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MANAGEMENT OF STRATEGIC CHANGES IN PUBLIC AUTHORITY BODIES IN CONDITIONS OF SYSTEMIC CRISIS AND UNCERTAINTY

Under martial law and the ongoing impact of cascading systemic crises, public administration bodies in Ukraine face the urgent need for radical modernization and adaptation of their structures to extreme uncertainty. The ability to implement agile strategic management becomes a vital factor for ensuring the state's institutional resilience, maintaining the continuity of public service delivery, and restoring public trust. This study aims to theoretically substantiate and develop a comprehensive strategic change management model for public administration during cascading crises. The work is built upon integrating the dynamic capabilities theory, the polycentric governance concept, and the principles of open strategizing. A systems approach allows public institutions to be analyzed as complex adaptive systems that continuously interact with a highly dynamic external environment. The hypothesis posits that public sector strategic transformation effectiveness is determined by a harmonious combination of decentralization, GovTech maturity, and public servants' emotional intelligence. The research methodology encompasses content analysis of wartime legislative acts, desk research of OECD reports, and a comparative evaluation of crisis management practices in Ukrainian territorial communities during 2018–2024. Quantitative data was processed by modeling an institutional resilience index in MS Excel. Consequently, the specific features of extraordinary public service operation under martial law were generalized, and the key differences between strategic planning models were systematized. A multi-level system of indicators to evaluate community resilience to systemic shocks was formulated, and the role of GovTech digital tools in ensuring public service transparency and efficiency was characterized. Agile-based recommendations were developed for public servants'

professional development. The theoretical significance lies in conceptualizing extraordinary public service and expanding polycentric governance methodology. Practically, the developed recommendations can be directly used by state and local authorities to optimize strategic planning and reconstruction management. The scientific novelty is determined by integrating the ecosystem approach and Agile management into a single model of public sector strategizing. Limitations stem from regional resource asymmetry, necessitating model adaptation. Future prospects involve evaluating artificial intelligence's impact on managerial decision-making efficiency. By article type, this is a theoretical paper.

Keywords: public administration; strategic changes; systemic crisis; martial law; decentralization; community resilience; digital governance; dynamic capabilities; extraordinary public service.