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WARTIME LEADERSHIP, COMMUNICATION AND TEAM DYNAMICS

After the beginning of the aggressive russian invasion of Ukraine, the research focus of leadership theorists shifted to exploring wartime leadership. A wartime environment is more challenging and requires specific leadership skills not only to operate in this environment but also to survive economically, politically, and physically. In times of emergency when the world has been fighting against the appalling virus of death (Covid-19) and then the belligerent country of death (russia), the research topic of wartime leadership has become urgent. The purpose of the article is to explore effective wartime leadership styles, skills, and attributes and investigate helpful and practical communication theories that can be applied during the war.

There is a plethora of research studies related to various leadership theories, effective communication, and teamwork. Robertson Work (2021) investigated pandemic leadership and mentioned the two words that came to him in the context of a Covid-19 pandemic – mortality and morality. At the same time, people continued arguing and fighting about what is true or false, right or wrong, thus, challenging human morality [1]. Pandemic leaders needed to develop cooperative skills, greater employee participation, and share power at the same time with their employees because the COVID-19 pandemic became a global event [2]. For organizations to be prepared to respond to disruptive and discontinuous change, such as the environment of the COVID-19 pandemic, their leaders had to be able to «embrace and accept unlearning, discomfort, continuous inquiry, conflict, and to lead ongoing knowledge creation in complex and uncertain scenarios» [3, p. 24]. In Ukraine, leadership faced the same challenges as all over the world. However, after February 24, 2022, after the beginning of russian invasion of Ukraine, researchers shifted from exploring pandemic leadership to wartime leadership because leadership always matters, especially in times of emergency when the world fights against the virus of death (Covid-19) and the country of death (russia). Thus, obviously, now two more words come into one's mind – death (mortality) and dearth (lack of morality).

Blatant attacks on the peaceful population of Ukraine made researchers focus on topics related to war. Grayling (2017) said that the proof of the evil nature of war is obvious to the point of banality. War cannot be an expression of human nature if most people are traumatized by war and if almost every idea of human good is negated by violence and destruction, loss, grief, and death [4]. According to Poberezhets (2022), the annexation of Crimea and the war in Donbas have already affected over 5 million people. From 2014 to February 24, 2022, in these conflicts 10 000 persons were killed, more than 24 000 were injured, and 1.6 million were

forced to flee their homes. These numbers seem to be insignificant compared with the number of people affected during the large-scale military aggression. According to the United Nations High Commissioner for Human Rights report of August 2, 2022, there were about 12 584 civilian casualties, including 5327 killed (4975 adults and 352 children [5, p. 315].

Since the wide-scale aggressive war of the terrorist country against Ukraine, wartime leadership, communication and teamwork became a research focus of many authors who aimed to explore the differences between peacetime and wartime leadership skills and share their findings to help leadership face wartime challenges. The destructive nature of war brings many changes and leaders are expected to implement constructive changes to help their organizations survive economically, politically, and physically.

There is no one effective leadership style that proves to be the most effective during the war period. It is important to focus on the advantages of every leadership style and develop a new model of a wartime leader that will embrace the strengths of the styles and individual leaders' attributes. A wartime leader's character must have courage, integrity, honesty, reliability, and responsibility. Besides, wartime leadership is about strong communicative skills, effective decision–making, team management, positive affectivity, and authenticity.

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THE PARTICULARITIES OF STRATEGIC HUMAN CAPITAL MANAGEMENT

Human capital is the knowledge, skills, and abilities that people possess and use to create economic value. It is the sum of the investments made in people, such as education, training, and health care, that enable them to be productive and contribute to economic growth. Strategic human capital management is the process of managing