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## **THE INFLUENCE OF EMOTIONAL INTELLIGENCE ON LEADERSHIP EFFECTIVENESS IN THE CONTEXT OF CRISIS CHALLENGES**

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In the modern business environment, characterized by a high level of uncertainty, rapid technological changes, and global competition, the importance of effective leadership as a key factor in the successful functioning of organizations is increasing. Traditional approaches to assessing leadership effectiveness, which were primarily based on cognitive abilities, professional knowledge, and technical skills of managers, are gradually being supplemented by new requirements related to emotional and social

competence. In this context, particular attention is paid to emotional intelligence as an integral personality characteristic that determines an individual's ability to understand their own emotions, manage them, and interact effectively with others.

The relevance of the study is обусловено by the fact that emotional intelligence is increasingly considered an important predictor of leadership effectiveness, as it directly influences the quality of managerial decision-making, the level of trust within a team, employee motivation, and the overall psychological climate in an organization. In conditions of increasing importance of teamwork, intercultural interaction, and remote forms of cooperation, a leader's ability to demonstrate empathy, self-regulation, and effective communication becomes especially significant. Furthermore, modern organizations are increasingly oriented toward humanistic approaches to management, within which an employee is viewed not only as a resource but also as an individual with personal needs, values, and emotions. This requires managers to adopt new approaches to interaction with subordinates, particularly the development of emotional sensitivity, the ability to resolve conflicts constructively, and the creation of a favorable socio-psychological environment. Thus, the study of emotional intelligence as a predictor of leadership effectiveness is an important direction of modern management science with both theoretical and practical significance for improving organizational performance.

The issue of emotional intelligence has been actively studied by both foreign and domestic scholars. A significant contribution to the development of emotional intelligence theory was made by P. Salovey and J. Mayer, who first defined emotional intelligence as the ability to recognize, understand, and regulate one's own emotions and the emotions of others [1]. Further development of the concept is associated with the works of D. Goleman, who popularized the idea of emotional intelligence and substantiated its importance for professional activity, leadership, and personnel management [2].

In the context of modern management studies, emotional intelligence is considered one of the key predictors of leadership effectiveness. Researchers emphasize that a high level of emotional intelligence contributes to the formation of an effective management style, improvement of interpersonal communication, development of trust within a team, and increased labor productivity. This issue was directly studied by B. Palmer and co-authors, who investigated the relationship between emotional intelligence and effective leadership. The researchers concluded that emotional intelligence positively correlates with transformational leadership, which is considered one of the most effective leadership styles in modern management. The authors note that managers with a high level of emotional intelligence better understand the emotional state of subordinates, are able to respond effectively to their needs, and create a positive psychological climate within the team. Emotional intelligence is particularly important in motivating employees, interpersonal interaction, and building trust within a team. The researchers emphasize that emotional intelligence may be an important factor in the development of leadership skills, as it affects a manager's ability to maintain effective communication, manage emotions, and encourage employee engagement in joint activities [3].

J. Pellitteri notes that emotional intelligence is an important factor in effective leadership because it determines a manager's ability to understand emotions, regulate emotional reactions, and build productive interpersonal relationships. The researcher emphasizes that emotional factors directly influence motivation, psychological climate, decision-making processes, and the effectiveness of teamwork. The scholar stresses that an effective leader should not only recognize emotions but also use them to support communication, manage conflicts, and create a positive emotional environment within the organization. Particular attention is paid to the relationship between emotional intelligence and transformational leadership. He notes that a high level of emotional intelligence contributes to the development of leadership styles based on cooperation, support, motivation, and employee development [4].

Emotional intelligence is defined as an individual's ability to recognize their own emotions, understand the emotions of others, and manage them effectively. In modern psychology and management, emotional intelligence is viewed as a complex of emotional, social, and behavioral competencies that ensure successful interpersonal interaction and effective performance of professional functions. The main components of emotional intelligence are self-awareness, self-regulation, motivation, empathy, and social skills [2]. These components determine a person's ability to adapt to change, respond constructively to stressful situations, and maintain effective communication with others.

In the business environment, emotional intelligence plays a key role in the formation of effective leadership. A modern manager must not only possess professional knowledge and strategic thinking but also be able to maintain the psychological stability of the team, motivate employees, and create a favorable socio-psychological climate. In this regard, emotional intelligence becomes one of the most important factors in successful organizational management. Self-awareness as a component of emotional intelligence enables managers to adequately assess their own emotions, behavior, and influence on others. A leader who understands their strengths and weaknesses is capable of making more balanced managerial decisions, avoiding impulsive actions, and responding more effectively to professional challenges. Self-awareness also contributes to the development of responsibility and critical thinking, which are important characteristics of a modern manager.

Another important component of emotional intelligence is self-regulation, which ensures the ability to control emotional reactions and maintain emotional stability in difficult situations. For leaders, this ability is particularly important in conditions of high uncertainty, crisis situations, and increased psychological stress. Managers who possess emotional self-regulation skills are better able to manage conflicts, reduce tension within teams, and maintain a productive working atmosphere.

Empathy is also an essential component of emotional intelligence. It enables leaders to understand the emotional state of others and consider their needs during interaction. An empathetic leader can build trusting relationships with employees, support them in difficult situations, and create an atmosphere of psychological safety. In modern management, empathy is regarded as one of the fundamental conditions for

effective teamwork because it promotes mutual understanding, increases motivation, and reduces conflicts within a team.

Social skills as a component of emotional intelligence ensure effective communication, the ability to cooperate, and the management of interpersonal relationships. Leaders with highly developed social skills are capable of conducting negotiations successfully, motivating employees, resolving conflicts, and uniting teams around common goals. Moreover, they adapt more effectively to change and can maintain productive interaction even under unstable conditions.

The issue of emotional intelligence becomes especially relevant in the context of modern crisis challenges, particularly in Ukraine during martial law. The full-scale war has significantly affected organizational functioning, the psychological state of employees, and the specifics of managerial activity. Constant stress, danger, uncertainty, forced relocation of enterprises, remote work formats, and emotional exhaustion of employees have created new requirements for the professional and personal qualities of managers.

Under such conditions, emotional intelligence becomes a critically important competency of a modern leader. Managers must not only ensure organizational efficiency but also maintain employees' psychological resilience, help them adapt to new conditions, and reduce emotional tension. It is precisely the leader's ability to demonstrate empathy, emotional support, and constructive communication that contributes to preserving team cohesion and maintaining labor productivity even in crisis conditions [6].

During martial law, a leader's ability to manage their own emotions becomes particularly important. A leader who demonstrates calmness, confidence, and psychological stability creates a sense of security and stability among employees. This positively influences team morale and reduces anxiety levels. Conversely, emotional instability on the part of a manager can intensify tension, provoke conflicts, and negatively affect organizational performance [7, 8].

Moreover, in the Ukrainian realities of wartime, the role of emotional support for employees has significantly increased. Many people face the loss of loved ones, forced displacement, financial difficulties, and psychological exhaustion. Under such conditions, a manager must not only perform administrative functions but also provide emotional support to employees, demonstrate understanding, and show flexibility in interaction with staff.

A high level of emotional intelligence also contributes to effective change management. The war forced many organizations to adapt quickly to new operating conditions, implement digital technologies, change organizational structures, and modify work formats. The success of such transformations largely depends on a leader's ability to maintain communication with employees, reduce resistance to change, and motivate them for further activities.

In modern conditions, emotional intelligence is increasingly viewed as a strategic organizational resource. Its development contributes to improving teamwork effectiveness, enhancing communication, forming a positive organizational culture, and reducing

employee burnout. Organizations led by emotionally intelligent managers have greater opportunities for successful adaptation to crisis situations and sustainable development.

Thus, emotional intelligence should be considered not only as an important personal characteristic of a manager but also as one of the key predictors of leadership effectiveness in the modern business environment. Under martial law in Ukraine, its importance increases significantly, since emotionally competent leaders are able to provide psychological support to teams, manage changes effectively, and maintain organizational performance during prolonged crises.

As a result of the study, it was established that emotional intelligence is one of the key predictors of effective leadership in the modern business environment. It was found that a manager's ability to recognize their own emotions, control emotional reactions, understand employees' emotional states, and build constructive interpersonal interaction directly influences managerial effectiveness. It has been proven that the main components of emotional intelligence — self-awareness, self-regulation, empathy, motivation, and social skills — contribute to the formation of an effective leadership style, the development of trusting relationships within teams, and the improvement of teamwork effectiveness. Leaders with high emotional intelligence are better able to manage conflicts, maintain a positive psychological climate, and ensure productive communication within organizations.

Therefore, emotional intelligence is an important factor in effective change management. In conditions of digitalization, remote work, and constant organizational transformations, a leader's ability to demonstrate empathy, emotional support, and effective communication contributes to the successful implementation of new managerial decisions and increases organizational adaptability.

Thus, emotional intelligence should be regarded not only as a personal characteristic of a manager but also as a strategic resource of a modern organization that ensures leadership effectiveness, team stability, and business competitiveness.

Prospects for further research include a deeper study of the relationship between managers' emotional intelligence and organizational performance in various business sectors. An important direction for future research is the empirical study of the impact of emotional intelligence on employees' psychological resilience, burnout levels, and teamwork effectiveness in crisis situations. Of particular scientific interest is the analysis of the development of managers' emotional intelligence in Ukraine under martial law, including the study of mechanisms for emotional support of personnel, the formation of crisis leadership, and organizational adaptation to prolonged stress factors. Another promising area is the integration of emotional intelligence development programs into the professional training system for managers and leaders at different levels of management.

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## STRATEGIC MANAGEMENT OF INCLUSIVE EDUCATIONAL ENVIRONMENTS: INSTITUTIONAL PRACTICES AND ACCESSIBILITY MECHANISMS IN HIGHER EDUCATION

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**Abstract.** The article examines the strategic management of inclusive educational environments in higher education institutions, with particular attention to institutional practices, accessibility mechanisms, and personalized support systems. The research focuses on the analysis of the inclusion management system at Bard College, with an emphasis on organizational coordination, academic adaptation, digital accessibility, and institutional support for students with disabilities.