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DIGITAL LEADERSHIP AND THE COMPETENCIES OF THE FUTURE MANAGER IN THE ARTIFICIAL INTELLIGENCE ECONOMY

The modern economy is undergoing rapid transformation under the influence of artificial intelligence, big data, and immersive technologies. Organizations are shifting from traditional management models toward flexible digital ecosystems in which decision-making processes are increasingly supported or partially automated by intelligent algorithms. In this context, there is a growing demand for a new type of manager – a digital leader capable of operating at the intersection of technology, business, and governance [1, p. 53-54].

Digital leadership can be defined as a manager's ability to develop a vision for digital transformation, implement artificial intelligence technologies, and ensure alignment between technological innovation and organizational strategic objectives. Unlike traditional leadership approaches, digital leadership extends beyond managing people and encompasses the effective management of data, algorithms, and digital processes [2, p. 192].

A fundamental element of digital leadership is the integration of dynamic organizational capabilities that enable enterprises to adapt successfully to environmental changes. Recent studies demonstrate that leaders who effectively manage AI tools and digital processes are better positioned to achieve organizational success in technology-intensive environments [2, p. 201]. Furthermore, digital leadership contributes significantly to organizational agility, innovation, and sustainable competitive advantage [3, p. 718-719].

The competencies required of future managers can be categorized into three major groups: technical, managerial, and socio-ethical competencies. Technical competencies include an understanding of artificial intelligence systems, data analytics, digital platforms, and automated decision-support technologies. According to the AI Leadership Competencies framework, successful leadership in AI-driven environments depends on four interconnected domains: technical expertise, human relationship

skills, change management capabilities, and strategic decision-making competencies [4, p. 2901].

Managerial competencies encompass strategic thinking, project management, change leadership, innovation management, and the ability to coordinate hybrid teams consisting of both human employees and AI-powered systems. Research indicates that top managers increasingly utilize artificial intelligence to enhance strategic planning, organizational learning, and decision-making effectiveness [5, p. 2]. Consequently, future leaders must develop the ability to integrate AI-generated insights into business processes while maintaining accountability for organizational outcomes.

Socio-ethical competencies represent another critical dimension of future leadership. These competencies include responsible technology governance, ethical decision-making, transparency, fairness, and stakeholder engagement. In an AI-driven environment, leaders are expected to ensure that technological innovations align with organizational values and societal expectations [6, p. 3-4]. Such competencies are particularly important as organizations face increasing scrutiny regarding algorithmic bias, privacy protection, and the ethical implications of automated decision-making.

Artificial intelligence is becoming an increasingly important managerial tool. AI applications are currently employed to forecast market trends, optimize business operations, improve customer experiences, and support strategic decision-making. However, the growing reliance on AI systems also creates new challenges. Excessive dependence on algorithms may reduce the role of human judgment and critical thinking in organizational governance. Therefore, digital leaders must not only utilize AI technologies effectively but also critically evaluate algorithmic recommendations and maintain appropriate levels of human oversight [7].

Another important aspect concerns the integration of artificial intelligence into human resource management. Contemporary research highlights the synergistic relationship between digital leadership and AI-based human resource management systems. Effective digital leadership significantly influences the successful implementation of AI technologies in recruitment, talent management, employee development, and organizational sustainability initiatives [8].

The legal and regulatory dimensions of AI implementation are equally significant. Organizations must comply with regulations related to personal data protection, algorithmic transparency, cybersecurity, and accountability for AI-assisted decisions. As artificial intelligence becomes increasingly embedded in business operations, managers must understand the legal implications associated with its deployment and ensure compliance with national and international regulatory frameworks.

Furthermore, digital transformation is fundamentally reshaping labor markets worldwide. Automation and artificial intelligence contribute to the decline of certain traditional occupations while simultaneously creating new professional roles related to data science, machine learning, AI governance, and digital ethics. This trend necessitates continuous learning and professional development among managers and employees alike. Future leaders must cultivate a culture of lifelong learning that enables organizations to remain resilient and competitive in rapidly evolving technological environments.

The emergence of artificial intelligence also changes the nature of leadership itself. Contemporary scholars argue that leadership in the AI era will become increasingly fluid, adaptive, and technology-enabled. Rather than focusing exclusively on hierarchical authority, future leaders will facilitate collaboration between humans and intelligent systems while fostering innovation, creativity, and organizational adaptability [6, p. 15].

In summary, digital leadership represents an integrative managerial capability that combines technological expertise, strategic management, human-centered leadership, and ethical responsibility. Its effectiveness depends on the development of advanced digital competencies, data-driven decision-making capabilities, and a comprehensive understanding of the opportunities and risks associated with artificial intelligence.

Therefore, the manager of the future is not merely an administrator but a digital architect of organizational transformation. Such leaders shape new forms of interaction between people and technology, facilitate sustainable innovation, and contribute to the development of resilient organizations capable of thriving in the artificial intelligence economy.

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ШТУЧНИЙ ІНТЕЛЕКТ ЯК ІНСТРУМЕНТ КОЛЕКТИВНОГО ПЕРЕОСМИСЛЕННЯ ПРИРОДИ ЛЮДИНИ

Фінальна версія знаменитої формули Декарта «*Cogito, ergo sum*» уперше була опублікована у 1644 році. З тих пір колективна свідомість західного світу вважала мислення конституюючою ознакою людини. Це упередження як подарувало людству шалений науково-технічний прогрес, так і спричинило безліч трагедій.