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SYNERGY OF STRATEGIC MANAGEMENT AND LEADERSHIP IN UNCERTAIN CONDITIONS

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The article explores the relevance, essence and practical significance of the synergy of strategic management and leadership in uncertain conditions. The approaches of leading scientists to the role of leadership in supporting strategic initiatives are summarized. It is shown that it is the integration of strategic management with adaptive, transformational and servant leadership that ensures the sustainability and innovativeness of enterprises. A model of synergy is proposed and five significant managerial conditions for its effective implementation are formulated.

Keywords: strategic management, leadership, adaptability, uncertainty, organizational culture, transformational change, synergy.

СИНЕРГІЯ СТРАТЕГІЧНОГО УПРАВЛІННЯ ТА ЛІДЕРСТВА В УМОВАХ НЕВИЗНАЧЕНОСТІ

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У статті розкрито актуальність синергії стратегічного управління та лідерства в умовах зростаючої невизначеності зовнішнього середовища. Акцент зроблено на необхідності переосмислення традиційних підходів до управління підприємством, які вже не забезпечують належного рівня адаптивності, інноваційності та гнучкості. Сучасні виклики – економічні, політичні, технологічні та соціальні – вимагають від менеджерів не лише стратегічного бачення, а й лідерських компетенцій, орієнтованих на мобілізацію ресурсів, побудову довіри та створення інноваційної організаційної культури. Аналіз наукових джерел вітчизняних та зарубіжних авторів вказує на неоднозначність тлумачення синергії стратегічного управління та лідерства. Дж. Коттер розрізняє управління як «план» та лідерство як «потужний двигун» розвитку, а Г. Мінцберг наголошує на практичній необхідності лідерства для підтримки стратегічних ініціатив. М. Фуллан досліджує трансформаційне лідерство як ключ до змін, тоді як українські вчені В.М. Заруба, О.С. Кальниченко, А.М. Дерек зосереджуються на розвитку лідерських компетенцій у контексті стратегічного управління змінами.

Досліджено сучасні наукові підходи до взаємодії лідерства та стратегічного управління, окреслено прогалини в системному розумінні цього синтезу. Представлено концептуальну модель, яка демонструє зв'язок між

зовнішніми факторами, внутрішніми вимогами до підприємства та функціями управління. Доведено, що саме поєднання стратегічного аналізу з практиками лідерства (трансформаційне, службове, адаптивне лідерство) забезпечує ефективне планування, мобілізацію персоналу та досягнення цілей навіть у кризових умовах.

Проаналізовано кейси вітчизняних підприємств, які успішно впровадили інтегровані управлінські підходи, демонструючи високу адаптивність та стабільність. Запропоновано практичні умови реалізації синергії, зокрема: розвиток культури довіри, навчання лідерству, впровадження гнучких стратегічних моделей та формування зворотного зв'язку.

Обґрунтовано, що синергія стратегічного управління та лідерства є не лише інструментом виживання, а й гарантією сталого розвитку підприємств у мінливому зовнішньому середовищі. Такий підхід вимагає не лише управлінських навичок, але й трансформації управлінської парадигми – від контролю до співвідповідальності та лідерства змін.

***Ключові слова:** стратегічне управління, лідерство, адаптивність, невизначеність, організаційна культура, трансформаційні зміни, синергія.*

General statement of the problem. In the modern world, enterprises operate in conditions of constant dynamics caused by global economic crises, political instability, technological breakthroughs, climate challenges and social transformations, which all require from enterprise management not only strategic vision but also flexibility and the ability to adapt. In such conditions, it is important to find an effective balance between strategic management as a tool for the enterprise's systemic orientation and leadership as a source of inspiration, motivation and adaptability. All this creates an environment of high uncertainty in which traditional approaches to management lose their effectiveness. Enterprises can no longer rely only on long-term strategic planning – they need the ability to quickly adapt, make non-standard decisions and form a culture of constant renewal. In this context, the combination of strategic management with effective leadership is a necessary condition not only for survival, but also for the sustainable development of enterprises. Studying the synergy of these management components allows the creation of new management models able to respond to modern challenges in the external environment.

That is why the research topic is extremely relevant both for the scientific community and for management practitioners in the public and private sectors.

Analysis of recent research and publications. The issue of the interaction of strategic management and leadership has been reflected in the works of both foreign and domestic researchers. Thus, D. Kotter emphasizes the importance of the difference between management and leadership, emphasizing that strategy without leadership is just a plan, not an effective

development mechanism [1]. G. Mintzberg emphasizes the need for practical leadership that supports strategic initiatives [2]. M. Fullan considers leadership as the key to transformational change [3]. Among Ukrainian scientists, it is worth noting the works of V.M. Zaruba, O.S. Kalnychenko, A.M. Derekh, who reveal the role of leadership competencies in change management [4; 5]. However, despite numerous studies, a systemic understanding of the synergy of strategic management and leadership in uncertain conditions still remains insufficiently developed.

Purpose of the article. The purpose of the article is to substantiate the essence and practical significance of the synergy of strategic management and leadership for ensuring the effective functioning of enterprises, as well as to formulate recommendations for strengthening this interaction in management under conditions of uncertainty.

Presentation of the main material of the study. The synergy of strategic management and leadership involves their interaction as elements of a single system. Strategic management is focused on analyzing the external environment, setting long-term goals, developing development strategies and forming appropriate management decisions. Leadership, in turn, acts as a catalyst for change, forms a vision of the future, motivates staff and contributes to the formation of an organizational culture focused on innovation.

Uncertain conditions require managers to have a high level of adaptability, emotional intelligence, the ability to deal with risks and overcome resistance to change. The combination of strategic thinking with leadership competencies allows not only to respond to environmental challenges, but also to proactively form new market opportunities.

A model of effective management in modern conditions can be based on the integration of strategic analysis with leadership styles, such as transformational, servant and adaptive leadership. In this case, an important role is played by the organizational culture, which should support both the discipline of strategic planning and the flexibility of leadership initiatives.

In a world where unpredictability has become the new norm, businesses face constant external and internal challenges. These can be global economic crises, wars, environmental disasters, digital transformations, or changing consumer behavior. In such conditions, it is no longer enough for businesses to have a well-formulated strategy – the ability to adapt, think systematically, take decisions quickly and inspire the team to change begins to play a significant role. That is why there is a need to integrate strategic management – as a tool for long-term orientation – with leadership – as a driver of organizational dynamics.

Strategic management is the process of forming, implementing and adjusting a strategy to achieve long-term goals of the enterprise. It involves a comprehensive analysis of the external environment, internal resources and building the logic of movement towards specific goals. However, strategic management is by its nature inertial – it is based on systematicity and predictability. In an unstable environment, this can lead to a slowdown in the reaction to changes.

Leadership, on the contrary, is a source of flexibility, inspiration, and the ability to transform. Leaders not only form a vision of the future, but also create conditions for mobilizing resources and people, especially in crisis situations. They make decisions quickly, are not afraid of risk, build trust and give people a sense of action.

In the synergy of these components, a new management approach arises – an adaptive strategy, which takes into account both the structured nature of management and the dynamism of leadership influence. This combination allows the enterprise to act both systematically and flexibly. For example, strategic goals may remain stable, but the ways to achieve them change in accordance with new realities. This logic is inherent in scenario-based strategies or dynamic risk management strategies, which are impossible without the active role of the leader.

Modern approaches to leadership, in particular transformational, adaptive and servant leadership, emphasize the importance of interaction, emotional intelligence and service to a common goal. In combination with strategic management, these models contribute to the formation of a culture of trust, responsibility and innovation.

An important role in ensuring such synergy is played by organizational culture. In cultures focused on development, innovation and open communication, leadership and strategy act as mutually reinforcing forces. The opposite is the scenario of a “rigid hierarchy”, where strategic decisions are made centrally, and initiative is suppressed. That is why the formation of a culture of mutual responsibility and trust is a prerequisite for effective synergy of strategic management and leadership.

Fig. 1 presents a conceptual model of the synergy of strategic management and leadership in uncertain conditions, which demonstrates the logic of the interaction of external challenges, internal requirements for the enterprise and management approaches.

The first block reflects the influence of the external environment, in particular political risks, innovativeness, adaptability and other external factors that shape the conditions of uncertainty.

The second block is the requirements for the enterprise: flexibility, stability, innovation and adaptability - significant characteristics necessary for successful functioning.

The third block focuses on the synergy of strategic management and leadership, where strategic functions (vision formation, goal setting, environmental analysis) are combined with leadership functions (motivation, communication, change management).



Fig. 1. Model of synergy of strategic management and leadership in conditions of uncertainty, built by the authors

The final block illustrates organizational results, in particular: effective decision-making, staff involvement, successful transformation and achievement of strategic goals.

Thus, the proposed model demonstrates that the synergy of strategic management and leadership is a factor in the success of enterprises in conditions of uncertainty.

In a practical sense, this synergy demonstrates high efficiency in crisis conditions. One of the striking examples is the Nova Poshta network, which was able not only to maintain, but also to expand its operational activities during the full-scale invasion of Russia in 2022 [6]. The company's management carried out a strategic rethinking of the business model, while demonstrating effective crisis leadership – prompt decision-making, constant communication with staff and society, and investment in digital delivery services. This allowed Nova Poshta not only to maintain its position in the market, but also to increase consumer trust.

Another example is the company Rozetka, which, in the conditions of the COVID-19 pandemic and subsequent military risks, was able to quickly transform logistics processes, increase e-commerce volumes, and ensure uninterrupted service operation [7]. The company's founders not only implemented strategic changes, but also took an active leadership role in the processes of employee support, volunteering, and communication with society.

In the field of public administration, it is worth noting Transparent Public Procurement – the Prozorro system, which emerged as a result of strategic planning of public procurement reform and was implemented thanks to the initiative of leaders of civil society, business, and the government [7]. Here, the combination of strategic vision (fighting corruption, transparency) with the leadership activity of key stakeholders became the basis for transformational reform.

These examples indicate that it is the combination of strategic vision with flexible, adaptive leadership that allows Ukrainian enterprises not only to maintain functionality in uncertain conditions, but also to create new competitive advantages.

Based on the analysis of theoretical approaches, practical experience of domestic and international enterprises, the following conditions can be distinguished for the formation of synergy of strategic management and leadership:

1. Dual management function: «Strategist leader». It is necessary to realize that a modern manager cannot be limited to planning alone. He or she must combine strategic vision with the ability to inspire the team, transform thinking and take responsibility in a crisis situation by including modules on change leadership, cross-functional thinking and behavioral economics in management training programs.

2. Implementation of flexible strategic models. Strategic planning is no longer a static document for 5 years. It should be updated based on a constant analysis of environmental changes, namely, through the implementation of strategic tools - short iterations, regular review of strategic goals and tactics, participation of cross-functional teams in strategy formation.

3. Creation of a culture of innovation, trust and feedback. Effective synergy is not possible without trust in the team, horizontal connections and open communication. It is necessary to build an internal leadership system at all levels – «leadership without a position», support for employee initiatives, distribution of leadership roles in projects.

4. Development of leadership competencies in managers at different levels. It is necessary to assess how well leaders meet strategic challenges: whether they are able to make decisions under uncertainty, form a vision, work with risks.

5. Rapid feedback and training systems. In a changing environment, an enterprise must quickly learn from its own mistakes and adapt its behavior. It is necessary to create platforms for internal learning, case analysis, and working groups to review strategic hypotheses.

The implementation of the synergy of strategic management and leadership is not just an effective approach to management, but a necessary condition for the survival and growth of enterprises in the external environment. Its implementation requires not only professional training of managers, but also a rethinking of the principles of management as such - from an emphasis on control to an emphasis on co-responsibility and development. Such an approach can become the basis for the transformation of the traditional hierarchical system into a more dynamic, flexible, and open structure capable of successfully operating in conditions of constant change [8].

Conclusions. In the context of global turbulence, high dynamics of change and frequent crises, enterprises face the need to review approaches to management. The conducted research shows that the combination of strategic management and leadership is not just complementary elements, but the key to organizational stability, adaptability and innovative development.

The synergy between these components provides: a balance between stability and flexibility, a combination of long-term vision with operational response, involving personnel in strategic thinking and initiative.

The analyzed examples of domestic enterprises show that it is the ability of management to combine strategic planning with leadership mobilization of resources that allows achieving success even in crisis conditions.

Thus, for enterprises that strive to function effectively in uncertain conditions, the integration of strategic management and leadership at all levels should be a priority. This requires not only changes in the structure, but also a deep rethinking of management paradigms.

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МАКРОЕКОНОМІЧНА ПОЛІТИКА УКРАЇНИ В КОНТЕКСТІ ЄВРОІНТЕГРАЦІЇ: ВИКЛИКИ ВОЄННОГО ЧАСУ ТА СТРАТЕГІЧНІ ПРІОРИТЕТИ

К.Ю. Величко

Проаналізовано сучасний стан макроекономічної політики України в контексті євроінтеграційного курсу з урахуванням викликів, спричинених збройною агресією РФ. Обґрунтовано необхідність посилення інституційної спроможності системи макроекономічного регулювання відповідно до стандартів ЄС та сформульовано пріоритетні заходи державної політики, спрямовані на зміцнення макроекономічної стійкості, підтримку повоєнного відновлення та прискорення інтеграції України до ЄС.

Ключові слова: економічна політика, макроекономічний аналіз, євроінтеграція, економічна стабільність, валютне регулювання, Маастрихтські критерії, стратегічний розвиток.