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ORGANIZATIONAL COMPETENCE OF OFFICIALS OF PUBLIC AUTHORITY BODIES: TRANSFORMATION IN WAR CONDITIONS

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ОРГАНІЗАЦІЙНА КОМПЕТЕНТНІСТЬ ПОСАДОВИХ ОСІБ ОРГАНІВ ПУБЛІЧНОЇ ВЛАДИ: ТРАНСФОРМАЦІЯ В УМОВАХ ВІЙНИ

The article explores the essence of organizational competence of officials of state authorities and local self-government as a key factor in the effectiveness of public administration. Its structural components are determined - professional knowledge, management skills, communication skills, value orientations and the ability to think strategically. Particular attention is paid to the transformation of organizational competence in wartime, when adaptability, crisis management, mobilization readiness and the ability to inter-institutional coordination come to the fore. It is shown that the military context necessitates a rethinking of traditional management practices, strengthening the role of leadership, innovative approaches and digital tools in ensuring the sustainability of public administration. It is emphasized that the development of organizational competence in wartime is not only a professional challenge for officials, but also a strategic task for the state, aimed at preserving institutional capacity and democratic principles of public administration.

The author reveals the degree of development of the scientific problem in the theory and practice of public administration, the essence and structure of the organizational competence of officials of state authorities and local self-government.

The conceptual and terminological apparatus of the science of public administration is clarified by defining the content of concepts based on the analysis of their main characteristics from the standpoint of a structural-functional approach, in particular: "competence" as a special quality of a person, characterized by his ability to apply acquired knowledge, skills, abilities, experience and personal qualities in professional activities; "organizational competence of an official of the State Administrative Service" as his ability to lead and implement effective communication, apply knowledge and skills when making managerial decisions within the limits of his competence, skills and experience in collecting and analyzing information using modern computer and information technologies; "leadership of an official of a state authority and local self-government" as a component of his professional competence, characterized by the ability to qualitatively apply the organizational function of management and affects the unification of all structural units of state authority and local self-government into a single whole, clear regulation of their functions, distribution of responsibilities and coordination of personnel efforts in order to ensure maximum productivity in achieving a previously defined goal of activity; "mechanisms for the development of

organizational competence of officials" as a set of management forms, methods, technologies, tools for influencing their system of knowledge and skills in the field of public management and administration, experience and motivation for leadership and constant self-improvement and self-development.

The structure of organizational competence of an official has been developed and systematized, which includes: knowledge about the organization of the activities of a state authority and local self-government and their subjects; the ability to make management decisions based on systemic communication, eliminate and resolve conflicts; skills and experience in collecting and analyzing information, using computer technology; motivation for leadership.

The organizational skills in the structure of organizational competence of public authorities officials are classified into basic and auxiliary, which contribute to effective communication, conflict resolution and adoption of consensus management decisions at the value, institutional and procedural levels.

Factors influencing the implementation of state policy in Ukraine and increasing the role and importance of public authorities at the local level are identified, such as: increasing the level of professional competence of officials of state authorities and local self-government to meet public needs; orientation on the European experience of reforming the public authority system and its study; introduction of a legislative framework in the context of the transformation of the public administration system.

In the conclusions, the author emphasizes that organizational competencies are an important tool for the modernization of state authorities and local self-government, since they determine the ability of officials to act effectively in conditions of war, changes in legislation and growing public expectations. The article lays the theoretical and methodological foundations for further empirical research and practical programs for the development of human resources in state and local government.

Thus, this work can be used as a basic reference point for scholars who study the competency-based approach in public administration, as well as for practitioners involved in the training and development of personnel in the field of public administration.

У статті досліджується сутність організаційної компетентності посадових осіб органів державної влади та місцевого самоврядування як

ключового чинника ефективності публічного управління. Визначено її структурні компоненти – професійні знання, управлінські навички, комунікативні здібності, ціннісні орієнтації та здатність до стратегічного мислення. Особливу увагу приділено трансформації організаційної компетентності в умовах війни, коли на перший план виходять адаптивність, кризове управління, мобілізаційна готовність та здатність до міжінституційної координації. Показано, що воєнний контекст зумовлює переосмислення традиційних управлінських практик, посилення ролі лідерства, інноваційних підходів та цифрових інструментів у забезпеченні стійкості державного управління. Наголошується, що розвиток організаційної компетентності в умовах війни є не лише професійним викликом для посадових осіб, а й стратегічним завданням для держави, спрямованим на збереження інституційної спроможності та демократичних засад публічного управління.

Автором розкрито ступінь розроблення наукової проблеми в теорії і практиці публічного управління, сутність і структуру організаційної компетентності посадових осіб органів державної влади та місцевого самоврядування.

Уточнено понятійно-термінологічний апарат науки державного управління завдяки визначенню змісту понять на основі аналізу їх основних характеристик із позицій структурно-функціонального підходу, зокрема: “компетентність” як особлива якість особистості, що характеризується її здатністю застосовувати набуті знання, вміння, навички, досвід й особисті якості у професійній діяльності; “організаційна компетентність посадової особи ПОДВМС” як її здатність до лідерства та здійснення ефективної комунікації, застосування знань і вмінь при прийнятті управлінських рішень у межах своєї компетенції, навичок та досвіду збору й аналізу інформації із застосуванням сучасних комп’ютерних та інформаційних технологій; «лідерство посадової особи органу державної влади та місцевого самоврядування» як складова її професійної компетентності, що характеризується здатністю до якісного застосування організаційної функції управління і впливає на забезпечення об’єднання всіх структурних підрозділів органів державної влади та місцевого самоврядування в єдине ціле, чітку регламентацію їх функцій, розподіл обов’язків та координацію зусиль персоналу з метою забезпечення максимальної продуктивності в досягненні

попередньо визначеної мети діяльності; «механізми розвитку організаційної компетентності посадових осіб» як сукупність управлінських форм, методів, технологій, інструментів впливу на їхню систему знань і вмінь у сфері публічного управління та адміністрування, досвід і мотивацію до лідерства та постійне самовдосконалення і саморозвиток.

Розроблено й систематизовано структуру організаційної компетентності посадової особи, яка включає: знання про організацію діяльності органу державної влади та місцевого самоврядування та їх суб'єктів; вміння приймати управлінські рішення на основі системної комунікації, усувати і вирішувати конфлікти; навички і досвід збору й аналізу інформації, використання комп'ютерної техніки; мотивацію до лідерства.

Здійснено класифікацію організаційних умінь у структурі організаційної компетентності посадових осіб органів публічної влади на базові та допоміжні, які сприяють ефективній комунікації, вирішенню конфліктів та ухваленню консенсусних управлінських рішень на ціннісному, інституційному й процесуальному рівнях.

Визначено фактори впливу на реалізацію державної політики в Україні та підвищення ролі й значення публічної влади на місцях, такі як: підвищення рівня професійної компетентності посадових осіб органів державної влади та місцевого самоврядування для задоволення суспільних потреб; орієнтація на європейський досвід реформування системи публічної влади та його вивчення; запровадження законодавчої бази в умовах трансформації системи публічного управління.

У висновках автор наголошує, що організаційні компетентності є важливим інструментом модернізації державної влади та місцевого самоврядування, оскільки вони визначають здатність посадових осіб ефективно діяти в умовах війни, змін законодавства та зростаючих суспільних очікувань. Стаття закладає теоретико-методологічні основи для подальших емпіричних досліджень і практичних програм розвитку кадрового потенціалу органів державної влади та місцевого самоврядування.

Таким чином, ця робота може бути використана як базовий орієнтир для науковців, які досліджують компетентнісний підхід у публічному управлінні, а також для практиків, що займаються підготовкою та розвитком кадрів у сфері державного управління.

Keywords: *organizational competence; public authority; public administration; state authority; local government; structural transformation; crisis management; adaptability; leadership; digitalization; institutional capacity; war.*

Ключові слова: *організаційна компетентність; публічна влада; публічне управління; державна влада; місцеве самоврядування; структурна трансформація; кризове управління; адаптивність; лідерство; цифровізація; інституційна спроможність; війна.*

Problem statement. The current stage of development of Ukrainian society is characterized by the introduction of a competency-based approach in various areas of professional training of specialists, which significantly increases the role of highly qualified specialists in professional activities, capable of ensuring the international authority of the country and its competitiveness, as well as the ability to manage the country in wartime conditions.

One of the most important areas of development of public administration in the conditions of the struggle for the existence of the state and at the same time the integration of Ukraine into the European space is the development of professionalism of officials of state authorities and local self-government. At the same time, professional competence contributes not only to expanding knowledge in public administration, but also to deeply understand the role of public administration institutions in social processes, to be able to creatively use the acquired knowledge, skills and abilities in practice, to be able to work with people, implementing a team approach, to value the positive experience of the team, taking into account the valid recommendations of colleagues, to ensure organizational principles of public participation in public administration, to critically evaluate what has been achieved.

Decentralization of power in Ukraine has created new conditions for the functioning of state authorities and local self-government, but at the same time has actualized the problem of insufficient organizational competence of officials. The lack of a systematic approach to the formation of managerial skills, weak integration of modern management methods and limited resources lead to an imbalance between

expanded powers and the real ability to effectively implement them. This necessitates the need for scientific understanding and practical improvement of organizational competence as a key factor in the professional activity of the state authorities and local governments.

Analysis of articles and publications. All this directly depends on the level of professional competence of the officials of state authorities and local governments, which is characterized by the ability of the individual to ensure the effectiveness of activities in various spheres of public life; acts as a kind of tool used in determining the level of professional development of a specialist; is based on the mastery of methods of acquiring knowledge, skills and abilities necessary for professional activity; is characterized by an individual-typological ability to solve tactical and strategic problems of objective reality [15], Competence development is a kind of development of an “indicator of the level of culture of the managerial elite” [16].

Domestic scientists interpret the concepts of “competence development” and “competence” differently. The latter comes from the Latin. *competens* – suitable, capable), putting different meanings into it, in particular, considering it as:

- knowledge and experience in a particular field [15];
- a range of issues in which a person has authority, knowledge and experience [19];
- awareness, awareness, authority [20];
- broad horizons and culture, knowledge of management theory, psychology, scientific foundations of management, the ability to apply knowledge in practice, knowledge of psychological methods, sociological research, and possess complex management skills [11];

professional knowledge of management theory, psychology, scientific foundations of management, the ability to implement their knowledge in practice, knowledge of psychological methods, sociological research, possession of a set of managerial skills, authority to perform organizational, administrative and advisory functions that allow solving issues of local importance [12],

In our opinion, the professional competence of officials of representative bodies of government is characterized by: effective use of abilities, which allows to

qualitatively carry out professional activities in accordance with the normatively defined requirements for the position; possession of knowledge, skills and abilities that are necessary for work in the specialty, applying a synergistic approach to autonomy and flexibility in solving professional problems; developed cooperation with colleagues and a professional interpersonal environment" [4],[5]

The current legislation of Ukraine defines the concept of “competence” as “the ability of a person, within the limits of the powers determined by the position, to apply special knowledge, skills and abilities, to demonstrate appropriate moral and business qualities for the proper performance of established tasks and duties, training, professional and personal development” [18],

Based on an understanding of the essence of the concept of “organizational competence of officials”, we have defined its structure, which includes the following components:

- knowledge about the organization of the activities of the government body and its subjects;
- the ability to provide systematic communication and resolve conflicts;
- the ability to make managerial decisions;
- skills and experience in collecting and analyzing information, using ICT and AI;
- motivation for leadership.

The purpose of the work is to consider the essence and structural transformation of the organizational competence of officials of state authorities and local self-government in wartime.

Presentation of the main material. In our study, we pay special attention to the organizational component of the manager's managerial competence, without which it is impossible to carry out the management cycle as a whole, that is, effective planning, coordination, regulation, accounting, control of any process is impossible.

In the context of significant transformational changes that have been taking place recently in Ukrainian society, there is a need for constant development of organizational competence of government officials. This applies to almost all of its

components.

Regarding the organizational structure of state authorities and local governments, they have practically all switched to a horizontal, not a vertical, management model, which practically does not require middle managers, and employees have more independence and initiative.

Such a model contributes to:

- acceleration of decision-making;
- reduction of bureaucracy;
- formation of teams of performers who independently solve production issues;
- priority of strategic planning in the organization;
- decentralization of management of units;
- increase of initiative of employees.

Thus, to ensure such a transition in public administration, it is necessary to ensure the development of such skills of organizational competence of officials as the ability to interact, be proactive, demonstrate leadership.

Regarding the ability to obtain information to achieve consensus when making a management decision, we believe that officials should be well versed in modern information technologies.

For this purpose, the National Agency for State Statistics of Ukraine, for example, created a corresponding Knowledge Management Portal and Human Resources Management Information System HRMIS. “Currently, more than 127 thousand users are registered on the Knowledge Management Portal. These are both civil servants and local government officials. These are 132 educational institutions, as well as 24 projects/programs of international technical assistance and other non-governmental organizations. The Portal hosts more than 1,700 advanced training programs, including 68 educational programs for master's degrees” [23].Such progress in mastering information and computer technologies (ICT), artificial intelligence (AI) leads to the development of e-government, which involves a wider and more active interaction between authorities, citizens and business. As a result,

the efficiency, transparency and accessibility of public management, state, administrative and other management services increase. This brings citizens closer to greater participation in the affairs of the state and society.

Thus, to acquire skills in using ICT, it is necessary to ensure the development of such skills of organizational competence of government officials as the ability to quickly obtain information, analyze it and transform it into a proposal for collective discussion.

Regarding the acquisition of experience in working in a team and demonstrating leadership, it should be noted that this requires a special ability to be tolerant of employees who have different types of character and behavior. The ability to attract attention, interest and lead is a special ability of managers to be leaders in a team.

“Leadership is recognized as a priority quality of the personality of an official in any organization and is one of the components of its professional competence. Political leadership is inherent in the heads of public authorities who win in political competition. It is recognized as a priority quality of the personality of the head of any political institution, which is a political institution with an appropriate organizational structure, purposeful executive structural elements and apparatus” [8, p.138].

Thus, in order to gain leadership experience, it is necessary to ensure the development of such skills of organizational competence of government officials as the ability to exercise formal and informal influence on subordinates, to be an authoritative person in the team.

Regarding the development of motivation of managers to obtain high-quality work results, it is worth noting that this can be achieved only under the conditions of competitive selection for positions in the state educational institution and local self-government.

The motivation of managers includes external and internal factors that encourage them to work effectively.

External factors (incentives) usually include material, career, public

(recognition of achievements, rewards, etc.).

Internal factors include the need for achievements, self-realization, psychological readiness, control over the situation.

Thus, in order to develop the motivation of managers to act effectively, it is necessary to create appropriate conditions that will contribute to the development of organizational competence skills to always be focused and responsible for the task at hand.

In our opinion, the model of development of organizational competence of local government officials, proposed by domestic scientists [5], which is based on a functional approach and includes organizational, motivational, control functions, influence functions, planning, development, group dynamics management, and organizational leadership.

The main criteria for the professionalism of officials of state authorities and local self-government include the presence of:

- appropriate higher education, which forms the competence of the manager;
- practical experience in public authorities;
- organizational and managerial skills, initiative, creativity, discipline, responsibility, compliance with legislation, political neutrality, moral qualities;
- ability to advance in a career [7].

We believe that officials should possess managerial and communication skills, including “theoretical knowledge (in the field of public management and administration, public administration, law, economics, etc.); professional skills (ability to apply modern forms and methods of public management, use of information technologies) and practical experience; communication skills, ability to work in a team, negotiation techniques; personal qualities; ability to constantly learn, flexibility, mobility, creativity, complex and logical thinking; loyalty to democratic values: compliance with laws, orientation towards well-being” [14].

As we can see from Table 1, the organization of the activities of the Regarding the organizational structure of state authorities and local governments, they have practically all switched to a horizontal, not a vertical, management model, which

practically does not require middle managers, and employees have more independence and initiative and its officials is associated with their abilities to organize the production process, stimulate the team, mobilize it to perform professional tasks and effective interaction with the community and the, in particular, mechanisms for influencing the authorities on the conflict situation and vice versa.

Table 1. Characteristics of organizational skills of local government officials

Skills inherent in an organizationally competent official:		
effective communication	conflict resolution	making effective management decisions
<ul style="list-style-type: none"> - socially appropriate actions [O. Leontiev]; - norms of ethics and etiquette [S. Khadzhiradeva]; - methods of forecasting the situation [N. Hrytsiak, S. Solovyov, A. Semenchenko]; - technologies of managing emotions [V. Gurievska]; - causal processes occurring at the deep structural levels of the system [David Easton's political system model [S. Bier] 	<ul style="list-style-type: none"> - symptoms, diagnostics, forecasting, control [L. Petrovska]; - prospective goals of the organization [Yermash N.M., Tverdokhlib Y.I.]; - analysis of interpersonal relationships [Dzvinchuk D.I.; - Piren M.I.]; - mechanisms of influence of the authorities on the conflict situation and vice versa [Peter T. Coleman, Robert Ferguson]. 	<ul style="list-style-type: none"> - techniques of management art [Kuzmin O.E., Melnyk O.G.]; - inclusion of personnel in determining the policy in the organization [Drucker, Peter F.]; - main stages of decision-making - preparation, incubation, enlightenment, verification [Meerovich M.I., Shragina L.I.]; - decision-making at the stages of clarifying the problem, drawing up a plan for its solution, implementing the decision [Sadovsky A.V.]; - alternative solutions (J.Nadler, Sh.Khibino) [Nadler J., Khibino Sh.]; - the essence of the adopted management decision [David A. Whetten, Kim S. Cameron]; - permanence (infinity) of the process of cognition [B.Barry]

Source: author's development based on the indicated sources.

Namely, skills in:

- effective communication - involves determining socially appropriate actions, norms of ethics and etiquette, mastering methods of forecasting the situation, technologies for managing emotions, causal (causal) processes that occur at deep structural levels of communication;

- conflict management - involves mastering methods of symptomatology,

diagnostics, forecasting, control, analysis of interpersonal relationships, mechanisms of influence of power on a conflict situation and vice versa, determining the long-term goals of the organization;

-making effective management decisions - involve mastering techniques of management art and the main stages of decision-making (preparation, incubation, enlightenment, verification), involving personnel in determining the policy in the organization, mastering decision-making at the stages of clarifying the problem, drawing up a plan, implementing the decision, alternative solution, understanding the essence of the management decision, permanence (infinity) of the process of cognition.

Let us consider in detail each component of organizational skills as a basic element of organizational competence and the factors that influence their development.

1. Communicative skills and abilities are components of organizational competence of the public administration, which contribute to the implementation of social interaction and ensure the effectiveness and efficiency of solving professional tasks to establish interpersonal and production relations in various situations.[13,p.13-15].

They depend on the structure of the communicative style of the personality, which reflects the "individual-typological specificity of the functioning of the communicative space in the field of public administration" and is characterized by synergistic, non-synergistic or anti-synergistic effects [1],

2. The ability to manage conflicts is inherent in an organizationally competent POMS. It involves preventing conflict, predicting and modeling a conflict situation, influencing the course of the conflict, ensuring its transformation into a rational solution, the ability to analyze complaints, settle disputes in the team, consciously respond to the conflict behavior of social subjects in order to avoid the destructive outcome of contradictions, and restrain the escalation of the conflict [6, p. 233-241].

The scientific literature also uses the concept of "conflictological competence", the relevance of which is due to the general saturation of life with

various conflicts - political, social, personal. The presence of conflicts and the lack of skills to manage them contribute to the formation of inadequate stereotypes of behavior, reduce work capacity, the effectiveness of professional activity.

To ensure the effectiveness of the activities of local government, the development of cooperation between local authorities and the community, there is a demand for the ability to conduct a constructive dialogue with colleagues, managers and subordinates. "Conflict is a clash of opposing interests, opinions, views; serious disagreements; acute dispute" [20, p. 451]; a clash of interests, actions, views, positions of both individual individuals who have great significance in the field of politics and entire social groups.

Regarding the ability to manage conflicts as a component of the organizational competence of the MIS, it is noted in the scientific literature that conflict, as a necessary component of the social existence of an individual and a group, can and does perform two functions: positive (constructive) and negative (destructive). Therefore, the goal, according to the majority of opinions of modern Western and domestic authors, is not to eliminate or prevent conflict, but to find a way to turn it into a productive one, to make it a springboard for improvement [9].

3. The ability to make managerial decisions is the next component of the organizational competence of state and local government officials, which characterizes the choice of one of several alternatives, most of which in the sphere of competence of local government and local self-government officials accept intuitively, since they lack theoretical knowledge, skills, abilities and experience of managerial activity. [31]

Despite the immaturity of public administration institutions, the synergy of the state and society in the management cluster has become the key to preserving statehood and stability at the national level. A full-scale invasion has become not only a military challenge, but also a threat public space in Ukraine. However, Ukrainian society has demonstrated resilience and, despite the lack of institutional dimensions, has managed to self-organize, the use of risk technologies has become a factor in stabilizing the country's governance system.[27]

For a public authority, it is important to create such a common database for making management decisions, which can be unified (standardized) and, under the same conditions, quickly made in each region.

There are several approaches to mastering the technology of making a management decision - these are:

- analytical models of decision-making (based on a set of knowledge and skills based on an objective analysis of a problem situation);
- a three-stage scheme for making political and management decisions (it includes the stages: clarifying the problem, drawing up a solution plan, implementing decision) [9].

The decision-making process in an organization is one of the main management functions, which also include the functions of planning, coordination, adjustment, accounting and control. These are the basic management functions that any manager must have, because the knowledge and ability to apply them indicate his managerial competence [21].

Therefore, it is logical in our study to think that the knowledge and ability to own the function of organizing any process or system are basic in organizational competence as a component of the manager's managerial competence, along with the competence of planning, coordination, regulation, accounting and control.

The basis of organizational competence also includes the skills and experience of collecting and analyzing information, using ICT and artificial intelligence. After all, it is impossible to consider the subject of our study without taking into account the "modern organizational paradigm associated with the integration of spheres of human activity, including the convergence of theories of organization, systems, management (cybernetics) and synergetics, and on their basis, the creation of a single organizational science" [24].

It should be noted that the theory of organization studies the processes of self-organization, their patterns, the nature of self-forming factors; systems theory - the content of integrity and systematicity, the properties of the whole and its parts; cybernetics - the problems of forming and transferring control influences to achieve

a given state of the system; synergetics - the mechanism of interaction of system elements in the process of self-organization and self-development.

In general, the modern theory of organization involves the unification of synergetics, cybernetics and systems theory and requires the development of new skills in managers associated with their recognition of all these systems. And this means that they must recognize all systems, including socio-economic and political, to which the system of local self-government also belongs:

- non-systemic, chaotic and situational;
- practically weakly managed and more - autonomous, independent, institutionalized;
- free and responsible, especially in decentralized networks of collegial relations; external planning should be replaced by circular mechanisms of self-organization [25],

. According to researcher Svitlana Gaiduchenko, “the formation and development of the organizational culture of public administration, as well as the definition of methodological approaches to their implementation in the practice of public administration in Ukraine in modern conditions, are relevant. After all, "the organizational culture of public administration as a socio-cultural institution ensures the regulation of the vital activity of state, municipal and public institutions, the business sector and other civil communities, as well as the processes of formation and development of the organizational culture of public administration balance global and national vectors of cultural development, and also harmonize socio-cultural trends of stability and change in the field of public administration[2].

S. M. Seryogin in his monograph "Organizational Culture and Competence in Public Administration" explores the theoretical and applied analysis of the relationship between the cultural factors of the functioning of state institutions and the level of professional competence of civil servants. The author proceeds from the position that organizational culture is not only a set of values and norms, but also a powerful tool for the formation of management practices that determine the quality of public administration.

Therefore, "organizational culture is considered as a multidimensional phenomenon that encompasses value orientations, traditions, communication models and leadership style in government bodies. It acts as an environment in which the professional behavior of employees is formed, and the competence of civil servants is determined not only through knowledge and skills, but also through the ability to act in accordance with ethical standards, norms of professional culture and strategic goals of state policy" [19].

But at the same time, the results of our study turned out to be somewhat unexpected in the context of a significant part of the scenario of identifying challenges in the public administration system. A high level of passivity of the managerial level of public administration is unacceptable for an effective response to socio-cultural challenges. Therefore, it is obvious that both the state and especially society should more intensively calculate risks and eliminate the consequences of threats in order to ensure conditions for sustainable development. The results of the study contradict the ideas of researchers who believe that management strategies are a negative factor in planning the public administration system. In particular, organizational culture suggests liberalizing the issues of control and management [31], This format does not require the formation of the competence of an official, since the potential of the state and society is focused on preventing crises. The results of the study were confirmed by the ideas of supporters of innovative transformations of public administration and integration of the potential of the digital society in the formation of risk-oriented management [32], A similar opinion is held by representatives of the technological and digital wing of public sector management, who note that the stability of critical infrastructure depends on the ability to model the content and format of potential risks. Which today, unfortunately, has been clearly demonstrated in Ukraine, which was left without energy and gas infrastructure after insidious attacks by the enemy. The problem of the algorithm of managerial actions in risk modeling remains a subject of discussion. As the experience of force majeure in the public administration system in Ukraine has shown, relying on a separate format of managerial activity is a mistake. Innovations

are a fundamental key to transformation and sustainable development, but in force majeure circumstances they serve only as an operational tool, not a driver of change. Orientation to European standards of risk management in public administration is possible only after the stabilization of the situation in Ukraine, which will become possible after the end of the war. Currently, the threats facing society in Ukraine and Europe are not the same in existential terms, therefore, it is practically impossible to analyze the effectiveness of the sustainable development management system in conditions of instability. At the same time, individual elements of risk management have proven their effectiveness in the Ukrainian realities of modern public administration, in particular, the concept of public-private partnership. Another tool that has had a positive impact on threat assessment is the data coverage analysis method, which determines the need for risk management measures based on real-time data on the available resource base.[26].

The ability to work effectively in such complex political and socio-economic systems is ensured by motivation for leadership - another component of the organizational competence of the state and local government officials, identified by us.

1. Leadership motivation is considered by scientists as a set of managerial knowledge, skills, practical skills, ways of thinking, professionalism, worldview and civic position, moral and ethical values that determine a person's ability to successfully carry out professional and further educational activities, as well as the degree to which the results of higher education [24].S.A. Kalashnikova, having analyzed the term "leadership", determined that leadership "is not only a higher evolutionary level of management, but also, which is no less important, is a manifestation of a new higher level of management quality" [10, p. 43], which "as a type of professional activity has gone through three stages of development: from administration through management to leadership. In the sense of leadership, management takes on a completely new meaning, since to achieve a certain goal, not classical management tools (planning, organization, control) are used, but far from traditional for management and, probably, in some sense opposite to the above

- vision (revelation), inspiration (inspiration) and one's own example" [10, p. 41].

In most democratic countries and in Ukraine, leadership is a basic requirement in the formation of public authorities. However, as domestic scientists note, among officials there is still a large percentage of those who wait for instructions from above and do not make independent decisions.

Public leadership in this context acquires a new quality. A modern leader in the public sector must act not only as a manager, but also as a facilitator of change, a communicator between the authorities and the public, and a moderator of public dialogue. His strength lies in the combination of strategic thinking, emotional maturity, and the ability to act in conditions of uncertainty. Such a leader forms not only policy, but also trust, becoming a central factor in the effective implementation of strategic decisions [29].

She emphasizes that political leadership is increasingly based on moral authority, professionalism and the ability to dialogue in conditions of pluralism. Considering the above, the reform of public leadership styles should occur in accordance with the transformations of strategic planning - from control to partnership, from centralization to flexibility, from formal leadership to value-based leadership. This approach ensures coherence management decisions with public needs, contributes to increasing trust in government and forming a new generation of public administration leaders capable of acting effectively in the face of global challenges [1; 2].

The interdependence between the transformation of strategic planning and the evolution of public leadership in the field of public administration is summarized in Table 2.

Table 2. The relationship between the transformation of strategic planning and the development of public leadership in public administration

Strategic planning stage	Ключові підходи до публічного лідерства
Creation of basic socio-economic infrastructures and public administration system	Leadership acquires an institutional character. The main function is to consolidate society and establish the civil service as a professional basis for management.
Improvement of coordination between central and local authorities, coordination of development strategies	Leaders act as coordinators and mediators between different levels of management. Their task is to ensure policy synergy, develop horizontal ties and increase the effectiveness of management decisions through cooperation and dialogue.
Concentration of strategic decisions at the center level; ensuring hierarchical coherence	Leadership has an administrative and control nature. Leaders perform the functions of supervisors, ensure discipline, control and stability in the system, focusing on the implementation of plans and centralized tasks.
Rethinking leadership and accountability; expanding regional autonomy	Leaders act as agents of change, initiate citizen participation, develop transparency and accountability, build trust and responsibility in the public sphere at the level of territorial communities
Increasing flexibility and shared responsibility between levels of government	Leadership becomes facilitative and collaborative. The main role is to create conditions for joint decision-making, stimulate team autonomy, support cross-sectoral interaction
Ensuring continuity of state functions and public services (crisis period)	Leaders act as stabilizers of the system, make decisions in conditions of uncertainty, maintain the morale of teams and public trust. Their function is risk management and rapid resource mobilization.
Transition to digital analytics and flexible real-time decision-making	Leadership is becoming innovative and data-driven. The main function of a leader is forecasting, analytical adaptability and digital competence.
Integration of security and defense dimensions into strategic planning; national resilience	The leader's activities are aimed at consolidating resources, coordinating security, economic and humanitarian policies, and building national unity and resilience.
Infrastructure reconstruction, modernization of the economy, European integration	Leaders shape a vision of post-war development, mobilize international partnerships, and promote value-oriented and humanistic leadership aimed at sustainable development and European integration.

Примітка: систематизовано автором на основі джерел [22; 30]

Conclusion. As a conclusion, we note that the development of organizational competence of the state and local government officials is one of the components of their professional managerial competence, the presence of which allows them to properly organize, stimulate and mobilize the team, effectively interact with the community, other institutions of the state and society. It is characterized by the ability of officials of state authorities and local self-government bodies to leadership and effective organization of professional activities, the ability to resolve conflicts,

make effective management decisions, and carry out effective communication using modern computer and digital technologies. Organizational competencies are an important tool for the modernization of state authorities and local self-government, since they determine the ability of officials to act effectively in conditions of war, changes in legislation and growing public expectations. The article lays the theoretical and methodological foundations for further empirical research and practical programs for the development of the human resources potential of state authorities and local self-government bodies.

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