

Digital Business Image of a Leader as a Tool for Crisis Human Resource Management: A Strategic Aspect

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ABSTRACT

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The business image of a leader in the current conditions should be based on personal performance, communicative effectiveness, adaptability and crisis management skills. The study aims to substantiate the modern understanding of the phenomenon of the digital business image of a modern manager, in particular, in the system of anti-crisis personnel management. The article identifies key features of the leadership competencies of a modern manager that affect the formation of their digital business management. The most influential concepts of anti-crisis personnel management in the conditions of digitalization are substantiated, including project management, digital communications and digital recruiting, change management and a new organizational culture based on trust. It is determined that the dynamics of social processes require the formation of an innovative concept of leadership, which combines the intensification of the efficiency of management processes, the construction of a personal brand of the manager and the emphasis of managerial attention on organizational trust. The study identifies the main strategies for forming a digital business image of a modern manager that will contribute to effective anti-crisis personnel management: positioning strategy, digital communications strategy, reputation management and social responsibility strategy. Strengthening a positive digital image of a company or organization leader should be considered from the position of a competitive asset, which ensures an increase in the level of organizational trust and contributes to more effective anti-crisis management. The article substantiates that transparency of communication is critically important for maintaining trust as the basis of organizational culture. At the same time, the digital presence of a manager in the online space during crises, his communicative effectiveness for presenting reliable information, are determined as determining factors for successfully overcoming crises in personnel management.

KEYWORDS

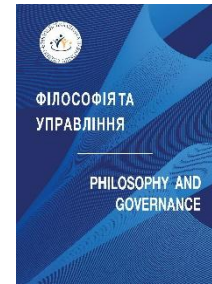
personal performance, communicative effectiveness, anti-crisis personnel management, change management, project management, digital communication, personal brand of the manager, professional reputation, adaptive leadership, organizational trust, strategic communications, self-management, time management.



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Цифровий діловий імідж керівника як інструмент антикризового управління персоналом: стратегічний аспект

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СТАТТЯ	АНОТАЦІЯ
Дослідницька DOI: 10.70651/3041-248X/2026.3.15 Отримана: 08.02.2026 р. Прийнята: 13.03.2026 р. Опублікована: 19.03.2026 р. Авторське право © 2026 авторів Цей твір ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0). OPEN ACCESS	Діловий імідж лідера в нинішніх умовах має базуватися на особистій результативності, комунікативній ефективності, адаптивності та навичках кризового менеджменту. Дослідження має на меті обґрунтування сучасного розуміння стратегій формування цифрового ділового іміджу сучасного керівника, зокрема, в системі антикризового управління персоналом. У статті ідентифіковано ключові особливості лідерських компетентностей сучасного керівника, що впливають на формування його цифрового ділового менеджменту. Обґрунтовано найбільш впливові концепти антикризового управління персоналом в умовах цифровізації, серед яких – проєктне управління, цифрові комунікації та цифровий рекрутинг, управління змінами та нова організаційна культура, що базується на довірі. Визначено, що динаміка суспільних процесів потребує формування інноваційної концепції лідерства, котра поєднує інтенсифікацію ефективності управлінських процесів, побудову персонального бренду керівника та акцент управлінської уваги на організаційну довіру. В дослідженні виділено основні стратегії формування цифрового ділового іміджу сучасного керівника, що сприятимуть ефективному антикризовому управлінню персоналом: стратегія позиціонування, стратегія цифрових комунікацій, управління репутацією та стратегія соціальної відповідальності. Укріплення позитивного цифрового іміджу лідера компанії чи організації має розглядатися з позиції конкурентного активу, що забезпечує підвищення рівня організаційної довіри та сприяє більш ефективному антикризовому правлінню. В статті обґрунтовано, що прозорість комунікації є критично важливою для збереження довіри як основу організаційної культури. При цьому цифрова присутність керівника в онлайн-просторі під час криз, його комунікативна ефективність для представлення достовірної інформації визначені детермінуючими чинниками успішного подолання кризових ситуацій в управлінні персоналом. КЛЮЧОВІ СЛОВА особиста результативність, комунікативна ефективність, антикризове управління персоналом, управління змінами, проєктне управління, цифрова комунікація, персональний бренд керівника, професійна репутація, адаптивне лідерство, організаційна довіра, стратегічні комунікації, самоменеджмент, тайм-менеджмент.

1. Introduction

Creating and maintaining a positive business image of a manager is aimed at effectively modeling the way subordinates perceive the manager: at the same time, the leader meets the expectations of subordinates and the established type of corporate culture as organically as possible, and the image itself performs a motivating function, because the desire to be like a leader can become a good incentive for the development of subordinates. The rapid development of information and communication technologies makes its own adjustments to the vision of a positive business image of the manager. Today, the leader must actively use digital opportunities to improve the communication process and improve organizational culture, and ensure the transparency of managerial activities.

In the process of forming the digital business image of the head of a modern organization, both leadership styles and the specifics of crisis communications in the company should be taken into account. The leadership style is expressed in the methods by which the leader encourages the team to take a proactive and creative approach to the performance of the duties assigned to them, as he controls the results of the activities of subordinates. The degree to which the manager delegates his powers, the types of power used by him, and everything reflect the leadership style of this leader. Crisis communications, which serve as the basis for personnel management in difficult periods, actively involve the online environment and involve a combination of different communication channels, the involvement of social networks and the analysis of big data. In fact, the combination of the most effective leadership style and the crisis communication system allows you to maintain the personal brand of the leader.

The leader's digital activity includes publications on online platforms, expert presence on the network, speeches at online conferences and webinars, as well as networking – building business connections through specialized social networks. Taking into account such trends, today it can be stated that the existing strategy of anti-crisis personnel management in most companies with a traditional organizational culture does not meet the requirements of digitalization. Modern approaches and strategies for the formation of a digital business image of a manager currently require extensive scientific research.

2. Literature Review

Scientific research devoted to the formation of the image of managers has deep theoretical roots. In particular, one of the traditional fundamental approaches is the theory of social construction of reality [14; 23], which explains the perception of reality through social interaction and communication. The authors are convinced that the network and its potential in the context of communication play a key role in this process, allowing the construction of a certain image through textual, visual and interactive elements. Other researchers K. Buhagiar and A. Anand [3] see the effectiveness of online communication in the formation of desirable attributions regarding competence, honesty and commitment to the interests of the organization.

The system of anti-crisis management of personnel provides for increasing the efficiency of communication through online platforms, social networks, publics and chats [2; 19]. Transparency, efficiency and sensitivity to the mood of the audience significantly increase the level of staff trust in the manager. Some scholars [8] emphasize the need to ensure a high level of responsibility, empathy and establish productive two-way communication to achieve more effective anti-crisis personnel management.

The fundamental concepts of safety culture were laid down by scientists D. Mardiana, etc. [17], B. Ushaka Adie et al. [22], whose work highlights the basic principles of achieving a complete safety culture, reducing uncertainty or even anxiety, which consequently leads to greater continuity, since less time is spent on various mutual adjustments within the group.

V. Andrikopoulos, A. Ifanti [1], Y. Chen, J. Lee [4] investigated the contribution of modern digital human resource management to the effectiveness of companies' security strategies and found that the key benefits of improving staff resilience and psychological stability are minimizing the risk of data loss, saving time, and increasing the adaptability of companies' human capital. At the same time, B. Head [9], A. Kwiotkowska et al. [15] see the basis of the concept of crisis management in digital recruitment and the use of the potential of cloud services.

3. Problem Statement

The process of strengthening the business image of a modern manager with the help of digital communications is characterized by a number of problems. In particular, characteristic phenomena are the lack of unified standards of transparency of information and communication models, the complexity of maintaining active feedback, and the lack of procedures for a quick response. This state of affairs necessitates the search for effective strategies for the formation of the digital business image of a modern manager, including in the system of anti-crisis personnel management.

4. Methods and Materials

The research in theoretical and methodological aspects is based on the concepts substantiated in the fundamental scientific works of domestic and foreign specialists in the field of scientific foundations of the formation of the image of the leader. The materials of the study were selected from sectoral scientific works, publications, and materials of scientific and practical conferences for the period from 2020 to 2026.

Data analysis was carried out using qualitative methods. With the help of scientific abstraction and system analysis, the essence of the phenomenon of the digital business image of the manager and anti-crisis management of personnel was determined, and the main functionality, methods and tools of this process were allocated. System analysis made it possible to establish the essence of definitions and conceptual categories, at the same time, synthesis — to meaningfully combine the selected aspects in the direction from identical and essential to diversity, integrating general and individual aspects into a single concept. In order to formulate conclusions of analytical processing of empirical data, methods of generalization and systematization were applied.

5. Results and Discussion

The discrepancy between traditional approaches to anti-crisis personnel management and the requirements of rapid digital development is complicated by the innovative requirements of the European integration concept of Ukraine's development. The digital competence of a leader now needs to be considered as the ability to effectively use digital technologies in practice for strategic management and data-driven decision-making [5]. At the same time, the variations in the leader's competencies in digital management are not exhaustive.

In the context of crisis management, flexible approaches are of particular importance today. Agile project management is an adaptive collaborative approach, which is based on the concept of iterative development, involving replacing work on a single result with small managed projects – iterations (sprints). In the context of digital leadership, agile management should also be applied to the HR (human resources) system.

Based on the ideals of strategic thinking, creativity, trust and respect for people, leadership is currently emerging as one of the most scarce managerial resources. The process of forming digital leadership as a certain averaging of individual images of managers in the public consciousness is determined by the opinion of authoritative and competent personalities, the opinion of opposition-minded forces, the experience of interaction with managers, the consonance of influences with the created image of a social worker and the characteristics (needs) of the image bearer, as well as the means of disseminating influence and manipulating information [12; 13].

The image, like the personality of a person, is very multifaceted. In each specific situation and for different groups of people, the business image should be appropriate and consist of potentially more specific forms of its expression. People around are not indifferent to the appearance of the leader, his manners, ability to communicate with people, ethical principles, behavioral techniques, tactics, and other qualities. All these elements make up the structure of the manager's image; without defining which, it is impossible to create a holistic and harmonious image.

The basis for the formation of a digital business image of a modern manager is:

- basic motivations that serve as the basis of personal purposefulness;
- psychophysiological features (such as, in particular, the type and speed of response);
- knowledge gained in the process of professional training, practical activities, self-improvement and self-study, etc.);

- regulatory mechanisms (attitudes and values, psychological phenomena, self-concept of personality);
- skills and practical skills [11; 18].

Using the potential of digital leadership in crisis management involves several interrelated elements, in particular: developing an image to create a trusting reputation and active interaction; search for vectors for the implementation of the transformation of managerial activity; development of personal internal and external communication and information strategies by the manager-leader, subject to the use of the potential of existing formal communicative formations; providing prerequisites for individual development of personnel; generation of confidence in the ability to implement the expected changes with the help of appropriate competencies; formation of a common concept of activity and increasing the level of professionalism of key specialists who, in synergy, determine the success of the implementation of changes [20]. Leadership in the public sector is closely related to the synergy of the potential of skills and competencies that stimulate the support of the manager's personal influence, detailing directions and goals, contributing to the development of strategic thinking, and getting the most out of the team [10].

Based on the analysis of international experience and the study of national specifics, taking into account the challenges of the future, in the context of adaptation of domestic public administration to European standards, in the context of Ukraine's recovery, it is necessary to highlight the following digital leadership competencies:

- a high level of professional skills, skills and perfect knowledge of the law, the presence of a strategic vision and the ability to use digital tools for this;
- motivation, including self-motivation;
- knowledge of organization and crisis management;
- personal qualities – analytical and critical skills, listening skills, morality, honesty and ethics, willingness to take reasonable risks, creativity, adaptability, resistance to stress, etc.;
- ability to work with a team and in a team;
- communication and cross-cultural competence.

The above competencies can be presented in the form of an algorithm with interrelated components:

** analytical thinking – effective communication – human resource management – result-oriented.*

One of the basic principles of the flexible approach, which gives it prospects for use in the process of functioning of Ukrainian enterprises, is the possibility of starting work from the existing state and position, without creating special prerequisites, which guarantees ease of implementation, flexibility and adaptability. The key emphasis is on the continuity of implementation, which creates conditions for phased and more flexible implementation of targeted corrections. For the sake of continuous self-development, conscious managers who position themselves as leaders will need appropriate training, mentoring and coaching, training programs, which will qualitatively transform the human resources of public administration in Ukraine in the context of post-war recovery.

Among the main opportunities for digital updating of cybersecurity management in companies in the context of the human factor, the integration of digital communication networks and chatbots, including artificial intelligence tools and cloud solutions, and real-time data analytics, has a special potential [16]. These tools allow you to automate routine procedures and establish additional protection of confidential information [21].

Key promising vectors of digital optimization of human factor management are given in Table 1.

The potential of artificial neural networks is extremely important in the context of predicting the probability of a breach, assessing potential losses, and determining the method of regeneration, inventory of IT assets. Security management concepts as part of the personnel crisis management system, which provide for the integration of artificial intelligence tools, increase the level of effectiveness of threat detection, reduce response time and costs for the security organization [6]. It is advisable to offer an approach that goes beyond the traditional models of the manager's business image and takes into account the human factor:

- ethical dilemmas (consideration of situations where safety may conflict with other values, the formation of an ethical compass for personnel);
- psychological stability (prevention of stress, burnout, emotional manipulation);

- collective responsibility (creating an organizational culture where each employee feels part of a single team);
- adaptation to new threats (in particular, social engineering);
- integration of security into corporate culture as components of strategic development;
- continuous improvement.

Table 1. Areas of activity of the manager on digital optimization of anti-crisis personnel management

Direction	Feature
Development of digital communication, unified digital solutions	guarantees the efficiency and multitasking of information transfer, with additional support for cyber protection by creating unified electronic databases, backup, harnessing the potential of cloud storage
HR policy	• digital recruiting (using online platforms to search for candidates, virtual interviews and data analysis); • improving staff competencies (online courses, virtual trainings and continuous professional development programs); • digital management systems (performance tracking, feedback, etc.); • centralized collection of analytical data, integration of business applications, remote work, which increases staff mobility, controllability and security.
Digital Leadership	aims to ensure effective interaction of all employees, feedback, corporate values
Security strategy monitoring and privacy protection	analysis and control over compliance with principles, performance indicators, coordination mechanisms, etc.; multi-level authentication, personal data protection systems

Source: Developed by the author.

Based on the above, it is advisable to highlight the key strategies for the formation of a digital business image of the manager:

- 1) strategic personal branding – formation and promotion of unique value preferences of the leader, which should strengthen the image of the organization;
- 2) digital communications strategy: demonstration of expertise through digital channels based on the principles of transparency and openness;
- 3) digital reputation management – audit of the digital footprint using the optimal choice of digital tools and platforms (LinkedIn, Telegram, etc.);
- 4) social responsibility strategy, including the integration of the HR brand and corporate culture [7; 18].

Planning is of particular importance in the process of creating an image. Without a rationally drawn up plan, it is almost impossible to achieve any ultimate goal, including the desired image. It is recommended to set aside a certain time, such as a few hours on a certain day of the week, only to organize the planning process. This approach significantly saves time and makes the work of creating and maintaining a digital business image more efficient. Forming a manageable online image that transmits leadership qualities, expertise, and values, it is necessary to base it on transparency and openness of communication, the creation of valuable content and the development of professional social connections.

The main concepts of new strategies for the formation of the digital business image of the manager in the system of anti-crisis personnel management are constant analysis and continuous improvement, strengthening the importance of organizational culture and ethics in team interaction, delegating the right to make decisions to subordinates, focusing on optimizing processes, quality and transparency of communication. Qualitative results can be achieved through regular assessment of the effectiveness of the implementation of innovative approaches to crisis management and decision-making based on it.

6. Conclusions

Digital leadership and digital business image are effective modern approaches to achieving crisis management goals. The formation of a digital profile allows the manager to carry out critical self-assessment and determine the directions of self-improvement, to carry out effective forecasting, and to create a system of moral, socio-psychological and creative incentives for the career growth of

managerial personnel in the field of public administration. At the same time, the concept of flexible crisis management is based on an iterative process – a guarantee of flexibility in planning and performing individual tasks of the management process

The dynamics of social processes require the formation of an innovative concept of leadership, which combines the intensification of the effectiveness of management processes, the construction of a personal brand of the manager and the emphasis of managerial attention on organizational trust. The main strategies for forming the digital business image of a modern manager, which will contribute to effective anti-crisis personnel management, are the positioning strategy, the digital communications strategy, the reputation management strategy and the social responsibility strategy.

Given the relevance of the topic, among further scientific research, it is worth highlighting the development of the concept of leadership in the context of modern social transformations in Ukraine, which should be based on European norms and be complementary to the requirements of the post-war recovery.

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