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LEADERSHIP FOR CHANGE: BUILDING SKILLS FOR MANAGEMENT IN UNCERTAINTY

Modern socio-economic development is characterized by a high level of uncertainty, instability and dynamism of change, which creates new requirements for management systems and the role of leadership. The world operates in conditions of VUCA (volatility, uncertainty, complexity, ambiguity), where traditional management approaches are not effective enough. In these conditions, the concept of change leadership, which implies the ability of managers to adapt, anticipate risks, and form new approaches to management, becomes particularly important.

Management activities in such conditions are complicated by increased risks, lack of complete information and the need to quickly respond to changes. The concept of the VUCA world (variability, uncertainty, complexity, ambiguity) is transformed into a more complex BANI model (fragility, anxiety, nonlinearity, ambiguity), which further increases the requirements for modern managers.

Traditional approaches to leadership, based on stability, hierarchy, and tight control, are gradually losing their effectiveness. Instead, there is a growing need to form a new type of leader – adaptive, innovative, and able to operate in conditions of constant change. That is why the study of change leadership as a key factor in the development of organizations and society is relevant.

The goal is to substantiate the essence of change leadership and identify key skills needed for effective management under uncertainty.

The research process used a systematic approach, methods of analysis and generalization of modern scientific works on the issues of leadership, adaptive management and competence development [1-5].

Modern research proves that leadership in conditions of uncertainty is transforming from traditional hierarchical models to adaptive and flexible forms of management. Particular attention is paid to the concept of adaptive leadership, which implies the ability of a leader to effectively respond to changes in the external environment, make decisions quickly and ensure the stability of the organization.

In particular, scientific works emphasize the importance of adaptive leadership, which is based on the leader's ability to respond quickly to changes, balance between conflicting demands, and apply different behavioral strategies depending on the

situation.

Within the VUCA concept, special attention is paid to the development of competencies such as strategic thinking, flexibility and crisis management. Research shows that effective leaders must have the skills to adapt, anticipate and make decisions in conditions of high uncertainty.

Another important aspect is the development of learning agility, which involves the ability to constantly learn and quickly absorb new knowledge.

Research shows that modern leaders form individual learning strategies to effectively respond to changes in the external environment.

In addition, significant attention is paid to the role of emotional intelligence and psychological resilience as key factors in effective leadership. Leaders who are able to manage emotions, build trust, and support team interaction demonstrate higher effectiveness in crisis situations.

Research also confirms that authentic leadership helps reduce uncertainty among employees and increases their willingness to change.

The study determined that change leadership is a complex process that includes the development of a number of key competencies.

First, it has been established that the basis of effective management under uncertainty is adaptability. Leaders must be able to change strategies depending on the situation, taking into account the dynamics of the external environment.

Secondly, an important competence is strategic thinking, which involves the ability to predict future trends and form long-term goals. In modern conditions, strategy must be flexible and allow for rapid adjustment.

Thirdly, emotional intelligence plays a significant role, ensuring effective interaction with staff, building trust, and supporting employee motivation.

Fourth, the importance of uncertainty management skills has been identified, including:

- ✓ decision-making under conditions of limited information;
- ✓ ability to work with risks;
- ✓ development of systems thinking.

In addition, it has been found that effective change leadership involves the formation of an organizational culture focused on innovation, learning, and development.

Special attention should be paid to developing teamwork, as in times of uncertainty, teamwork is what ensures the stability of an organization. Research shows that leaders who are able to form a shared vision and involve employees in the decision-making process achieve better results.

It has been proven that effective change leadership also involves the formation

of innovative thinking, which contributes to the search for new solutions and the implementation of changes.

At the same time, an important result is the understanding that change leadership should integrate different approaches, including adaptive, transformational and authentic leadership.

Therefore, change leadership is a key factor in effective management under uncertainty. Modern leaders must possess a set of skills that ensure adaptation to change, risk management and organizational development.

The key skills of the 21st century are:

- ✓ adaptability and flexibility;
- ✓ strategic thinking;
- ✓ emotional intelligence;
- ✓ learning agility;
- ✓ the ability to manage uncertainty.

The formation of these competencies contributes to the development of adaptive leadership and ensures the sustainability of organizations in the long term. In the context of the implementation of the ERASMUS+ SEAL project, this creates the prerequisites for the formation of a new generation of leaders capable of acting effectively in the face of global challenges and contributing to the sustainable development of society.

References

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