

MODERN TRENDS IN THE FORMATION OF MANAGERIAL COMPETENCIES: IMPACT ON THE TRANSFORMATION OF MANAGERIAL CULTURE

Tetiana Sych

Doctor of Pedagogical Sciences,
Professor at the Department of Public Service and Management
of Educational and Social Institutions,
Luhansk Taras Shevchenko National University, Ukraine
e-mail: tatynasych@gmail.com, orcid.org/0000-0003-0230-3374

Summary

The article examines modern trends in the development of managerial competences and their impact on the transformation of managerial culture. It is determined that, under current conditions, managerial culture functions as a system that ensures organizational flexibility, the ability to respond to changes in the external environment, and the formation of competitive advantages. The author emphasizes the importance of considering global competence development models, particularly EU approaches and international framework programs, which define universal managerial competences and standards of effective management. Managerial culture in contemporary settings should be regarded as an open system that combines national specificities with global trends, thereby enhancing organizational flexibility, adaptability, and competitiveness. Based on the analysis of modern global models such as VUCA, VUCA-Prime, and BANI, the interrelation between managerial competences and managerial culture is explored, highlighting the features of managerial culture under the influence of change and its transformation from a bureaucratic to an open, partnership-oriented, and innovative model. It is substantiated that successful transformation of managerial culture is possible only through the integration of modern international approaches to the development of managerial competences, focused on innovativeness, strategic thinking, adaptability, and the reinforcement of organizational values.

Key words: managerial competences, managerial culture, global models, leadership, innovations, adaptability, transformation, organizational development.

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1. Introduction

In the current context of globalization, digitalization, and increasing turbulence of socio-economic processes, the development of managerial competences has become a key factor in ensuring effective decision-making, adaptability to change, and organizational competitiveness. Today, managerial activity goes beyond traditional administration and is increasingly oriented toward leadership, strategic vision, innovation, and the ability to work with people under multitasking and uncertainty. As a result, the focus shifts from formal knowledge and procedures to the development of soft skills, critical thinking, creativity, and emotional intelligence, which determine the quality of managerial decisions and contribute to creating a favorable organizational climate.

The formation of managerial competences is inextricably linked to the development of managerial culture, which represents an integrated reflection of values, norms, behavioral

models, and interaction styles within an organization. Managerial culture determines how competences are manifested in the practical activities of managers and the extent to which they contribute to achieving strategic goals. Modern research demonstrates that a high level of managerial culture not only ensures management efficiency but also fosters trust, openness, and responsibility in relationships between managers and employees. In this context, managerial competences serve as a mechanism for transforming managerial culture, as new requirements for managers—such as a focus on innovation, digital technologies, partnership, and inclusiveness—drive qualitative changes in the overall management system.

The study of current trends in the development of managerial competences is particularly relevant, as it makes it possible to identify directions for the evolution of managerial culture and the adaptation of management practices to the challenges of the 21st century. This opens opportunities for creating new leadership models that combine professionalism, innovativeness, and humanistic principles in management.

2. The Issue of Developing Managerial Competences and Managerial Culture in Academic Discourse

In recent scholarly works, significant attention has been devoted to the problem of managerial competences and their interrelation with the transformation of managerial culture. The theoretical foundations of competence development are based on the concept of the competence-based approach (*Spencer & Spencer, 1993; Boyatzis, 2008*), which defines competences as a combination of knowledge, skills, abilities, and values necessary for effective managerial activity.

The European Competence Framework for Managers (2016) defines modern managerial competences as integrative characteristics that encompass strategic thinking, change management, communication, digital literacy, intercultural sensitivity, and the capacity for innovation. Ukrainian researchers emphasize that competence development of managers directly affects organizational culture, enhances trust within teams, and contributes to the implementation of good governance practices (*Nyzhnyk & Pashko, 2005; Lytvynova, 2018*).

A separate strand of research focuses on the relationship between managerial culture and leadership development. According to Hofstede (2010), managerial culture reflects the cultural dimensions of society, while under current conditions it is being transformed under the influence of globalization and digitalization. Scholars stress that digital technologies and innovative management approaches are reshaping traditional leadership styles (*Northouse, 2019; Davenport, 2021*).

In Ukrainian academic discourse, the issues of managerial competences and culture are studied in the context of educational management, public administration, and the corporate sector. Particular emphasis is placed on the need to integrate soft skills, communication competence, emotional intelligence, and strategic vision.

Bilyk N.I. states that the managerial competence of an educational institution leader is determined by “the available level of professional education, experience, individual psychological characteristics (temperament, character, socio-psychological, professional, business, administrative-organizational, and volitional qualities), motivation for professional activity and continuous education, self-improvement and reflection, as well as the level of creative potential” (*Bilyk, 2023*).

Bilany G.I. highlights the necessity of developing managerial competences in accordance with changes in the paradigm of educational institution management, which ensures the

ability to perform specific functions defined by professional activity and the needs of a new type of organization—a self-learning organization (*Bilanyn, 2013*).

In Oleshko P.S.'s interpretation, managerial competence is considered an integral ability to ensure one's continuous professional development, which involves the gradual complication of tasks and the achievement of higher results in the process of learning and improvement. It is viewed as a manifestation of social maturity, providing a systemic vision of problems and acting as a key factor in the quality management of an institution (*Oleshko, 2017*).

Scholars note that progressive changes, educational reforms, and the expansion of real institutional autonomy fundamentally alter the requirements for managerial functions and, consequently, managerial competences (*Grebenyk & Sosnenko, 2021*).

Lytvynova L.V. emphasizes the importance of developing socio-personal competences of managers as a component of managerial competence within the current paradigm of socially-oriented public administration (*Lytvynova, 2018*).

Nyzhnyk N. and Pashko L. define managerial culture as “a unity of managerial knowledge, feelings, values, managerial and organizational relations, and creative managerial activity characteristic of the current stage of management development” (*Nyzhnyk & Pashko, 2005: 108*).

Tyukhtenko N.A. (2023) considers managerial culture a holistic system aimed at enhancing the adaptability of organizational activity through leadership development, self-development, and the introduction of innovations.

A synthesis of contemporary research shows that the formation of managerial competences is closely related to the transformations of the managerial paradigm, which in turn influences the specific features of managerial culture accepted during a given period.

Thus, managerial competence is defined as a set of professional knowledge, skills, and abilities of a manager that ensure the effective resolution of managerial tasks, optimal decision-making, and the achievement of defined goals. By contrast, managerial culture is a much broader phenomenon: it encompasses the entire managerial experience, the system of knowledge, emotional and psychological aspects, established behavioral models, and the integral characteristics of management within a given organization. Its formation is based on the values, norms, and traditions shared by the collective. Therefore, competence has an individual character and reflects the professional preparation level of a specific manager, while managerial culture is a collective phenomenon in which individual competences of managers constitute an essential component of the shared system of managerial values and practices within the organization. The formation of managerial competences and managerial culture are interrelated processes that determine the improvement of management effectiveness in the face of 21st-century challenges.

3. Managerial Culture and Competence in the Context of Contemporary Global Models

In the early 1990s, U.S. Army Colonel Stephen Garros formulated his vision of a modern world model, seeking to answer a question that remains highly relevant for Ukraine today: «How should the military and managers act in situations where circumstances are constantly changing?» He introduced the concept of the VUCA world, an acronym encompassing four key characteristics of reality: Volatility, Uncertainty, Complexity, and Ambiguity. This model emphasizes the unpredictability of events, the lack of sufficient information for effective decision-making, the multilayered nature of regulatory constraints, and the chaotic environment in which organizations and businesses operate. Under such conditions, traditional planning methods become ineffective, which encouraged educational institutions in developed countries

to redesign training programs with a focus on developing competences capable of responding to the challenges of a VUCA environment. Accordingly, businesses and management systems were also compelled to revise their approaches to the formation of managerial and organizational culture, concentrating on enhancing adaptability, flexibility, and innovativeness of managerial decisions (*Pecherna, 2022*).

In 2007, American sociologist Bob Johansen proposed an alternative model – VUCA-Prime, which is viewed as a strategy to counter the challenges of the VUCA world. It is based on four principles of effective leadership: Vision as a counter to volatility; Understanding to reduce uncertainty; Clarity to oppose complexity; and Agility to overcome ambiguity. This model highlights that modern management must rely on the behavioral factors of leaders – focusing on leadership, values, and the ability to rapidly transform managerial culture under conditions of change (*Pecherna, 2022*). Thus, managerial competences are formed not only as an individual set of knowledge and skills of a leader but also as the collective ability of an organization to ensure effective functioning through the development of managerial culture.

In 2020, Jamais Cascio introduced a new model of world perception called BANI, which reflects another dimension of global processes (*Cascio, 2020*). The acronym BANI includes: Brittle, Anxious, Nonlinear, and Incomprehensible. Unlike VUCA, this model emphasizes not only economic but primarily sociocultural and psychological characteristics of the modern world. It underscores growing emotional tension, unpredictability and chaotic processes, as well as the lack of clear benchmarks – all of which directly affect managerial practices and require new approaches to the development of managerial culture. Here, competences related to emotional intelligence, stress resilience, communication, and the ability to act under crisis scenarios become paramount.

In light of this, it can be argued that the formation of managerial competences and managerial culture in the global context depends on the particular world model (Table 1):

- In VUCA – the emphasis is on developing strategic flexibility, adaptability, and innovativeness;
- In VUCA-Prime – leadership, vision, and clarity of managerial actions dominate;
- In BANI – sociocultural and psychological factors take precedence, shaping a culture of support, interaction, and resilience in conditions of unpredictability.

Thus, managerial competence in today's globalized world is formed not only through the professional knowledge and skills of leaders but also through their ability to adapt to new models of reality that constantly reshape the conditions under which organizations operate. Managerial culture, in turn, is transformed, reflecting the collective experience of responding to instability, crises, and social challenges, making it a fundamental factor in the resilience of any management system. Managerial culture, as an element of overall civilizational culture, develops within the context of prevailing global models and requires leaders to possess specific competences.

4. The Influence of Modern Trends on the Formation of Managerial Competence and Managerial Culture of a Leader

The analysis of contemporary scientific research and management practices demonstrates that the formation of managerial competences is influenced by globalization processes, digitalization, and new socio-economic challenges. The main trends in this area include:

1. Digital transformation of management – mastering digital tools (Big Data, AI, CRM systems, electronic document management), developing digital literacy, and the ability to work in the context of e-governance.

Table 1

Comparison of the VUCA – VUCA-Prime – BANI Models with a Focus on Managerial Competences and Managerial Culture

Model	Key Environmental Characteristics	Core Managerial Competences	Features of Managerial Culture
VUCA (Volatility, Uncertainty, Complexity, Ambiguity)	• Volatility of processes • Uncertainty of outcomes • High complexity of systems • Ambiguity of information	• Adaptability • Cognitive flexibility • Critical and strategic thinking • Risk management	• Focus on rapid response • Culture of continuous change and learning • High role of teamwork and cross-functional collaboration
VUCA-Prime (Vision, Understanding, Clarity, Agility)	• Need for strategic vision • Emphasis on situational understanding • Clarity and transparency in complex systems • Agility in decision-making	• Leadership qualities • Strategic vision • Communication competence • Ability to build trust	• Culture of leadership and transparency • Orientation toward long-term values • Development of mentoring and support systems • Innovative corporate culture
BANI (Brittle, Anxious, Nonlinear, Incomprehensible)	• Fragility of systems and structures • Anxiety and emotional instability • Nonlinearity of processes • Incomprehensibility of changes	• Emotional intelligence • Stress resilience and psychological flexibility • Creativity and unconventional problem-solving • Systems thinking in chaotic conditions	• Culture of support and mutual assistance • Socially-oriented managerial culture • Humanistic values and care for staff • Focus on the team's psycho-emotional stability

2. Human-centeredness and emotional intelligence (EQ) – emphasis on leadership, building effective teams, managing communication, conflicts, and emotions.

3. Flexibility and adaptability – the ability to work under uncertainty, rapid change, and crisis situations (VUCA environment).

4. Stakeholder approach – developing competences in engaging with different stakeholder groups, building partnerships, and establishing public dialogue.

5. Project and strategic management – the ability to work with goals, results, and risks, as well as to develop long-term organizational strategies.

6. Intercultural communication and global mobility – competences related to working in international teams and taking cultural differences into account.

7. Knowledge management and lifelong learning – readiness for professional development, self-education, and the use of new educational platforms and technologies.

8. Ethics and social responsibility – orientation of managerial decisions toward the principles of sustainable development, inclusiveness, transparency, and accountability.

Modern managerial competences go beyond purely administrative functions and are shaped at the intersection of digital skills, strategic thinking, emotional intelligence, and ethical responsibility.

Each trend in the formation of managerial competences not only strengthens management effectiveness but also transforms managerial culture: from closed and bureaucratic to open, partnership-based, and innovative.

The influence of modern trends on the formation of managerial competences and their manifestation in managerial culture is summarized in Table 2.

Table 2

The Influence of Modern Trends on the Formation of Managerial Competence and Managerial Culture of a Leader

Trend	Managerial Competence	Manifestation in Managerial Culture
Digital transformation	Use of digital tools, data management	Culture of transparency, speed, and analyticity
Human-centeredness, EQ	Empathy, communication, leadership through support	Culture of trust, partnership, teamwork
Flexibility and adaptability	Change management, crisis-oriented thinking	Culture of learning and embracing change
Stakeholder approach	Ability to build engagement with different groups	Culture of dialogue and collective responsibility
Strategic management	Analytical thinking, forecasting, planning	Culture of vision and long-term perspective
Intercultural communication	Tolerance, working in an international environment	Culture of diversity and inclusiveness
Lifelong learning	Self-development, knowledge management	Culture of growth and knowledge-sharing
Ethics and social responsibility	Integrity, honesty, social orientation	Culture of transparency and sustainable development

Each trend in shaping managerial competences not only enhances management effectiveness but also transforms managerial culture: from closed and bureaucratic to open, partnership-oriented, and innovative. Managerial culture serves as the environment that ensures the development of managerial competences in accordance with the prevailing management paradigm within the modern global model.

5. Conclusions

1. Managerial competences and culture are interrelated phenomena. Competences are formed as an individual ability of a leader to make effective decisions, while managerial culture reflects the collective experience, values, and behavioral models within an organization. Together, they create the foundation for strategic development and the resilience of the management system.

2. Global models of the world (VUCA, VUCA-Prime, BANI) define the specifics of managerial requirements:

- In the VUCA world, the emphasis is placed on adaptability, innovativeness, and strategic flexibility.
- In VUCA-Prime, the focus shifts to leadership, vision, and clarity of actions as key managerial competences.
- The BANI model highlights the need for emotional intelligence, stress resilience, and a culture of support under conditions of chaos and socio-psychological instability.

3. Contemporary management trends shape a new paradigm of managerial competences. Digital transformation, human-centeredness, global mobility, strategic management, and life-long learning become the key directions that determine the effectiveness of a modern manager.

4. Managerial culture is transforming from bureaucratic to partnership-oriented. The importance of transparency, trust, inclusiveness, and collective responsibility is growing. Under conditions of globalization and digitalization, culture itself becomes the environment that ensures the development of managerial competences and their practical implementation.

5. The challenges of the 21st century (crises, wars, technological disruptions) require managers to flexibly combine competences. A modern leader must integrate strategic thinking, digital literacy, innovativeness, and socio-emotional skills in order to act effectively in conditions of constant uncertainty.

6. Managerial culture becomes an element of global civilization culture. It is shaped within the context of prevailing world models and trends, and therefore requires leaders to integrate global management standards with local socio-cultural realities.

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