

M. Vesolovska,
PhD in Public Management and Administration, Associate Professor, Associate Professor
of the Department of Management of Organizations, Lviv Polytechnic National University
ORCID ID: <https://orcid.org/0000-0002-3151-6435>

DOI: 10.32702/2306-6814.2025.11.256

INTEGRATION OF ARTIFICIAL INTELLIGENCE AND EMOTIONAL INTELLIGENCE IN THE CONTEXT OF ADAPTIVE LEADERSHIP: AN AGILE APPROACH TO CHANGE MANAGEMENT

М. К. Весоловська,
д. філос. з публічного управління та адміністрування, доцент, доцент кафедри менеджменту організацій,
Національний університет "Львівська політехніка"

ІНТЕГРАЦІЯ ШТУЧНОГО ІНТЕЛЕКТУ ТА ЕМОЦІЙНОГО ІНТЕЛЕКТУ В КОНТЕКСТІ
АДАПТИВНОГО ЛІДЕРСТВА: АГІЛЬНИЙ ПІДХІД ДО УПРАВЛІННЯ ЗМІНАМИ

Relevance of the research is determined by the need to integrate artificial intelligence and emotional intelligence into adaptive leadership models to enhance the effectiveness of decision-making, conflict resolution, and team cohesion in the context of digital transformation. Particular attention is given to the impact of emotional data on the quality of managerial decisions under uncertainty. It has been revealed that adaptive leaders can respond more effectively to changes when emotional analysis is incorporated.

The aim of the study is to develop a conceptual framework for integrating artificial intelligence and emotional intelligence into adaptive leadership through agile management practices, focusing on optimizing decision-making processes, conflict resolution, and improving team dynamics.

Research methodology includes the analysis of theoretical sources, systematization of approaches to integrating AI and emotional intelligence into leadership models, and the synthesis of practical recommendations for their implementation in organizational contexts.

Research results. It has been established that the implementation of AI for emotional data analysis contributes to the identification of conflict situations, reduction of emotional burnout risks, and increased adaptability of managerial decisions. It has been proven that the use of emotional intelligence in combination with AI provides a faster response to changes in the team's emotional state and enhances leaders' communication strategies. It has been identified that adaptive leadership supported by AI allows for systematic management of team emotional reactions during crisis situations.

Scientific novelty lies in the formation of a comprehensive approach to integrating AI and emotional intelligence into adaptive leadership, allowing simultaneous consideration of emotional aspects of team interaction and the use of analytical data for making informed decisions.

Conclusions. The proposed model of AI and emotional intelligence integration creates a basis for the systematization of data on the emotional background of the team and the adaptation of managerial decisions considering emotional indicators. The findings confirm the feasibility of incorporating emotional analysis into the decision-making process to increase management effectiveness.

Prospects for further research include the testing of the model in various sectors and the development of automated tools for analyzing emotional data in real-time. Additionally, further investigation is warranted on the impact of emotional intelligence on management effectiveness in situations characterized by heightened uncertainty.

Актуальність дослідження зумовлено необхідністю інтеграції штучного інтелекту та емоційного інтелекту в адаптивні моделі лідерства для підвищення ефективності прийняття управлінських рішень, розв'язання конфліктів та забезпечення командної згуртованості в умовах цифрової трансформації. Особливу увагу приділено впливу емоційних даних на якість управлінських рішень в умовах невизначеності. Виявлено, що адаптивні лідери здатні ефективніше реагувати на зміни за умови інтеграції емоційного аналізу.

Мета дослідження полягає у розробленні концептуальної моделі інтеграції штучного інтелекту та емоційного інтелекту в адаптивне лідерство через використання гнучких управлінських практик із фокусом на оптимізацію процесів прийняття рішень, врегулювання конфліктів та покращення командної взаємодії.

Методологія дослідження включає аналіз теоретичних джерел, систематизацію підходів до поєднання AI та емоційного інтелекту у лідерських моделях, а також узагальнення практичних рекомендацій для їх впровадження в організаційних контекстах.

Результати дослідження. Встановлено, що впровадження AI для аналізу емоційних даних сприяє виявленню конфліктних ситуацій, зниженню ризиків емоційного вигорання та підвищенню адаптивності управлінських рішень. Доведено, що використання емоційного інтелекту в поєднанні з AI забезпечує швидшу реакцію на зміни в емоційному фоні команди та покращує комунікаційні стратегії лідерів. Виявлено, що адаптивне лідерство, посилене AI, дозволяє системно управляти емоційними реакціями команди під час кризових ситуацій.

Наукова новизна полягає у формуванні комплексного підходу до інтеграції AI та емоційного інтелекту в адаптивне лідерство, що дозволяє одночасно враховувати емоційні аспекти командної взаємодії та використовувати аналітичні дані для прийняття обґрунтованих рішень.

Висновки. Запропонована модель інтеграції AI та емоційного інтелекту створює основу для систематизації даних про емоційний фон команди та адаптації управлінських рішень з урахуванням емоційних показників. Результати дослідження підтвердили доцільність інтеграції емоційного аналізу у процес прийняття рішень задля підвищення ефективності управління.

Перспективи подальших досліджень включають апробацію моделі в різних галузях та розробку автоматизованих інструментів для аналізу емоційних даних у режимі реального часу.

Key words: цифрова трансформація, прийняття рішень, управління конфліктами, емоційна аналітика, адаптивне управління, організаційна динаміка, гнучкі практики.

Ключові слова: digital transformation, decision-making, conflict management, emotional analytics, adaptive management, organizational dynamics, agile practices.

PROBLEM STATEMENT

The rapid advancement of artificial intelligence and the increasing emphasis on emotional intelligence in leadership have reshaped contemporary management paradigms, particularly in agile frameworks. While AI-driven systems offer unprecedented capabilities in data analysis, predictive modeling, and decision-making, they often lack the nuanced understanding of human emotions, empathy, and interpersonal dynamics that are crucial in adaptive leadership. The integration of emotional intelligence into AI systems aims to bridge this gap, enhancing decision-making processes, conflict resolution, and team cohesion.

However, the intersection of these two domains presents significant challenges, including the development of algorithms capable of recognizing and responding to emotional cues, the ethical implications of AI-driven emotional analysis, and the need for leaders to effectively balance data-driven insights with human-centric decision-making. Addressing these challenges requires the formulation of adaptive leadership strategies that incorporate AI as a tool for enhancing emotional intelligence, rather than replacing it. The practical objectives of this study involve assessing the current capabilities of AI in interpreting emotional data, identifying key areas where

emotional intelligence can be augmented by AI systems, and proposing a framework for integrating these technologies to foster more resilient and adaptive leadership practices in dynamic organizational environments.

ANALYSIS OF RESENT RESEARCH AND PUBLICATIONS

The analysis of scientific works on the issue of integrating artificial intelligence and emotional intelligence in adaptive leadership identifies four main areas. The first area focuses on the theoretical foundations of integrating artificial intelligence and emotional intelligence in adaptive leadership. V. Karkovska and M. Vesolovska [1] examine the methodological aspects of assessing the impact of emotional intelligence on staff efficiency, emphasizing the importance of combining emotional competence with adaptive leadership qualities in digital organizations. T. Pramila [2] considers the role of emotional intelligence in enhancing leadership effectiveness in the digital era, emphasizing the strategic use of artificial intelligence to support adaptive leadership. R. Leeuw and N. Joseph [3] analyze the reciprocal influence between digital emotional intelligence and agile mindsets, pointing to the need for developing key competencies for effective change management. Further research in this area should focus on the development of comprehensive models that integrate artificial intelligence and emotional intelligence to optimize leadership decisions in dynamic conditions.

The second area addresses the use of artificial intelligence in emotional intelligence systems to enhance leadership capabilities. F. A. Alsalman and S. A. Chyad [4] explore the impact of AI-based emotional intelligence systems on team dynamics in software development projects, emphasizing the systems' ability to identify and respond to emotional signals. A. Y. Aranega, R. C. Uruena, R. C. Sanchez, and C. G. Montesinos [5] present an innovative approach to team management, integrating emotional intelligence with agile methodologies, highlighting the role of artificial intelligence in communication processes. M. Madanchian, H. Taherdoost, M. Vincenti, and N. Mohamed [6] discuss the transformative potential of artificial intelligence in leadership practices, focusing on AI support in emotionally informed decision-making. Prospective studies in this area should aim to assess the scalability of AI-based emotional intelligence systems and their impact on leadership outcomes across various organizational structures.

The third area concentrates on the challenges and barriers to integrating artificial intelligence and emotional intelligence within leadership frameworks. O. E. Ademola [7] analyzes change management trends in AI-driven work environments, emphasizing the challenges of maintaining emotional components in leadership amid automation. H. M. Ornek and A. Camci [8] explore the evolution of leadership roles within the Industry 4.0 framework, pointing to the risks of losing the emotional aspect of leadership due to AI implementation. M. Kupiek [9] examines the complexities of digital leadership, arguing that the successful integration of artificial intelligence requires the development of emotional intelligence among leaders. Further studies should focus on analyzing ethical barriers and organizational constraints in integrating AI

into leadership strategies while maintaining emotional intelligence.

The fourth area includes strategic recommendations for integrating artificial intelligence and emotional intelligence in adaptive leadership models. O. Sokil, N. Podolchak, M. Vesolovska, and D. Trachova [10] propose a comprehensive approach to sustaining emotional intelligence in leaders by implementing AI systems capable of assessing the emotional state of the team and adapting managerial decisions accordingly. M. Vesolovska and L. Shved [11] emphasize the importance of integrating emotional intelligence and artificial intelligence in crisis situations, highlighting the potential of such systems to support leadership resilience. P. Tominc, D. Oreski, and M. Rozman [12] develop a model for using artificial intelligence in projects based on agile management principles, pointing to AI's potential in enhancing managerial decision-making effectiveness. N. Podolchak, O. Bilyk, V. Karkovska, N. Tsygulyk, and M. Vesolovska [13] examine the application of AI-based emotional intelligence systems in public administration, focusing on the development of criteria for assessing emotional competencies in leadership roles. M. A. Malek and K. Almarri [14] provide recommendations for implementing AI in adaptive leadership strategies, underscoring the need to develop emotional competencies for making effective managerial decisions in crisis conditions.

Thus, the analysis of the scientific works demonstrates the growing importance of integrating artificial intelligence and emotional intelligence to enhance the effectiveness of adaptive leadership in contemporary organizations. Further research should focus on developing integrated models that leverage the capabilities of artificial intelligence to assess and develop emotional intelligence in leaders across various managerial levels.

Despite considerable advancements in the integration of artificial intelligence and emotional intelligence within adaptive leadership models, several critical gaps remain. First, existing frameworks primarily focus on either AI-driven data analysis or emotional intelligence but rarely address their combined application in crisis management and digital transformation contexts. The lack of comprehensive models that integrate emotional analytics into agile leadership strategies limits leaders' ability to effectively manage team dynamics, predict conflicts, and adjust communication strategies in real time.

Additionally, the ethical and organizational implications of implementing AI-driven emotional analysis systems remain underexplored. Issues such as data privacy, algorithmic biases, and employee resistance to perceived surveillance create significant barriers to widespread adoption. Addressing these gaps requires the development of ethical guidelines, advanced emotional recognition algorithms, and adaptive leadership frameworks that align AI-generated insights with empathetic, human-centric decision-making processes.

The aim of the article is to develop a conceptual framework for integrating artificial intelligence and emotional intelligence in adaptive leadership through agile management practices, focusing on enhancing decision-making, conflict resolution, and team cohesion.

Table 1. Intersection of agile leadership and emotional intelligence in digital transformation

Aspect	Agile leadership	Emotional intelligence	Intersection in digital transformation
Definition	Focuses on adaptability, quick decision-making, and iterative processes to respond to change effectively.	Involves the recognition, understanding, and management of emotions to facilitate effective communication and decision-making.	Combines rapid response to change with empathy-driven decision-making, enhancing team cohesion and conflict resolution.
Key components	Flexibility, iteration, collaboration, and customer focus.	Self-awareness, empathy, social skills, and emotional regulation.	Empathy-driven communication enhances stakeholder engagement during digital transformation.
Challenges	Risk of overlooking emotional aspects in pursuit of rapid adaptation.	Potential for emotional biases to influence decision-making.	Balancing data-driven insights with emotional considerations in decision-making processes.
Practical applications	Agile project management, sprint planning, and feedback loops.	Conflict resolution, team motivation, and employee well-being.	Data-driven decision-making informed by emotional intelligence insights to foster adaptive leadership.

Source: compiled by the author based on [5; 4; 3; 9].

1. To analyze the theoretical foundations and practical implications of integrating artificial intelligence and emotional intelligence within adaptive leadership models, focusing on digital transformation contexts.

2. To assess the capabilities, limitations, and ethical considerations of AI-driven emotional intelligence systems in optimizing decision-making, conflict management, and team cohesion within organizational settings.

3. To develop strategic recommendations for effectively combining AI and emotional intelligence in agile leadership frameworks to enhance resilience and adaptability in dynamic business environments.

MAIN MATERIAL

The dynamic nature of contemporary business environments necessitates the adoption of agile leadership frameworks that emphasize adaptability, resilience, and rapid decision-making. Agile leadership, characterized by its focus on flexibility and responsiveness, has gained prominence in the context of digital transformation, where technological advancements and evolving market conditions demand a more fluid approach to management. Emotional intelligence plays a pivotal role in agile leadership by enhancing leaders' ability to navigate complex interpersonal dynamics, foster team cohesion, and facilitate effective communication during periods of organizational change. The integration of emotional intelligence into agile leadership frameworks is particularly relevant in digital contexts, where leaders must balance data-driven decision-making with empathy-driven interpersonal management. The interplay between emotional intelligence and agile leadership is further accentuated by the rise of artificial intelligence, which introduces new challenges and opportunities for optimizing leadership practices through data analytics, predictive modeling, and automated systems (Table 1).

The practical implications of integrating emotional

intelligence within agile leadership frameworks are particularly evident in digital transformation contexts, where rapid adaptation to evolving technological landscapes is imperative. Agile leadership emphasizes iterative processes, continuous feedback loops, and adaptive decision-making, yet it often neglects the human-centric aspect of leadership, focusing predominantly on operational efficiency and data-driven strategies. Emotional intelligence serves as a critical counterbalance to this approach by prioritizing the management of interpersonal dynamics, emotional regulation, and empathetic communication, which are essential for sustaining employee engagement and reducing resistance to change during digital transformation initiatives.

In practice, the intersection of agile leadership and emotional intelligence is operationalized through targeted training programs aimed at developing leaders' capabilities in conflict resolution, empathetic communication, and emotional regulation under pressure. For instance, during the implementation of AI-driven systems, leaders are required to navigate potential employee apprehensions related to job security and role redefinition [7]. By leveraging emotional intelligence competencies, such as active listening and empathy, leaders can effectively address concerns, align team objectives with organizational change strategies, and foster a culture of psychological safety.

Moreover, AI-powered tools capable of analyzing emotional data provide leaders with actionable insights into team sentiment, facilitating more informed decision-making processes. For example, sentiment analysis platforms can identify fluctuations in employee morale, enabling agile leaders to proactively address potential issues before they escalate. This integration not only enhances the effectiveness of agile leadership but also aligns data-driven decision-making with human-centric management practices, ensuring that technological

Table 2. Capabilities and limitations of AI in emotional data analysis in organizational settings

Aspect	Papabilities	Limitations	Practical examples in organizational settings
Data collection	Automated data capture through text analysis, facial recognition, and voice analysis.	Potential bias in data collection, especially in diverse cultural contexts.	AI systems analyzing employee communications to detect stress indicators based on language patterns.
Emotional analysis	Real-time sentiment analysis, mood detection, and classification of emotional states.	Inability to accurately interpret sarcasm, irony, or context-dependent emotions.	AI chatbots identifying customer dissatisfaction through negative sentiment in support tickets.
Predictive insights	Predicts potential conflicts, employee disengagement, or stress levels based on historical data.	Limited by data quality and algorithmic training biases.	AI-driven dashboards alerting managers to declines in team morale based on email sentiment trends.
Privacy and ethics	Anonymized data analysis to mitigate privacy concerns while extracting actionable insights.	Risks of data misuse, ethical concerns regarding surveillance and employee monitoring.	AI-powered monitoring systems ensuring data anonymization while assessing workplace sentiment.

Source: compiled by the author based on [6; 4; 7; 8].

transformation initiatives are implemented with both operational efficiency and emotional sensitivity.

The application of artificial intelligence in the recognition and interpretation of emotional data within organizational settings has gained increasing attention as companies seek to leverage AI-driven insights to enhance decision-making processes, employee engagement, and conflict resolution. AI systems utilize advanced algorithms, including natural language processing, computer vision, and sentiment analysis, to detect and analyze emotional cues from textual, visual, and auditory data. These systems can identify patterns indicative of emotional states, such as stress, frustration, or satisfaction, thereby enabling leaders to respond proactively to team dynamics and emerging conflicts. However, despite these capabilities, significant limitations persist, particularly in the contextual interpretation of emotions, cultural sensitivity, and ethical considerations regarding privacy and data security. The effective integration of AI for emotional data analysis requires a nuanced understanding of these challenges and the development of frameworks that balance technological precision with ethical responsibility (table 2).

The application of AI in analyzing emotional data within organizations has become increasingly prevalent, particularly in monitoring employee well-being, predicting conflicts, and enhancing customer service interactions. In practice, AI-driven systems can effectively detect stress indicators through text analysis, identify emotional tone in email communications, and assess team sentiment through sentiment analysis tools. For example, AI platforms equipped with natural language processing can flag potential frustration in support tickets by identifying recurrent negative language patterns, enabling managers to intervene proactively [4]. Additionally, predictive analytics can highlight emerging conflicts by detecting shifts in communication tone or identifying isolated

employees through decreased interaction frequency. However, the practical implementation of these systems is constrained by cultural nuances, contextual misinterpretations, and ethical concerns related to employee monitoring. Ensuring accurate emotional analysis requires ongoing algorithm refinement and transparent data governance to prevent potential biases and safeguard employee trust while leveraging AI as a tool for emotional insight in organizational decision-making.

The integration of AI-driven emotional intelligence systems into adaptive leadership models represents a transformative approach to optimizing decision-making and enhancing team dynamics within contemporary organizational frameworks. Unlike conventional AI systems focused solely on data analytics, AI-driven emotional intelligence systems are designed to assess and respond to emotional states through the analysis of text, speech, and visual cues. These systems can provide leaders with real-time insights into team sentiment, enabling them to adjust communication strategies, allocate resources more effectively, and anticipate potential conflicts before they escalate. By aligning AI-generated emotional data with adaptive leadership practices, organizations can foster a more responsive, emotionally attuned management style that not only enhances decision-making processes but also promotes a culture of psychological safety and open communication (table 3)

The integration of AI-driven emotional intelligence systems into adaptive leadership models provides a powerful framework for enhancing organizational responsiveness and decision-making. In practice, these systems can be instrumental in refining leadership communication strategies by aligning messaging with detected emotional states. For instance, a leader implementing a major organizational change can utilize AI-driven sentiment analysis to assess team morale through

Table 3. Potential for AI-driven emotional intelligence systems in adaptive leadership

Aspect	AI-driven emotional intelligence	Adaptive leadership	Integration potential in decision-making and team dynamics
Real-Time sentiment analysis	Identifies emotional states through text, voice, and facial recognition data.	Adjusts leadership approach based on evolving team dynamics and feedback.	Enables leaders to modify communication strategies based on detected emotional states, mitigating potential conflicts in real-time.
Predictive emotional insights	Analyzes historical data to forecast potential team disruptions or declining morale.	Implements flexible strategies to address emerging challenges proactively.	Provides data-driven insights into emotional patterns, informing leadership interventions to prevent conflicts or disengagement.
Emotion-driven decision Support	Recommends actions based on identified emotional trends, such as stress or frustration levels.	Balances data-driven decision-making with human-centric leadership approaches.	Facilitates more empathetic decision-making by aligning AI-driven recommendations with leadership objectives.
Communication optimization	Adapts messaging based on emotional context, tailoring responses to audience sentiment	Cultivates open communication channels and responsive feedback loops.	Enhances transparency and trust by aligning AI-driven emotional insights with adaptive communication strategies.

Source: compiled by the author based on [10; 11; 12; 15].

email communications or internal surveys [5]. If the system detects increased stress or frustration, the leader can adapt their approach, providing targeted support or clarifying strategic objectives to alleviate concerns.

Furthermore, predictive emotional insights enable adaptive leaders to preempt potential conflicts by identifying shifts in team sentiment over time. If data analysis reveals a pattern of declining morale in a specific department, leadership can intervene with tailored support programs, such as training sessions or one-on-one meetings, to address the underlying issues before they escalate.

Additionally, emotion-driven decision support systems can offer actionable recommendations based on detected emotional patterns. For example, AI systems can suggest adjustments to project timelines if the analysis indicates heightened stress levels among employees, thereby preventing burnout and maintaining productivity. This strategic alignment of AI-driven emotional intelligence with adaptive leadership practices fosters a culture of responsiveness, empathy, and proactive conflict resolution, ultimately optimizing decision-making processes and reinforcing organizational cohesion [10].

The integration of artificial intelligence and emotional intelligence within adaptive leadership models presents significant challenges that extend beyond technical implementation to encompass ethical, organizational, and contextual barriers [15]. Technically, AI systems are constrained by limitations in accurately interpreting complex emotional cues, particularly in contexts where emotional expressions are subtle, ambiguous, or culturally nuanced. Algorithms may misclassify emotions due to insufficient training data or inherent biases in datasets, leading to erroneous conclusions that undermine decision-making processes. Additionally, the integration of AI-

driven emotional intelligence systems requires substantial computational resources, advanced data processing capabilities, and continuous algorithm refinement to ensure accurate and reliable emotional analysis.

Ethical concerns arise from the deployment of AI systems that monitor and analyze emotional data within organizational settings. The use of such systems for employee monitoring can be perceived as intrusive, potentially infringing on privacy rights and undermining trust between leadership and employees [6]. Issues related to data privacy, consent, and transparency become particularly critical when AI systems are used to assess emotional states without explicit participant awareness or approval. The potential for AI systems to perpetuate biases based on race, gender, or cultural background further complicates the ethical landscape, necessitating robust data governance frameworks to mitigate discrimination risks and ensure equitable treatment of all individuals.

Organizationally, integrating AI-driven emotional intelligence systems requires alignment with existing leadership frameworks, communication protocols, and conflict resolution strategies. Resistance to AI integration may emerge from employees who perceive such systems as surveillance tools, leading to decreased morale and engagement. Effective implementation demands comprehensive training programs to enhance leaders' digital literacy and emotional intelligence competencies, enabling them to interpret AI-generated insights accurately and apply them constructively in leadership contexts. Additionally, the lack of established best practices for integrating AI and emotional intelligence in adaptive leadership presents a strategic barrier, as organizations may struggle to define clear guidelines for the ethical and effective use of emotional data in decision-making

processes. The successful integration of AI-driven emotional intelligence systems thus hinges on overcoming these technical, ethical, and organizational challenges through targeted strategies that prioritize data integrity, ethical responsibility, and leadership alignment.

The integration of AI-driven emotional intelligence systems into agile leadership frameworks requires a strategic approach that aligns data-driven insights with empathetic leadership practices. Implementing predictive analytics tools to monitor emotional patterns can enable leaders to identify emerging conflicts and declining morale, allowing for timely, targeted interventions. Comprehensive training programs for leaders are essential to ensure accurate interpretation of AI-generated emotional data and to integrate these insights into adaptive decision-making processes effectively.

Ethical governance must be prioritized to prevent potential biases and safeguard employee privacy. Transparent data governance frameworks should outline protocols for data collection, analysis, and reporting, while consent-based monitoring systems can mitigate concerns of surveillance. Integrating emotional data analysis with leadership assessments creates feedback loops that enable leaders to adjust communication strategies and resolve conflicts proactively.

In remote and hybrid work environments, AI-driven emotional intelligence systems can strengthen team cohesion by facilitating empathetic feedback and emotional recognition. Adaptive leadership frameworks that incorporate AI-generated emotional insights can foster resilience and adaptability, ensuring that emotional data is leveraged to support decision-making without compromising trust or privacy.

CONCLUSIONS

The conducted study establishes a conceptual framework for integrating artificial intelligence and emotional intelligence within adaptive leadership models, emphasizing their role in optimizing decision-making and enhancing team dynamics under crisis conditions. It has been identified that AI-driven systems effectively capture and analyze emotional data through text, speech, and visual cues, enabling leaders to anticipate conflicts and provide targeted interventions. However, the primary challenges include the accuracy of emotional analysis, potential biases in AI algorithms, and ethical concerns regarding data privacy and surveillance. Organizational resistance to AI adoption also poses significant barriers, particularly when employees perceive such systems as intrusive monitoring tools. Recommendations for effective integration involve developing AI-enhanced emotional intelligence training for leaders, implementing consent-based emotional monitoring systems, and establishing data governance frameworks to mitigate privacy risks. Future research should explore sector-specific applications of the proposed model, incorporating automated emotional intelligence assessment tools to facilitate real-time decision-making and foster organizational resilience.

Література:

1. Karkovska V., Vesolovska M. Method of assessing the impact of emotional intelligence on staff efficiency. *Ikonomiczeski Izsledvania*. 2025. Vol. 34, № 2. P. 129—145. URL: <https://ideas.repec.org/a/bas/econst/y2025i2p129-145.html> (date of access: 12.05.2025).
2. Pramila T. Emotional Intelligence and Effective Leadership in the Digital Era. *Leadership Studies in the Turbulent Business Ecosystem*. 2025. P. 61—180. URL: <https://books.google.com.ua/books?hl=uk&lr=&id=kQZLEQAAQBAJ> (date of access: 12.05.2025).
3. Leeuw R., Joseph N. Reciprocal influence between digital emotional intelligence and agile mindset in an agile environment. *Administrative Sciences*. 2023. Vol. 13, № 11. P. 228. DOI: <https://doi.org/10.3390/adms-ci13110228>
4. Alsalman F. A., Chyad S. A. Impact of Emotional Intelligence on Leadership and Team Dynamics in Agile Software Engineering Projects. *IEEE Access*. 2025. Vol. 13. P. 74217—74228. DOI: <https://doi.org/10.1109/ACCESS.2025.3563424>
5. Aranega A. Y., Uruena R. C., Sanchez R. C., Montesinos C. G. Agile methodologies and emotional intelligence: An innovative approach to team management. *Journal of Competitiveness*. 2023. Vol. 15, № 3. P. 164. DOI: <https://doi.org/10.7441/joc.2023.03.09>
6. Madanchian M., Taherdoost H., Vincenti M., Mohamed N. Transforming Leadership Practices through Artificial Intelligence. *Procedia Computer Science*. 2024. Vol. 235. P. 2101—2111. DOI: <https://doi.org/10.1016/j.procs.2024.04.199>
7. Ademola O. E. Change Management Trends in the AI Modern World: Adapting to the Future of Work. *Journal of Behavioral Informatics*. 2024. Vol. 10, № 1. P. 41—50. URL: https://www.researchgate.net/publication/379449370_Change_Management_Trends_in_the_AI_Modern_World (date of access: 12.05.2025).
8. Ornek H. M., Camci A. Industry 4.0 and Agile Project Management: Evolution of Leadership Concepts and Roles. *Ynetim Bilimleri Dergisi*. 2024. Vol. 22, № 54. P. 2601—2635. DOI: <https://doi.org/10.35408/comuybd.1513978>
9. Kupiek M. Digital Leadership, Agile Change and the Emotional Organization. *Springer Fachmedien Wiesbaden*. 2021. URL: <https://link.springer.com/book/10.1007/978-3-658-33489-5> (date of access: 12.05.2025).
10. Sokil O., Podolchak N., Vesolovska M., Trachova D. Impact Well-Being Indicator on Emotional Intelligence Sustainable Development in Poland and Ukraine. 13th International Conference on Advanced Computer Information Technologies (Wroclaw, 21.09.2023-23.09.2023), ACIT 2023 — Proceedings. 2023. P. 342—346. URL: <https://ieeexplore.ieee.org/document/10275413> (date of access: 12.05.2025).
11. Vesolovska M., Shved L. Strategizing Soft Skills Resilience: A Holistic Approach to Mitigating COVID-19 Pandemic Impact on Workforce Development. *Qubahan Academic Journal*. 2024. Vol. 4, № 2. P. 153—169. DOI: <https://doi.org/10.48161/qaj.v4n2a193>
12. Tominc P., Oreski D., Rozman M. Artificial intelligence and agility-based model for successful project implementation and company competitiveness. *Information*. 2023. Vol. 14, № 6. Article 337. DOI: <https://doi.org/10.3390/info14060337>
13. Podolchak N., Bilyk O., Karkovska V., Tsygulyk N., Vesolovska M. Methods for assessing emotional intelligence: Prospects for application in public

administration in Ukraine. Problems and Perspectives in Management. 2023. Vol. 21. P. 503—516. DOI: [https://doi.org/10.21511/ppm.21\(2\).2023.47](https://doi.org/10.21511/ppm.21(2).2023.47)

14. Malek M. A., Almarri K. The Role of Adaptive and Transformational Leadership in the Successful Adoption and Implementation of New Technologies and Innovations in Organizations. Lecture Notes in Business Information Processing. 2024. Vol. 502. P. 210—224. DOI: https://doi.org/10.1007/978-3-031-56481-9_9

15. Damjanovic A. M., Blagojevic N. M., Markovic Z. D. Leadership strategies for implementing artificial intelligence in human resource management in small and medium-sized enterprises. SCIENCE International Journal. 2025. Vol. 4, № 1. P. 19—24. URL: <https://www.scienceij.com/index.php/sij/article/view/9> (date of access: 12.05.2025).

References:

1. Karkovska, V. and Vesolovska, M. (2025), "Method of assessing the impact of emotional intelligence on staff efficiency", Ikonomicheski Izsledvania, vol. 34, no. 2, pp. 129—145, available at: <https://ideas.repec.org/a/bas/econst/y2025i2p129-145.html> (Accessed 25 Apr 2025).

2. Pramila, T. (2025), "Emotional Intelligence and Effective Leadership in the Digital Era", Leadership Studies in the Turbulent Business Ecosystem, pp. 61-180, available at: <https://books.google.com.ua/books?hl=uk&lr=&id=kQZLEQAAQBAJ> (Accessed 25 Apr 2025).

3. Leeuw, R. and Joseph, N. (2023), "Reciprocal influence between digital emotional intelligence and agile mindset in an agile environment", Administrative Sciences, vol. 13, no. 11, p. 228, DOI: <https://doi.org/10.3390/admsci13110228>.

4. Alsaman, F.A. and Chyad, S.A. (2025), "Impact of Emotional Intelligence on Leadership and Team Dynamics in Agile Software Engineering Projects", IEEE Access, vol. 13, pp. 74217—74228, DOI: <https://doi.org/10.1109/ACCESS.2025.3563424>.

5. Aranega, A.Y., Uruena, R.C., Sanchez, R.C. and Montesinos, C.G. (2023), "Agile methodologies and emotional intelligence: An innovative approach to team management", Journal of Competitiveness, vol. 15, no. 3, p. 164, DOI: <https://doi.org/10.7441/joc.2023.03.09>.

6. Madanchian, M., Taherdoost, H., Vincenti, M. and Mohamed, N. (2024), "Transforming Leadership Practices through Artificial Intelligence", Procedia Computer Science, vol. 235, pp. 2101—2111, DOI: <https://doi.org/10.1016/j.procs.2024.04.199>.

7. Ademola, O.E. (2024), "Change Management Trends in the AI Modern World: Adapting to the Future of Work", Journal of Behavioral Informatics, vol. 10, no. 1, pp. 41-50, available at: https://www.researchgate.net/publication/379449370_Change_Management_Trends_in_the_AI_Modern_World (Accessed 25 Apr 2025).

8. Ornek, H.M. and Camci, A. (2024), "Industry 4.0 and Agile Project Management: Evolution of Leadership Concepts and Roles", Ynetim Bilimleri Dergisi, vol. 22, no. 54, pp. 2601—2635, DOI: <https://doi.org/10.35408/comuybd.1513978>.

9. Kupiek, M. (2021), Digital Leadership, Agile Change and the Emotional Organization, Springer Fachmedien Wiesbaden, available at: <https://link.springer.com/book/10.1007/978-3-658-33489-5> (Accessed 25 Apr 2025).

10. Sokil, O., Podolchak, N., Vesolovska, M. and Trachova, D. (2023), "Impact Well-Being Indicator on Emotional Intelligence Sustainable Development in Poland and Ukraine", 13th International Conference on Advanced Computer Information Technologies (Wroclaw, 21.09.2023-23.09.2023), ACIT 2023 — Proceedings, pp. 342—346, available at: <https://ieeexplore.ieee.org/document/10275413> (Accessed 25 Apr 2025).

11. Vesolovska, M. and Shved, L. (2024), "Strategizing Soft Skills Resilience: A Holistic Approach to Mitigating COVID-19 Pandemic Impact on Workforce Development", Qubahan Academic Journal, vol. 4, no. 2, pp. 153—169, DOI: <https://doi.org/10.48161/qaj.v4n2a193>.

12. Tominc, P., Oreski, D. and Rozman, M. (2023), "Artificial intelligence and agility-based model for successful project implementation and company competitiveness", Information, vol. 14, no. 6, Article 337, DOI: <https://doi.org/10.3390/info14060337>.

13. Podolchak, N., Bilyk, O., Karkovska, V., Tsygulyk, N. and Vesolovska, M. (2023), "Methods for assessing emotional intelligence: Prospects for application in public administration in Ukraine", Problems and Perspectives in Management, vol. 21, pp. 503—516, DOI: [https://doi.org/10.21511/ppm.21\(2\).2023.47](https://doi.org/10.21511/ppm.21(2).2023.47).

14. Malek, M.A. and Almarri, K. (2024), "The Role of Adaptive and Transformational Leadership in the Successful Adoption and Implementation of New Technologies and Innovations in Organizations", Lecture Notes in Business Information Processing, vol. 502, pp. 210—224, DOI: https://doi.org/10.1007/978-3-031-56481-9_9.

15. Damjanovic, A.M., Blagojevic, N.M. and Markovic, Z.D. (2025), "Leadership strategies for implementing artificial intelligence in human resource management in small and medium-sized enterprises", SCIENCE International Journal, vol. 4, no. 1, pp. 19—24, available at: <https://www.scienceij.com/index.php/sij/article/view/9> (Accessed 25 Apr 2025).

Стаття надійшла до редакції 14.05.2025 р.

<https://nayka.com.ua>

Електронне фахове видання

ДЕРЖАВНЕ УПРАВЛІННЯ
удосконалення та розвиток

Виходить 12 разів на рік

включено до переліку наукових фахових видань України
з питань **ДЕРЖАВНОГО УПРАВЛІННЯ**
(Категорія «Б»)

Наказ Міністерства освіти і науки України
від 28.12.2019 №1643

Спеціальність 281

e-mail: economy_2008@ukr.net

viber: +38 050 3820663