isolated set of individual-psychological traits of an executive, but as a multidimensional social-managerial phenomenon that influences the effectiveness of organisational development, change management, and modernisation of the public administration system [1].

The effectiveness of leadership influence is largely determined by the structure and legitimacy of the sources of power that the subject of management employs. The most effective model of managerial interaction is considered to be one in which the formal-legal status of the executive is combined with personal authority, professional competency, and the capacity for informal influence. In this context, power appears not merely as an

institutionally fixed status, but as responsibility for making managerial decisions, coordinating the interests of the participants in organisational interaction, and maintaining trust within the team. Preserving the loyalty of followers requires the leader to take into account their expectations, needs, and value orientations, since ignoring these factors may weaken the leader's influence and result in a loss of support [2].

Classical leadership paradigms — trait theory and behavioural concepts — tend towards strict hierarchy and the primacy of formal authority. The genesis of leadership in the public sector began with mechanistic models oriented towards directive control. However, the current stage of development is characterised by a shift of emphasis towards strategic management of organisational culture and the accumulation of intellectual human capital. Traditional leadership, focusing on maintaining stability and operational order, demonstrates a certain effectiveness in crisis situations (stabilisation function). However, its excessive rigidity and regulatory orientation often act as a barrier to the introduction of innovative managerial practices [3].

Transactional leadership is based on regulating managerial interaction through a system of 'reward – punishment – control over the fulfilment of defined tasks'. In the sphere of public administration, this type of leadership is directed primarily at ensuring compliance with administrative procedures, normative requirements, standards of activity, and a clear distribution of responsibility among the participants in the managerial process. At the same time, the transactional model has certain limitations, as it is predominantly oriented towards maintaining stability and fulfilling formalised functions, paying less attention to developing innovative potential, the intrinsic motivation of personnel, and the value-based engagement of public administrators. For this reason, transactional leadership may be most effective in situations requiring the prompt implementation of routine managerial procedures, the maintenance of discipline, and the stability of organisational functioning.

In the contemporary public administration system, the concept of transformational leadership acquires particular significance; its theoretical foundations were formed by J. Burns and subsequently received empirical

substantiation in the works of B. Bass and J. Kotter. Within this paradigm, leadership is viewed not merely as a mechanism for coordinating personnel activity, but as the capacity to initiate profound changes in organisational culture, value systems, managerial practices, and the behavioural models of employees. The transformational leader — by forming a strategic vision, demonstrating an ethical example, and ensuring a value orientation of managerial activity — contributes to raising the level of motivation, professional dedication, and emotional engagement of public administrators in the fulfilment of a socially significant mission, which is especially important during periods of large-scale reform and systemic transformation [4].

Further development of scholarly approaches to understanding leadership is associated with the concept of distributed leadership, one of the important theoretical foundations of which is P. Gronn's work 'From Transactions to Transformations' (1996) [5]. Within this approach, leadership is viewed not as the result of a single executive's unilateral influence, but as a process of collective interaction formed through the engagement of many participants in the managerial process. For the public sector, this logic means a gradual transition from hierarchically determined and transactional management models to more flexible forms of organisation, in which leadership influence is distributed according to the level of professional expertise, competency, and the capacity of participants for responsible decision-making, rather than solely on the basis of formal position.

Against the backdrop of declining trust in traditional hierarchical structures, the concept of servant leadership acquires particular relevance [6]. This approach is grounded in a human-centred management paradigm and presupposes a shift of emphasis from directive leadership to serving employees, citizens, and society as a whole. Servant leadership is based on the principles of empathy, ethics, responsibility, openness, and orientation towards the needs of the community. In the sphere of public administration, this model contributes to the formation of an environment of trust and psychological safety, which is an important precondition for developing the innovative activity of personnel, enhancing the professional motivation of public administrators, and strengthening their orientation towards the public good [7].

If servant leadership forms the ethical and value-based foundation of managerial interaction, then the concept of adaptive leadership, developed by R. Heifetz, A. Grashow, and M. Linsky, offers a toolkit for responding to complex challenges, uncertainty, and dynamic changes in the external environment [8]. The adaptive leader not only defines directions for action, but also facilitates collective awareness of the problem, mobilizes participants in the managerial process to search for alternative solutions, and creates conditions for organizational learning [9]. Accordingly, adaptive leadership in public administration may be regarded as a mechanism for converting external threats into resources for development, ensuring the transition from a model of maintaining current functioning to a model of dynamic renewal, institutional resilience, and strategic advancement.

The rapid pace of technological progress generates a demand for the formation of digital leaders (e-leaders) capable of ensuring synergy between the implementation of IT solutions and the reconfiguration of organisational processes [10]. The effectiveness of digital leadership in the public sphere is determined by a balanced combination of four clusters of competencies: leadership (strategic vision); digital (technological literacy); business (results orientation and efficiency); and social (soft skills and communicative interaction) [11]. In contemporary public administration, digital leaders act as architects of e-government ecosystems, 'smart city' concepts, and data-driven decision-making strategies, which makes it possible to materialise declarative reforms through concrete digital instruments.

The analysis conducted gives grounds to assert that the synthesis of the roles of 'manager' and 'leader' forms a mutually complementary functional complex. Within such an approach, the formal-organisational component of management — encompassing the definition of tasks, monitoring of deadlines, distribution of authority and responsibility — is combined with the socio-psychological mechanism of leadership influence, based on personal authority, trust, and the capacity to motivate personnel. Thus, the manager ensures institutional stability, procedural orderliness, and the fulfilment of managerial functions, while the leader, through effective communication, coordination, and engagement of employees, contributes to higher quality task fulfilment,

reduced conflict potential, and the formation of a conducive environment for change.

Drawing on the approach of L. L. Kolesnyk [12], it is expedient to define the integrated model of 'manager-leader' as the optimal profile of the contemporary public administrator. Such a model presupposes the combination of formal status, professional competency, and managerial experience with a high level of intellectual development, readiness for responsible risk-taking, forward-looking thinking, and the capacity for informal influence. It is precisely the strengthening of positions of power through professional authority and recognition from subordinates that creates the preconditions for transforming public administration from a mechanism of formal fulfilment of state functions into a dynamic process of achieving strategic objectives on the basis of the conscious participation, responsibility, and engagement of every team member.

Within the framework of investigating the transformational potential of public administration, the authors propose a multi-level integrative-adaptive leadership model. Its methodological basis is a systemic approach that makes it possible to view leadership not merely as a set of individual characteristics of an administrator, but as a consistent and structured process encompassing the formation of value orientations, competency development, the selection of an appropriate managerial influence style, the application of practical instruments, and the achievement of strategically significant results in the sphere of public administration (Table 1). The proposed architecture is based on the decomposition of the managerial process along five vectors: goal-setting (Why?); subjecthood (Who?); methodology (How?); instrumentation (With what?); and effects (What result?). Such structuring allows for a comprehensive diagnosis of the managerial tier's readiness to function under conditions of uncertainty and intensive digital transformation.

Table 1

Architecture of the Integrative-Adaptive Leadership Model in Public Administration

Model Level	Essential Characteristic	Key Determinants	Functional Role in Public Administration
1. Value Core (Why?)	Defines the axiological foundation of leadership	Ethics, integrity, service to the community, trust, public-good orientation, accountability	Ensures the legitimacy of governance and strengthens public trust
2. Subject-Competency Level (Who?)	Characterises the administrator's capacity to act effectively	Strategic thinking, adaptability, innovativeness, emotional intelligence, digital competency	Underpins the formation of a new 'manager-leader' profile
3. Conceptual-Stylistic Level (How?)	Defines the methodology and modes of leadership influence	Transformational, adaptive, servant, transactional, and digital leadership	Maintains dynamic balance between institutional stability and the need for change
4. Pragmatic-Instrumental Level (With what?)	Reflects the practical implementation of the leader's decisions	E-government, process re-engineering, HR development, KPI orientation, partnerships	Converts strategic visions into concrete governance outcomes
5. Effectiveness-Results Level (What result?)	Verifies the effects of leadership influence	Socio-economic management efficiency, public trust, inclusiveness, innovation, system resilience	Drives transformation and capacity-building in public administration

The architecture of the integrative-adaptive leadership model, summarized in Table 1, attests to its multi-level, systemic, and interdependent character. The proposed model combines value-based, subject-competency, conceptual-stylistic, pragmatic-instrumental, and effectiveness-results components, making it possible to view leadership in public administration not merely as an individual characteristic of an executive, but as a complex

mechanism for ensuring managerial transformations.

The key feature of the model is its sequential logic: from the formation of the axiological foundation of leadership ('Why?'), oriented towards ethics, integrity, service to the community, and the public good, to the achievement of objective effectiveness ('What result?') in the form of enhanced efficiency, innovativeness, inclusiveness, public trust, and the resilience of the public administration system. Each preceding level creates the necessary preconditions for the functioning of the next, while the effectiveness of managerial influence is ensured not by individual competencies of the executive, but by the synergy of all model elements. The conceptual-stylistic level ('How?') performs the function of an adaptive regulator, enabling the manager-leader to differentiate methods of influence depending on the context. This ensures a dynamic balance between institutional stability (through transactional monitoring and adherence to procedures) and the necessity of systemic change (through transformational inspiration, personnel mobilisation, and overcoming resistance to innovation). This approach makes the management system resilient to changes in the external environment.

The model transforms the abstract category of 'leadership' into applied managerial instruments. Through the integration of the subject-competency and instrumental levels, the administrator becomes an architect of digital and institutional transformations. This makes it possible to combine strategic vision with the practical capacity to implement reforms through e-government tools, HR development, and KPI orientation. The effectiveness-results level of the model acts as an integral indicator of the viability of the entire architecture. Under conditions of contemporary global crises, the priority criterion of success is defined not merely as the formal fulfilment of planned indicators, but also as the strengthening of the overall resilience of the state system, its capacity for the dynamic development of innovative potential and inclusiveness.

Accordingly, the proposed integrative-adaptive model may be regarded as a conceptual instrument for modernising public administration — for diagnosing and developing leadership potential in public administration bodies. It is aimed at forming a new type of administrator — a 'manager-leader' who harmoniously combines formal status with informal authority, ethical

responsibility with digital competency, and strategic goal-setting with practical effectiveness.

To ensure the effectiveness of reforms in public administration, it is advisable to form a consistent logic for the implementation of leadership, which makes it possible to systematically track the dynamics of change, evaluate managerial results, and determine the level of achievement of objectives at each stage of the transformational process. Such an approach presupposes the combination of contextual analysis, the development of key competencies, the integration of managerial practices, the application of modern leadership approaches, the realisation of transformational changes, and the assessment of their results through relevant indicators (Table 2).

Table 2

Stages and Indicators of Leadership Implementation in Public Administration

Stage	Essential Characteristic	Applied Indicators
1. Context Diagnostics	Identifying the impact of digitalisation, crisis events (war, pandemic), and growing public expectations for service quality	Usage rate of the 'Diia' app; number of available e-services; Regional Digital Transformation Index; satisfaction with public services
2. Competency Accumulation	Building the set of managerial, ethical, professional, and digital qualities needed for effective change management	Implementation of innovative community projects; adherence to anti-corruption standards; availability of strategic documents and development plans
3. Process Integration	Integrating traditional administrative approaches with digital tools, open data, and participatory practices	Procurement efficiency via Prozorro; development of the open data portal (data.gov.ua); share of public services delivered electronically online
4. Methodological Adaptation	Balanced application of classical and modern leadership models to public administration needs	E-government development level; Ukraine's positions in international rankings, including the Global Innovation Index and other institutional-capacity indices

5. Transformational Dynamics	Practical implementation of institutional reforms and organisational changes in the public administration system	Pace of reform implementation; transparency and openness indices; level of administrative process optimisation
6. Results Verification	Determining long-term effects for the state, society, and the public administration system	Corruption Perceptions Index; public trust in governmental institutions; quality and accessibility of public services; Ukraine's positions in the World Bank Governance Indicators

Source: developed by the authors

The staged sequence of leadership potential implementation in the public administration system presented above allows the transformation process to be structured as a managed and measurable cycle. The proposed algorithm demonstrates the transition from analytical-diagnostic actions (context diagnostics) to the recording of strategic effects (results verification), which ensures the systemic character of reforms, where each subsequent stage builds on the results of the preceding one, minimising the risks of chaotic management. A key feature of this structure is its linkage to specific applied indicators and international rankings (CPI, Global Innovation Index, WGI), which makes it possible to transform subjective assessments of leadership effectiveness into objective indicators of the institutional capacity of the state — something especially important for monitoring Ukraine's European integration progress. The identification of the levels of process integration and methodological adaptation underscores that contemporary leadership in Ukraine is inextricably linked to digitalisation (the 'Diia' ecosystem, Prozorro, open data). This demonstrates that a leader's digital competencies are foundational instruments for the implementation of modern reforms. The presence of the stage of results verification through indicators of public trust and service quality attests to a paradigm shift from process-oriented management to results-oriented management.

Accordingly, Table 2 serves as a roadmap for assessing the effectiveness

of leadership at various levels of public administration. It makes it possible to identify 'bottlenecks' in transformational processes: from a lack of competencies at the initial stages to insufficient instrumental support at the implementation stage, thereby creating a foundation for informed managerial decision-making.

In the context of investigating the conceptual foundations of leadership in the transformational processes of public administration, Russia's full-scale war against Ukraine emerges as a powerful catalyst of institutional, managerial, and value-based changes. Wartime conditions have actualised the need for a new type of public leadership — one capable of ensuring the resilience of governmental institutions, the promptness of decision-making under pressure, and the mobilisation of human potential under conditions of high uncertainty. In this dimension, leadership in the public sphere evolves into a strategic asset in which the synergy of adaptability, professionalism, and personal courage becomes the foundation for building a fundamentally new architecture of public administration.

Within the framework of this study, the transformation of the leadership potential of public administration is appropriately viewed as a process of qualitative renewal of the managerial resource, occurring along several interconnected vectors.

First, this concerns the axiological (value-based) reorientation of public leadership. Under wartime conditions, societal expectations of public administrators have shifted significantly — from assessing professional competency alone to demanding uncompromising integrity, ethical resilience, social justice, accountability, and a readiness to act in the interests of the public good. The public administrator is perceived as a bearer of statehood values, whose authority is grounded in trust, moral consistency, and the capacity to deliver socially significant results.

Second, of particular importance is the practice-oriented systemic preparation of managerial personnel. The transformation of public administration under martial law requires the development of applied managerial competencies needed for action under uncertain conditions, inter-sectoral coordination, strategic planning, and post-war reconstruction. In this

context, the initiatives of the National Agency for Civil Service — notably the 'School of Strategists' for senior public administration corps — are aimed at forming personnel potential capable of ensuring institutional resilience in current conditions and the strategic modernisation of the management system in the post-war period [13].

Third, an important direction is the integration of Ukrainian experience in crisis management into the global context. Wartime challenges have activated international cooperation, transforming Ukrainian crisis management practice into unique empirical material for the global community. International initiatives — notably projects such as Generation Ukraine — create opportunities for the exchange of experience, institutional learning, the dissemination of Ukrainian managerial practices, and the simultaneous adaptation of best global approaches to national managerial realities.

Thus, within the subject matter under investigation, contemporary leadership is appropriately viewed as a strategic resource for transforming public administration. Its content is defined by the synergy of value-based resilience, professional competency, adaptability, innovativeness, crisis thinking, personal responsibility, and a readiness to act in the interests of societal outcomes. It is precisely this model of leadership that forms the foundation for building a new architecture of public administration oriented towards institutional capacity and resilience, the strengthening of public trust, and the effective post-war reconstruction of Ukraine.

Conclusions. The study conducted gives grounds to assert that leadership in public administration is a strategic factor in ensuring transformational processes, institutional capacity, and the resilience of public authorities. Under conditions of digitalisation, European integration, decentralisation, and wartime challenges, it acquires significance as a key resource for modernising the management system. A synthesis of scholarly approaches has shown that effective leadership in public administration has an integrated character. Transactional leadership ensures stability and adherence to procedures; transformational leadership forms strategic vision and motivation for change; adaptive leadership enables responses to uncertainty; servant leadership enhances ethics and trust; digital leadership ensures the technological

modernisation of managerial processes. Leadership acquires particular significance under conditions of full-scale war, which has actualised the need for administrators capable of acting under conditions of high uncertainty, making responsible decisions, coordinating inter-sectoral interaction, and ensuring the resilience of state institutions. In this context, leadership emerges as an important precondition for the effective post-war reconstruction of Ukraine. Accordingly, the development of leadership in public administration must be directed towards the formation of value-oriented, adaptive, e-competent, and responsible administrators.

Prospects for further research lie in the empirical testing of the proposed model, the development of instruments for assessing leadership competencies, and the identification of mechanisms for institutionalizing a leadership culture in public administration bodies.

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