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THE PROCESS OF IMPLEMENTING LEADERSHIP STRATEGIES BASED ON DIGITAL TECHNOLOGIES

ПРОЦЕС ВПРОВАДЖЕННЯ СТРАТЕГІЙ ЛІДЕРСТВА НА ОСНОВІ ЦИФРОВИХ ТЕХНОЛОГІЙ

Abstract. The article examines the process of integrating leadership strategies based on digital technologies in the human resources management system, which is one of the key factors in increasing the efficiency of personnel management and developing organizational culture. In the context of digitalization and transformation of the economy, approaches to leadership are undergoing significant changes, which contributes to the transition from traditional hierarchical models to flexible, innovative and technologically oriented formats of interaction. It is studied that digital leadership is a systemic process that implements analytical, communication and strategic competencies of managers using digital tools. The detailed analysis of the stages of implementing leadership strategies was conducted, in particular, diagnostics of HR processes, selection of technological solutions (HRM systems, digital analytics, big data, artificial intelligence), determination of key performance indicators, and assessment of the effectiveness of implemented strategies based on digital technologies. It is proven that the effectiveness of these processes depends on a deep understanding of the company's digital ecosystem, the level of digital maturity of employees and, especially, leaders, as well as the willingness of employees to accept change. It is noted that automated recruitment systems, candidate analytics, talent management platforms, and leadership development and training platforms are the main tools for improving the quality of management decisions in the HR sector. Special attention is paid to the strategic advantages of digitalization of leadership: increasing the transparency of management processes, personalizing the experience of employees, forming a culture of openness and mutual trust. It is emphasized that the implementation of leadership strategies based on digital technologies contributes not only to increasing productivity and staff engagement, but also to the formation of a competitive employer brand focused on innovation. Examples of the integration of digital tools into the system of leadership development and talent management are presented, demonstrating an increase in the level of communication, loyalty and efficiency of teamwork. The study concluded that the digitalization of leadership processes ensures the creation of a sustainable human capital management system that combines analytics, innovation, and social responsibility.

Keywords: digitalization, leadership, HR marketing, talent management, digital transformation, artificial intelligence.

Анотація. У статті досліджується процес інтеграції лідерських стратегій, заснованих на цифрових технологіях, у систему управління людськими ресурсами, що є одним із ключових чинників підвищення ефективності управління персоналом та розвитку організаційної культури. В умовах цифровізації та трансформації економіки підходи до лідерства зазнають суттєвих змін, що сприяє переходу від традиційних ієрархічних моделей до гнучких, інноваційних і технологічно орієнтованих форматів взаємодії. Встановлено, що цифрове лідерство є системним процесом, який передбачає реалізацію аналітичних, комунікаційних і стратегічних компетентностей керівників із використанням цифрових інструментів. Здійснено детальний аналіз етапів упровадження лідерських стратегій, зокрема діагностику HR-процесів, добір технологічних рішень (HRM-системи, цифрова аналітика, великі дані, штучний інтелект), визначення ключових показників ефективності та оцінювання результативності впроваджених стратегій на основі цифрових технологій. Доведено, що ефективність зазначених процесів залежить від глибокого розуміння цифрової екосистеми компанії, рівня цифрової зрілості працівників і, особливо, лідерів, а також готовності персоналу до сприйняття змін. Зазначено, що автоматизовані системи рекрутингу, аналітика кандидатів, платформи управління талантами, а також платформи розвитку лідерства та навчання є основними інструментами підвищення якості управлінських рішень у HR-сфері. Особливу увагу приділено стратегічним перевагам цифровізації лідерства, серед яких підвищення прозорості управлінських процесів, персоналізація досвіду працівників, формування культури відкритості та взаємної довіри. Наголошено, що впровадження лідерських стратегій на основі цифрових технологій сприяє не лише зростанню продуктивності праці та залученості персоналу, а й формуванню конкурентоспроможного бренду роботодавця, орієнтованого на інновації. Наведено приклади інтеграції цифрових інструментів у систему розвитку лідерства та управління талантами, що демонструють підвищення рівня комунікації, лояльності та ефективності командної взаємодії. Зроблено висновок, що цифровізація лідерських процесів забезпечує створення стійкої системи управління людським капіталом, яка поєднує аналітику, інноваційність і соціальну відповідальність.

Ключові слова: цифровізація, лідерство, HR-маркетинг, управління талантами, цифрова трансформація, штучний інтелект.

Problem statement. The rapid development of digital technologies is significantly changing classical approaches to personnel management and necessitates a review of existing leadership models. Companies that aim to maintain and strengthen their competitiveness in the digital economy must integrate new management models based on analytics, data automation, and rapid adaptation to change. However, a significant part of companies continues to use classical approaches to leadership that do not take into account the specifics of the digital environment.

The topicality of the study is also enhanced by the fact that digital leadership practices are becoming a determining factor in increasing employee productivity, loyalty and engagement, and the implementation of innovative leadership strategies allows for the personalization of employee experience and improves the quality of management decisions, and can also contribute to the formation of an internal culture of innovation. In this context, studying the process of integrating digital technologies into leadership models and their impact on the organization's HR marketing tools becomes particularly important.

Analysis of recent research and publications. In modern scientific literature, the issues of digitalization of human resources management and the evolution of leadership attract the attention of many researchers.

For example, Mohammad A. F. in his article [8] investigates the impact of transformational leadership on the implementation of digital HR practices. The author emphasizes that it is transformational leadership that plays a crucial role in leading the transition to digital HRM, overcoming resistance, encouraging a positive attitude towards the implementation of technologies and ensuring proper management and support of the implementation process. It is separately noted that technological innovation and adaptation, implementation and change management, competence and training, as well as a futuristic approach are factors that determine transformational leadership.

In recent years, much attention has been paid to the impact of digital leadership on the transformation of HR systems. In particular, Hamdan A. [4] analyzes the importance of the role of digital leadership in the implementation of electronic human resource management (e-HRM) practices at North Refineries Company. The results of the study emphasize that the success of the implementation of electronic HR systems directly depends on the management approach of leaders and their ability to form a digital culture focused on innovation and the effective use of technology.

Naiara Escribá-Carda, Ana Redondo-Cano та María Ángeles Escribá-Moreno in the article [2] analyze how the digital transformation of enterprises affects HR practices: what drivers exist, what changes are taking place in HR policies, and what are the consequences for employees and the organization.

Ukrainian scientists are also actively studying the issue of innovative technologies in the field of personnel management. The article by Kasmin D. S. and Kotelnikova Yu. M. [15] explores key innovative HR technologies and their impact on adaptation processes at enterprises, analyzes tools such as automation, artificial intelligence, machine learning, blockchain, Big Data, which allow optimizing the processes of hiring, training, assessment and engagement of personnel. It also determines how exactly the latest tools contribute to improving the adaptation process of new employees and increase work productivity.

HR digital transformation tools, such as cloud services, automation, and AI, are also considered by Melnychenko S., Lositska T., and Beliaieva N. [16]. The authors emphasize that almost half of investments in HR technologies are directed to software solutions, and a third to cloud services, which creates the basis for strategic leadership and talent management.

The aim of the article is to study the process of implementing leadership strategies focused on digital technologies into the human resources management system and determine their impact on the effectiveness of HR marketing.

Presentation of the main material. Digital transformation of business significantly changes the role of the HR function, forming a new paradigm of interaction between employees and the organization. In this context, HR marketing acts as a strategic tool that integrates digital technologies, data, analytics and brand practices to build a competitive talent management system. The implementation of the latest digital solutions changes the mechanisms of personnel search and attraction, transforms intra-organizational communication models, strengthens the employer's value proposition and stimulates the development of digital competencies of managers.

The ability of organizations to adapt to a dynamic and competitive environment, especially in the context of the digital transformation of the economy, depends on the effectiveness of leadership strategies, and successful organizational change depends on leaders who can inspire innovation, create digital strategies, understand and manage an agile team, and seize the opportunities of implementing new technological solutions while managing risks. After all, unlike some business initiatives that end with the implementation of new processes, digital transformation is a continuous process. The goal is not only to implement new tools, but also to continuously evolve in response to the ever-changing digital landscape. To achieve success, a company needs a clear plan and effective, people-centered approaches.

Therefore, the stage of planning and implementing leadership strategies becomes particularly important, since it determines how effectively an organization can transform theoretical management concepts into practical HR marketing mechanisms. Strategy formation without further practical implementation does not bring long-term value. Only its implementation allows you to transform organizational culture, improve internal processes and create competitive advantages in attracting and retaining talents. So, this is not only a question of strategic vision, but also of creating a system of practical tools that turn leadership into an integral part of the HR marketing operating model.

Digitalization in this process acts not only as an external factor of development, but also constitutes a fundamental basis, without which the implementation of leadership concepts becomes impossible. Digital technologies make it possible to combine strategic initiatives with operational activities, examples of which are the automation of recruitment, the development of personalized adaptation programs, the construction of analytical models of talent management based on machine intelligence, HR analytics

and big data. Thus, digital tools allow to bring management decisions to a new level, providing opportunities for rapid scaling, greater transparency and better interaction between leaders and their subordinates.

Integrating leadership strategies into HR marketing in the context of digital transformation is a multi-level and complex process that requires leaders to have the ability to think systematically, possess digital competencies, and ensure the consistency of strategic goals with daily HR practices. For example, the global management consulting firm McKinsey & Company estimated that 70% of digital transformation strategies fail [12]. Therefore, the planning process can be called central in the formation of the modern HR marketing model.

The implementation of leadership strategies based on digital technologies is a multi-stage process that requires careful coordination, one of the main stages of which is the diagnostics of HR processes, which helps organizations assess the current state of HR functions, allows you to identify weak areas and determine the level of maturity of HR practices. The quality of diagnostics is a decisive factor that determines the success of the choice of tools, the formation of key performance indicators (KPIs) and the integration of innovations into everyday work. Classical approaches to HR analysis are based on descriptive, diagnostic, predictive and prescriptive analytics (Fig. 1) [11].

However, modern organizations are increasingly adopting evidence-based human resource management

4 MAIN TYPES OF HR ANALYTICS

1. 1. Descriptive analytics	2. Diagnostic analytics
Uses a combination of numerical and qualitative data, involves performing mathematical calculations (trend, frequency, variation, ranking, range, deviation) to identify patterns and inconsistencies. Used to identify employee strengths and weaknesses, compare characteristics, and evaluate behavior	Focuses on identifying the root causes of workforce issues and productivity gaps. Includes three main steps: Identifying patterns and anomalies in the data that raise questions and require further investigation; Identifying factors that may contribute to the patterns and anomalies to identify relevant data; Identifying cause-and-effect relationships through data analysis.

ADVANTAGES	DISADVANTAGES	ADVANTAGES	DISADVANTAGES
The simplest form of data analysis. Requires only basic skills Allows to present complex data in a user-friendly format.	Limited to simple analysis of a few variables. Summary information covers a period of time and reports information without explaining the reasons.	Determining cause-and-effect relationships by analyzing data using various methods.	Focuses on past events. Cannot provide practical information to support the planning process.

3. Predictive analytics	4. Prescriptive analytics
Used to predict future outcomes and trends. It applies statistical modeling, machine learning algorithms, and data mining techniques to identify patterns and relationships to predict future events in the field of human resources management.	Uses recommendations on actions to take to achieve desired HR goals. Combines predictive models with optimization algorithms to determine the best course of action based on predefined business goals and constraints. This type of HR analytics is valuable when preparing for various HR scenarios.

ADVANTAGES	DISADVANTAGES	ADVANTAGES	DISADVANTAGES
Can reduce errors, help avoid risks, increase operational efficiency, and refine forecasting for the organization.	Requires substantial and relevant data. It is difficult to ensure that all variables are considered, and the model must be updated as the data changes.	Enables real-time, informed decisions to improve productivity, solve problems, and seize opportunities. Can recommend learning strategies.	The quality of recommendations depends on the quality of the data. Algorithms cannot always reflect the various subtleties of working with people. The presented options must be carefully considered.

Figure 1 – Main types of modern HR analytics

Source: formed by the author based on [11]

(EBHR). This approach is based on the analysis of the best available scientific evidence, internal organizational data, professional experience, and feedback from stakeholders. The goal is to improve the effectiveness of the HR function and its contribution to the business by using proven information to solve people problems and achieve business results [10].

The main benefits of EBHR: alignment of HR practices with the strategic goals of an organization; systematic and consistent decision-making; reduction of bias, uncertainty and errors in judgment; increased trust and status of the HR profession; ensuring sound risk management; long-term success of an organization.

In addition, a special role is played by the audit of HR processes for compliance with the strategic goals of a company. As Ulrich D. and Kryscynski D. note, the effectiveness of HR strategy is measured not only by the quality of processes, but also by the extent to which they support the achievement of business goals and leadership development. This emphasizes the need to assess HR practices in the context of organizational effectiveness [14]. Thus, HR process diagnostics is the basis for digital transformation, it helps organizations to abandon chaotic HR initiatives in favor of a systematic approach, where every decision is made based on data and contributes to the development of effective leadership strategies.

After conducting a diagnosis of HR processes, organizations gain a clear understanding of their strengths and weaknesses, which becomes the basis for determining goals in human resource management. The main reasons for the importance of goal setting in personnel management can be called: consistency with a company's strategic guidelines, increasing motivation and engagement, improving performance, encouraging accountability, strengthening an employer brand.

However, despite the ambition of the goals, they can often be too abstract and immeasurable, making them difficult to track. It is more effective to use the SMART approach, according to which specific, relevant and time-bound tasks can be easily integrated and tracked as part of everyday work. Another approach is FAST, which is based on regular updates, clarity of ambition, and open communication, which helps teams stay aligned and ensures that goals remain relevant (Figure 2).

Having identified the priority areas of development, it is necessary to select digital tools that can help in the implementation of leadership strategies. The choice of technical solutions that will be integrated into HR marketing at this stage directly affects the achievement of a company's business goals.

First of all, Big Data in human resources management allows for deep analysis of large data sets about the characteristics of employees and candidates, which provides a personalized approach to talent management, potential assessment, and forecasting [6].

Secondly, machine intelligence is actively used in the automation of routine HR processes (recruitment, resume analysis, initial communication with candidates using chatbots). It is also able to help in the formation of personalized development trajectories, and its learning algorithms create conditions for adaptive personnel management, where decisions are made based on real data, rather than subjective judgments [9].

The third important element is HRM systems, which form the central part of the digital infrastructure of the human resources management sector. These systems integrate various human resources management functions, such as recruitment, payroll, benefits, performance management, learning and development, which allows human resources professionals to make data-based decisions, increase efficiency, and adapt to changes in the business environment. This allows for transparency of human resources processes, real-time data availability, and convenience for managers and employees [1].
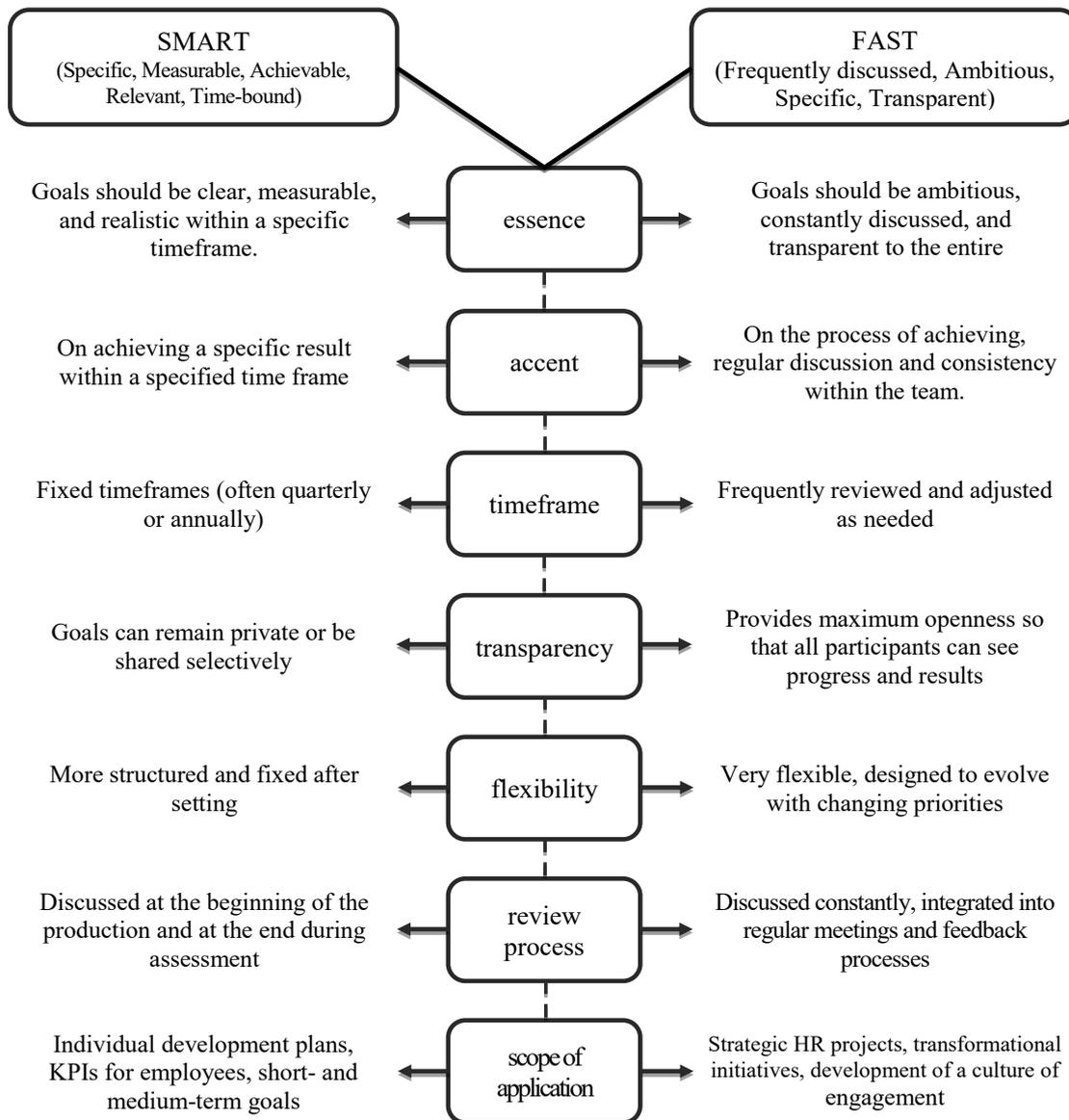
Fourth, digital analytics plays an important role in monitoring key HR indicators, measuring employee performance, engagement, productivity, and satisfaction. Thanks to integration with HRM systems, it can be considered a powerful strategic forecasting tool that goes beyond classic reporting.

The final stage of the formation of an HR marketing strategy is the definition of key performance indicators (KPIs), which allow to assess the degree of achievement of a team's strategic goals, help understand how successful the activity is and whether employees are moving in the right direction, and also provide feedback and the opportunity to correct the chosen strategy in personnel management. In addition, KPIs provide valuable information that helps improve the decision-making process, monitor staff performance and plan future talent needs. In general, key personnel performance indicators depend on the goals of an organization, but some remain universal. In the context of HR marketing, such KPIs include: staff turnover; time to fill vacancies; employee engagement assessment; cost per hire; absenteeism rate; diversity indicators.

The importance of analyzing this data is critical for organizations as it helps improve decision-making. Data-based strategies are now the foundation of successful business operations. Key HR KPIs provide managers with actionable information to make informed decisions about workforce planning, talent acquisition, and employee development [13].

It is KPIs that make it possible to transform HR functions from the operational level to the strategic level, allowing to turn a set of tools into a system model of talent management in the digital economy. This creates the basis for analytical human resources management, in which digital tools act not only as a means of monitoring, but also as a strategic indicator of the organization's development. Therefore, KPIs in the field of HR marketing perform two functions – control (assessment of process effectiveness) and motivational (orientation of the HR team to the strategic goals of a company). And one of the key roles in this process is played by digital platforms, which not only support data collection and visualization, but also provide integrated talent management. That is why the next important aspect of the practical implementation of leadership strategies in HR marketing is the use of digital platforms for talent management and leadership development, which forms the basis for creating an adaptive, analytically oriented HR ecosystem [5].

The use of artificial intelligence and cloud platforms, in addition to the above advantages, also allows for personalization of career trajectories. Machine learning algorithms analyze the preferences, professional results and activity of employees, offering individual development plans, training or participation in leadership programs.

SMART (Specific, Measurable, Achievable, Relevant, Time-bound)		FAST (Frequently discussed, Ambitious, Specific, Transparent)
Goals should be clear, measurable, and realistic within a specific timeframe.	essence	Goals should be ambitious, constantly discussed, and transparent to the entire
On achieving a specific result within a specified time frame	accent	On the process of achieving, regular discussion and consistency within the team.
Fixed timeframes (often quarterly or annually)	timeframe	Frequently reviewed and adjusted as needed
Goals can remain private or be shared selectively	transparency	Provides maximum openness so that all participants can see progress and results
More structured and fixed after setting	flexibility	Very flexible, designed to evolve with changing priorities
Discussed at the beginning of the production and at the end during assessment	review process	Discussed constantly, integrated into regular meetings and feedback processes
Individual development plans, KPIs for employees, short- and medium-term goals	scope of application	Strategic HR projects, transformational initiatives, development of a culture of engagement

Figure 2 – Comparison of approaches to setting HR goals: SMART and FAST

Source: compiled by the author based on [7]

Thus, an emotionally engaged employee is formed, which is the basis for effective HR marketing and strengthening the employer brand.

Big Data tools and analytical panels enable the identification of patterns in personnel behavior.

In addition, creating a culture of learning and continuous development encourages employees to engage more frequently with online learning resources. After all, developing leadership qualities in employees should be a priority for organizations. For example, the Global Leadership Forecast for 2025 identified five interrelated factors that influence employees' intentions to leave the workplace within a year, including the lack of regular opportunities for growth and development [3]. Companies need to invest in their employees at every stage of their work together, from ensuring that onboarding considers all their concerns to succession planning.

One such platform is Reboot.io, which uses an approach that combines practical skills development with radical self-analysis. It is used by many companies across industries, including one of the world's largest music streaming services, Sound Cloud. Another platform is Frankli, which positions performance management as a true shared responsibility, giving managers control and HR teams' transparency, and the ability to design personalized professional development programs that align with an organization's goals set by management. Other examples include Hone, which offers live interactive learning opportunities along with assessments and reporting, and LifeLabsLearning, which uses an approach based on "tipping point skills" – key behaviors that deliver immediate and highly effective results.

So, from the above, we can conclude that digital platforms are not just a tool to support HR processes, but a leadership management architecture in which data, technology and human potential merge into a single system. They create the basis for intelligent HR marketing, which is focused on analytical solutions, flexibility and strategic sustainability of an organization and form a new

logic of company leadership, and also allow to implement an integrated HR marketing model. They provide synergy between technological capabilities and human potential, creating a new paradigm of talent management, focused on the development and long-term loyalty of personnel.

All these examples of digital tools demonstrate that the effectiveness of HR processes in modern organizations largely depends on the ability of leaders to integrate technological solutions into the strategic vision of personnel development. However, the true value of digital leadership is manifested when it becomes an integral part of a company's overall HR marketing strategy. It is the combination of leadership approaches with human resource management marketing principles that allows to form a strong employer brand and value proposition, increase employee engagement, and ensure sustainable talent development.

The effectiveness of HR processes in modern organizations largely depends on the ability of leaders to integrate technological solutions into a strategic vision for personnel development. However, the true value of digital leadership is manifested when it becomes an integral part of a company's overall HR marketing strategy. It is the combination of leadership approaches with human resource management marketing principles that allows to form a strong employer brand and value proposition, increase employee engagement, and ensure sustainable talent development.

In particular, it is the EVP (employer value proposition) that encompasses corporate culture, development opportunities, social responsibility, and digital openness of a company. Leaders play a central role in the personification of EVP, since it is through their actions, communication, and management style that employees perceive the real meaning of the organization's management. For example, Parry E. and Battista V. in their article note that in the digital environment, the reputational stability of a company directly depends on the consistency between the declared values and the behavior of its leaders in public and internal spaces [9].

It is digital transformation that accelerates changes in economic processes and forms a new culture of interaction between an employer and an employee, where the leader becomes a bearer of values and a guarantor of development, and the integration of leadership strategies into the formation of EVP is based on personalized and open communication, digital presence and activity in social networks, and building trust through ethical leadership. In addition, EVP in the context of digitalization is transformed into Digital EVP (digital employer value proposition), which includes the possibilities of hybrid forms of work, the use of technological tools for self-development, flexible career management, and individualization of personnel experience.

Conclusions. The analysis conducted allows to state that the implementation of leadership strategies based on digital technologies is a key prerequisite for increasing the effectiveness of HR marketing and transforming personnel management in modern organizations. Digital leadership forms a new paradigm of interaction between managers and employees, ensuring transparency of communications, prompt decision-making and a high level of personalized support that meets the needs of the digital economy.

Research confirms that the use of artificial intelligence, data analytics, digital talent development platforms, and feedback systems significantly enhances the managerial potential of leaders. Such tools ensure increased accuracy of HR decisions, optimization of HR processes, and the formation of a positive employer brand.

Digital solutions act as a catalyst for internal integration of HR functions and allow building talent management systems focused on development, continuous learning and retention of employees. In turn, effective leadership strategies provide organizations with the ability to adapt to dynamic changes in the external environment, quickly introduce innovations and maintain competitiveness in the market.

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