

## Ukrainian Traditional Culture in the Conditions of Modern Social Changes

Petro Kalyta  <sup>1</sup> \*

<sup>1</sup> *Ukrainian Association for Excellence and Quality (Ukraine). President, PhD in Technical Sciences, Senior Research Fellow, Academician of the Ukrainian Academy of Sciences.*

\* *Corresponding Author*, e-mail: [p.kalyta70@gmail.com](mailto:p.kalyta70@gmail.com)

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### ABSTRACT

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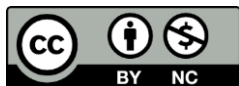
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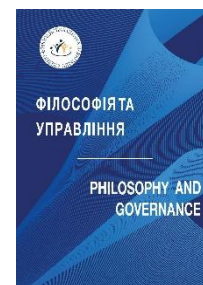
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The article examines management culture as one of the key factors for the reconstruction and sustainable development of Ukraine. It is substantiated that modern management should be viewed not merely as a set of managerial functions and methods, but as a system of values, norms, and practices that shape the quality of managerial decisions, the level of public trust, and the efficiency of organizations and state institutions. The evolution of managerial culture from administrative-controlling models to the modern paradigm of value-based leadership founded on trust, responsibility, transparency, partnership, innovation, and strategic thinking is analyzed. The role of management culture in shaping a favorable environment for the implementation of reforms, increasing the institutional capability of the state, and ensuring the effective use of reconstruction resources is demonstrated. Particular attention is paid to the necessity of forming the National Management System of Ukraine as a coherent system of managerial values, standards, terminology, and practices harmonized with international requirements. The importance of developing managerial education, digital governance, and implementing international management standards as components of modern managerial culture is substantiated. It is concluded that management culture is a strategic resource of the state and an essential prerequisite for the successful reconstruction of Ukraine, its modernization, and long-term sustainable development.



### KEYWORDS

management culture; management; managerial culture; National Management System of Ukraine; reconstruction of Ukraine; sustainable development; management standards; managerial terminology; digital governance; strategic controlling.



## Культура менеджменту як основа відбудови України

Петро Я. Калита  1\*

<sup>1</sup> Українська асоціація досконалості та якості (Україна). Президент, канд. техн. наук, с. н. с., академік Української академії наук.

\* Автор-кореспондент, e-mail: [p.kalyta70@gmail.com](mailto:p.kalyta70@gmail.com)

### СТАТТЯ

### АНОТАЦІЯ

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У статті розглянуто культуру менеджменту як один із ключових чинників відбудови та сталого розвитку України. Обґрунтовано, що сучасний менеджмент слід розглядати не лише як сукупність управлінських функцій і методів, а як систему цінностей, норм і практик, що формують якість управлінських рішень, рівень суспільної довіри та ефективність діяльності організацій і державних інституцій. Проаналізовано еволюцію управлінської культури від адміністративно-контрольних моделей до сучасної парадигми ціннісного лідерства, заснованої на довірі, відповідальності, прозорості, партнерстві, інноваційності та стратегічному мисленні. Показано роль культури менеджменту у формуванні сприятливого середовища для реалізації реформ, підвищення інституційної спроможності держави та ефективного використання ресурсів відбудови. Особливу увагу приділено необхідності формування Національної системи менеджменту України як цілісної системи управлінських цінностей, стандартів, термінології та практик, гармонізованих із міжнародними вимогами. Обґрунтовано важливість розвитку управлінської освіти, цифрового врядування та впровадження міжнародних стандартів менеджменту як складових сучасної управлінської культури. Зроблено висновок, що культура менеджменту є стратегічним ресурсом держави та важливою передумовою успішної відбудови України, її модернізації та довгострокового сталого розвитку.



### КЛЮЧОВІ СЛОВА

культура менеджменту; менеджмент; управлінська культура; Національна система менеджменту України; відбудова України; сталий розвиток; стандарти менеджменту; управлінська термінологія; цифрове врядування; стратегічне управління.

## 1. Introduction

The full-scale war has set massive tasks of reconstruction and modernization of the state before Ukraine. Resolving these tasks requires not only substantial financial, material, and technological resources, but also high quality of controlling at all levels of social life. Global experience demonstrates that the efficiency of resource utilization significantly depends on the development level of managerial culture and the capability of institutions to ensure effective adoption and implementation of managerial decisions.

At the same time, the issue of management culture in Ukraine has long remained on the periphery of scientific and practical discussions, yielding attention to individual economic, political, or organizational aspects of controlling. The questions regarding the role of management culture in post-war reconstruction processes, the formation of trust between the state, business, and society, as well as the creation of the National Management System of Ukraine as a component of state capability, remain insufficiently explored. In this regard, researching management culture as a strategic factor for the reconstruction and sustainable development of Ukraine [1] is highly relevant.

## 2. Literature Review

The problems of management, organizational culture, and managerial efficiency have been reflected in the works of many foreign and domestic scientists. The theoretical foundations of modern management were formed under the influence of the works of F. Taylor [23], H. Fayol [9], M. Weber [26], P. Drucker [4; 5], W. Deming [3], and other researchers who laid the groundwork for scientific, administrative, and systemic approaches to controlling.

Issues of organizational culture and value-based aspects of controlling were investigated by E. Schein [24], G. Hofstede [10], T. Peters & R. Waterman [21], and other scholars. A significant contribution to the development of modern management concepts was made by international organizations for standardization and quality management, primarily through the development of ISO standards and models of organizational excellence [8]. At the same time, the problem of management culture as a factor in state reconstruction and the formation of the National Management System of Ukraine has not yet received sufficient coverage in the scientific literature, which determines the relevance of this study.

## 3. Problem Statement

The purpose of the article is to investigate the essence and role of management culture in modern conditions, to substantiate its significance for the reconstruction and sustainable development of Ukraine, and to identify the main directions for forming the National Management System of Ukraine as a component of increasing the state capability and competitiveness of the country.

*Scientific novelty of the obtained results.* For the first time, the expediency of considering management culture as a conceptual basis for forming the National Management System of Ukraine and one of the key factors for the reconstruction and sustainable development of the state is substantiated. The approach to defining management culture has been improved by combining the value-based, organizational, terminological, and standardization components of managerial activity. The proposition regarding the role of international management standards, managerial terminology, digital governance, and managerial education in shaping the modern managerial culture of Ukraine has been further developed. Management culture is considered not only as a characteristic of the activity of individual organizations, but as a component of national human capital and a crucial element of state capability.

## 4. Methods and Materials

The theoretical and methodological basis of the research comprises the provisions of modern management theory, concepts of organizational culture, systemic and process approaches to controlling, as well as international management standards. In the course of the research, general scientific methods of analysis and synthesis, the comparative method, the systemic approach, the method of generalizing scientific sources and regulatory documents, as well as elements of terminological analysis were used to study the content of the concept of "management culture" and its place in forming a modern

managerial system. The information base of the study consists of scientific works of domestic and foreign scientists, international management standards, and analytical materials regarding the development of systems of controlling and the reconstruction of Ukraine.

## 5. Results and Discussion

### *Foreword*

Ukraine is experiencing one of the most difficult yet responsible periods in its history. The war has brought immense human losses, infrastructure destruction, economic damage, and numerous social challenges. However, the reconstruction of the country is not just about restoring destroyed buildings, roads, enterprises, or energy facilities. Above all, it is about the restoration and development of social institutions, the system of state controlling, and the culture of interaction between the state, business, and citizens.

In public discussions about the future of Ukraine, significant attention is paid to financial resources, international assistance, investments, and the latest technologies. Undoubtedly, all these are important components of a successful reconstruction. However, global experience convincingly demonstrates that even the largest resources do not ensure sustainable development in the absence of effective controlling. It is precisely the quality of management that determines whether resources will be used effectively or turn into lost opportunities [16].

Long-term research in terminology, standardization, and management has led me to the conviction that today, the formation of a modern management culture [15] is of particular importance for Ukraine. This is not just about improving individual managerial practices; it is about establishing a new system of values, centered on trust, responsibility, professionalism, transparency, partnership, and strategic thinking. Management culture is a much broader concept than a set of controlling methods or procedures. It determines the way of thinking of directors, the nature of decision-making, the level of public trust, and the capacity of organizations to develop. Therefore, management culture should be viewed as an essential factor of national competitiveness and state capability.

International management standards, the development of managerial science, the harmonization of professional terminology, and the implementation of modern digital technologies play a special role in this process. At the same time, no standard and no technology can replace a managerial culture unless it becomes an internal conviction of the people responsible for decision-making.

The purpose of this article is to draw attention to management culture as one of the fundamental factors for the reconstruction and sustainable development of Ukraine. It attempts to examine the essence and significance of management culture, trace the evolution of managerial thought, outline the main principles of modern management, and show their role in shaping the future National Management System of Ukraine. The author hopes that the presented considerations will be useful for directors, state servants, scientists, lecturers, students, entrepreneurs, and everyone who cares about the future of our state. Indeed, the kind of Ukraine we have tomorrow depends largely on the managerial culture we form today.

### *Management Culture: Essence, Role, and Significance*

In the 21st century, the development of states, organizations, and societies increasingly depends not only on the availability of resources, technologies, or financial capital, but on the quality of controlling. Therefore, the concept of management goes beyond purely professional activities of directors and acquires a broader meaning—cultural, social, and civilizational. Management today is not merely a process of planning, organizing, coordinating, and controlling activities. In the modern sense, it is a system of values, norms, knowledge, and behavioral models that determine the nature of interaction between people, organizations, and society. It is this system that forms the management culture.

Management culture represents a collection of managerial values, principles, and practices that ensure responsible decision-making, effective use of resources, development of human potential, and achievement of strategic goals. It determines not only how controlling is exercised, but also for what purpose it is exercised. Unlike the administrative approach, where the main tool is power and control, management culture is based on trust, responsibility, professionalism, and partnership. In such a system, a director acts not only as a bearer of authority, but primarily as a leader who shapes a vision of the future, unites people around common goals, and creates conditions for their development.

The essence of management culture lies in the combination of three interconnected components:

- 1) *The value component*, which defines the moral and ethical guidelines of managerial activity;
- 2) *The professional component*, which ensures competence, systemic thinking, and the quality of managerial decisions;
- 3) *The social component*, which shapes trust, cooperation, and responsibility before society.

Thanks to this combination, management transforms from a set of managerial procedures into a tool for the development of organizations, communities, and states.

For Ukraine, the issue of management culture acquires special significance. Post-war reconstruction will require large-scale investments, the execution of complex infrastructure projects, the modernization of state institutions, and effective interaction between the state, business, and civil society. The success of these processes will be determined not only by the volume of attracted resources, but also by the quality of managerial decisions and the ability to organize joint activities on the basis of trust and shared responsibility.

The modern world convincingly demonstrates that a high level of economic development is a consequence not only of technological achievements but also of a mature managerial culture. Countries that have been able to form effective systems of management are characterized by institutional stability, economic competitiveness, innovativeness, and a high level of public trust. In this context, management culture emerges as a strategic resource for national development. It ensures the coordination of actions among various social groups, facilitates the implementation of reforms, strengthens the institutional capability of the state, and creates prerequisites for sustainable development [22].

Thus, management culture is not an auxiliary element of the controlling system, but its fundamental basis. It determines the quality of managerial decisions, shapes an atmosphere of trust and responsibility, ensures the effectiveness of organizational performance, and ultimately affects the state's capacity for development and successful reconstruction. Therefore, the formation of a modern management culture should become one of the priority tasks for Ukraine on its path toward recovery, modernization, and establishment as an effective European state.

### ***Evolution of Managerial Culture: From Control to Value-Based Leadership***

Management culture did not emerge instantaneously. It is the result of a long historical development of managerial thought, reflecting changes in the economy, technology, social relations, and human values. Over centuries, controlling gradually evolved from simple control over executors to a complex system of strategic direction for the development of organizations and society. In the early stages of controlling development, the primary focus was placed on ensuring discipline and executing orders. Managerial activity was viewed mainly as a mechanism for control over resource utilization and adherence to established rules. Such a model was characteristic of the industrial era, when the main task of a director was considered to be ensuring the stability of production processes.

At the beginning of the 20th century, the development of large-scale industrial manufacturing contributed to the formation of scientific approaches to controlling. Systems of planning, standardization, and rational labor organization emerged. Management began to be viewed as a distinct professional activity requiring specialized knowledge and skills. A crucial stage was the introduction of international quality management standards. Of particular significance were ISO standards, which facilitated the transition from intuitive controlling to a systemic approach. They provided unified principles for process organization, performance evaluation, and continuous improvement of activity. Thanks to this, management acquired a universal character and became understandable for organizations across different countries and fields of activity.

At the end of the 20th and the beginning of the 21st century, qualitative changes occurred in the very understanding of management. The center of attention shifted not only to processes and structures, but to people, knowledge, communications, and organizational culture. Efficiency began to be associated not so much with rigid control as with the ability to create conditions for creativity, initiative, and shared responsibility. Modern management increasingly relies on information, analytics, and digital technologies. The use of large datasets, automated controlling systems, and artificial intelligence tools opens up new opportunities for making well-founded decisions. At the same time, technological development reinforces the importance of ethical principles, transparency, and the social responsibility of controlling.

In modern managerial science, management is increasingly viewed as a combination of two complementary functions: direction and controlling. The first is associated with forming a vision of the

future, defining the mission, goals, and development priorities. The second ensures the organization of processes, coordination of activities, and achievement of specific results. Only a harmonious combination of these components allows for the creation of an effective and resilient system of controlling.

For Ukraine, the issue of the evolution of managerial culture holds specific weight. A significant part of modern managerial practices was formed under the influence of the administrative-command system, which was characterized by the centralization of power, excessive regulation, and the predominance of control over development. This approach long constrained the formation of a culture of responsibility, initiative, and partnership interaction. After gaining independence, Ukraine began a complex process of transforming its system of controlling. A gradual introduction of market mechanisms, international standards, new approaches to state controlling, and corporate development took place. However, this process was often accompanied by contradictions between the new principles of management and outdated managerial practices [17].

Today, Ukraine has entered a new stage in the development of its managerial culture. The digitalization of state services, integration into the European managerial space, the implementation of international standards, and the active role of civil society create prerequisites for forming a modern management model based on trust, openness, and strategic thinking. Thus, the evolution of managerial culture is a path from administrative control to value-based leadership. In the modern world, success comes not to those who can rigidly control processes, but to those who know how to unite people around common goals, build trust, and ensure long-term development. This very approach must become the basis for forming a new management culture in Ukraine.

### ***Basic Principles of Management Culture***

Management culture does not exist in isolation. It is formed on the basis of certain principles that determine the nature of managerial decisions, interpersonal relationships, and the overall direction of the development of organizations and society. These principles create a value environment in which controlling transforms from a collection of administrative procedures into an instrument of development and social progress. Under modern conditions, six interconnected principles of management culture acquire particular importance: trust, responsibility, transparency, partnership, innovation, and strategic orientation. Together, they form the foundation of effective controlling and ensure the resilience of organizations and the state in the face of constant changes.

*Trust as the foundation of managerial relations.* Trust is one of the most valuable resources of modern society. It reduces control costs, simplifies interaction between people, and facilitates the achievement of common goals. Where trust exists, a readiness for cooperation, knowledge exchange, and shared responsibility for performance results emerges. For the state, trust means the legitimacy of managerial decisions and support for reforms. For business, it is a prerequisite for long-term investments and partnership relations. For society, it is the basis of social cohesion and civic activity. Management culture creates conditions for building trust through honesty, openness, consistency of actions, and the fulfillment of commitments.

*Responsibility as a condition for effectiveness.* Effective controlling is impossible without responsibility. Every managerial decision has consequences for people, organizations, and society; therefore, a director must realize their role not only as an administrator but as a bearer of social responsibility. Responsibility implies a readiness to be answerable for the results of one's own actions, to acknowledge mistakes, and to make decisions based on the long-term interests of the organization and society. It is responsibility that transforms power into service, and controlling into an instrument of development. In a management culture, responsibility is inseparable from the professional competence and moral maturity of a director.

*Transparency as the basis of public trust.* Transparency ensures the openness of managerial processes and the clarity of adopted decisions. It creates opportunities for monitoring, evaluation, and public dialogue, which is especially important under democratic development. Open information about goals, procedures, and results of activity contributes to strengthening trust between the state, business, and citizens. At the same time, transparency acts as one of the most effective mechanisms for preventing corruption and abuse. In modern management, transparency becomes not an additional advantage, but a necessary condition for the legitimacy of controlling.

*Partnership as a new model of interaction.* Traditional managerial systems were often built on the principle of subordination. The modern culture of management increasingly focuses on partnership as

a form of interaction among all participants in social development. Partnership implies mutual respect, alignment of interests, and shared responsibility for achieving results. It allows for combining the resources of the state, business, science, education, and civil society to implement large-scale projects and reforms. This principle acquires special significance under the conditions of Ukraine's reconstruction, when success will largely depend on the ability of different sectors to act as a single team.

*Innovation as a source of development.* In the modern world, competitiveness is determined by the ability to quickly adapt to changes and create new solutions. Therefore, innovation is an integral component of management culture [14]. Innovation means openness to new knowledge, technologies, and managerial approaches. It stimulates creativity, supports entrepreneurship, and contributes to the continuous improvement of processes. Management culture must form an environment in which changes are perceived not as a threat, but as an opportunity for development and increasing efficiency.

*Strategic orientation as a focus on the future.* True management is always directed toward the future. Its task consists not only in resolving current problems but also in shaping conditions for long-term development. Strategic orientation implies the ability to see the perspective, forecast the consequences of decisions, and determine priorities for years ahead [20]. It is strategic thinking that allows organizations and states not just to react to challenges, but to anticipate them. For Ukraine, this principle carries particular weight, since the country's reconstruction requires not short-term measures, but the consistent implementation of a long-term strategy for national development.

In conclusion, trust, responsibility, transparency, partnership, innovation, and strategic orientation form a coherent system of principles of management culture. They determine not only the quality of managerial decisions, but also the nature of social relations, the level of institutional development, and the state's capacity for modernization. It is on these principles that the new managerial culture of Ukraine must be built—a culture capable of ensuring effective reconstruction of the state, strengthening its competitiveness, and achieving sustainable development in the long term.

### ***Management Culture as a Factor for the Reconstruction and Sustainable Development of Ukraine***

The reconstruction of Ukraine is one of the largest social projects in modern European history. Its success will depend not only on the volumes of international assistance, investments, or technical resources. The decisive factor will be the ability of the state, business, and civil society to effectively manage restoration processes, coordinate joint actions, and ensure the long-term effectiveness of adopted decisions. Therefore, management culture must be considered as one of the key resources for the post-war development of Ukraine. It creates the value and organizational basis for implementing reforms, modernizing institutions, and forming a new model of social development.

*Reconstruction as a managerial challenge.* The scale of the future reconstruction goes far beyond the restoration of destroyed infrastructure. It involves renewing the economy, state controlling, education systems, healthcare, local self-government, and other social institutions. Such changes cannot be ensured solely by administrative methods. They require a qualitatively new level of managerial culture based on trust, professionalism, transparency, and strategic thinking. The more complex the task, the greater the weight that the quality of controlling acquires. It is managerial culture that will determine whether reconstruction resources will transform into long-term development or be lost due to inefficiency, bureaucracy, and short-term thinking.

*Trust as a strategic development resource.* The modern world increasingly views trust as one of the most important intangible assets of the state. It directly influences investment attractiveness, the effectiveness of reforms, and social stability. For Ukraine, trust holds special significance. Citizens must trust state institutions, business must trust the rules of economic activity, and international partners must trust the mechanisms for utilizing the provided assistance. Management culture creates prerequisites for such trust through the openness of decisions, accountability of directors, clear procedures, and a responsible attitude toward public resources. Without trust, even the best reform programs may remain unimplemented. In the presence of trust, even complex transformations become possible.

*Partnership of the state, business, and society.* No modern state is capable of independently ensuring the large-scale restoration of a country. Effective reconstruction requires the consolidation of efforts from all social sectors. The state shapes the strategic vision and creates the regulatory environment. Business provides investments, entrepreneurial initiative, and job creation. Civil society

facilitates public monitoring, protection of public interests, and the formation of a culture of responsibility [25]. Management culture creates mechanisms for aligning the interests of all participants in this process. It shifts interaction from the plane of confrontation to the plane of cooperation and joint search for solutions. Partnership must become the new model of social relations in Ukraine.

*International standards as the basis of managerial maturity.* One of the prerequisites for successful reconstruction is the implementation of modern international standards of controlling. Standards of quality management [7; 12], risk management, environmental management, and organizational excellence [13] ensure unified rules of work, increase the predictability of processes, and strengthen trust in institutions. Their value lies not only in the formalization of procedures, but primarily in forming a new managerial culture oriented toward results, continuous improvement, and responsibility. For Ukraine, it is important not just to implement international standards, but to transform them into a component of daily controlling practice.

*Digital transformation and a new culture of controlling.* Modern digital technologies open up unprecedented opportunities for increasing the efficiency of controlling. Digital platforms ensure the speed of decision-making, availability of information, transparency of procedures, and convenience of interaction between citizens, business, and the state. Ukraine has already demonstrated significant achievements in this direction. However, digitalization should be viewed not merely as a technological process, but as a component of a new management culture. Technologies by themselves do not create effective controlling. They become effective only when combined with responsibility, professionalism, and a strategic vision of development.

*Forming the National Management System of Ukraine.* Successful reconstruction requires not a mechanical copying of foreign models, but the creation of our own modern management system capable of accounting for Ukrainian experience, traditions, and challenges. Such a system must combine international standards of controlling, European principles of public governance, digital technologies, and national specifics of social development. Its foundation must be trust, responsibility, professionalism, partnership, and strategic thinking. It is on this basis that a new managerial culture of Ukraine can form—a culture that will ensure not only the restoration of what was destroyed, but the creation of a qualitatively new model of state development.

In summary, the post-war reconstruction of Ukraine is primarily a managerial task. Its success will be determined not so much by the volume of resources as by the ability of society to effectively manage them. Management culture transforms controlling into an instrument for long-term development, ensures the coordination of actions among the state, business, and civil society, builds trust, and creates conditions for the country's modernization. Therefore, management culture must become one of the fundamental priorities of Ukraine's reconstruction and the basis of its sustainable development in the 21st century.

### ***National Management System of Ukraine: A Vision of the Future***

Ukraine is entering a period when the quality of controlling acquires strategic importance. The country's place in the global community, the competitiveness of its economy, and the well-being of its citizens will depend on how effectively the processes of reconstruction, modernization, and development of the state are organized. Under these conditions, the formation of the National Management System of Ukraine—a coherent system of managerial values, knowledge, standards, and practices capable of ensuring long-term state development—becomes particularly relevant. The National Management System should not be a mechanical combination of isolated managerial techniques or a borrowing of foreign models. Its purpose consists in creating a unified managerial space in which state bodies, local self-government bodies, enterprises, educational institutions, and public organizations are guided by common principles, use a coordinated terminology, and focus on achieving socially significant results.

*A unified language of controlling as the basis for effective interaction.* Any system begins with a shared understanding of basic concepts. If participants in managerial processes interpret the content of key terms differently, misunderstandings, contradictions, and errors arise, which reduce the efficiency of activity. Therefore, one of the fundamental tasks of the National Management System of Ukraine must be the formation of a unified managerial terminology [18] harmonized with international and European standards [6; 11]. Managerial terminology is not just an instrument for professional communication. It shapes the way of thinking of directors, influences the quality of decisions, and ensures mutual understanding between the state, business, science, and education. Without a common language, it is

impossible to build a common system. Thus, the development of Ukrainian management terminology should be viewed as an essential element of the state's institutional development.

*Management standards as an infrastructure of trust.* The modern world is increasingly based on standardized approaches to controlling. International standards ensure process consistency, predictability of results, and mutual trust between partners. For Ukraine, the implementation of management standards must become not a formal requirement, but an instrument for increasing the quality of controlling. This concerns systems of quality management, risk management, safety, environmental aspects of activity, organizational excellence, and other components of modern management. Standards create unified rules of the game for all participants in social development. They help transform management from a set of individual decisions into a coherent system oriented toward results, responsibility, and continuous improvement. Therefore, standardization should be viewed as one of the key mechanisms for forming a management culture in Ukraine.

*Digital controlling and knowledge-based controlling.* In the 21st century, the effectiveness of the state increasingly depends on the ability to work with information and knowledge. Modern digital technologies allow for collecting, analyzing, and using data to make well-founded managerial decisions. The National Management System of Ukraine must be based on the principles of digital governance, openness of information, and evidence-based controlling. A prime example is the Diia system [2; 19]. This means that decisions should be made not under the influence of political conjuncture or situational factors, but on the basis of reliable data, professional analysis, and strategic forecasting. Digital tools should not only simplify procedures but also contribute to increasing transparency, accountability, and trust in state institutions. The future belongs not to those states that possess the largest resources, but to those that best utilize knowledge and information for development.

*Education of managers as an investment in the future.* No management system can be more effective than the people who implement it. Therefore, the development of managerial education must become one of the priorities of state policy. Ukraine needs a new generation of directors capable of thinking strategically, acting responsibly, and working in accordance with modern international standards. The formation of such a generation of managers must begin in universities and continue throughout their professional lives through systems of continuous learning and advanced training. The development of management culture among state servants, directors of communities, entrepreneurs, educators, and public leaders acquires special significance. They are the bearers of managerial culture and determine the quality of social transformations. Investments in managerial education are investments in the future competitiveness of the state.

*Management as a strategic resource of Ukraine.* Traditionally, the development of states was associated with natural resources, industrial potential, or financial capabilities. However, the modern world proves ever more convincingly that the decisive factor for success becomes the quality of controlling. Even substantial resources do not ensure development in the absence of effective controlling. At the same time, countries that have formed a modern managerial culture are capable of achieving high results even with limited resource opportunities. For Ukraine, management must become the same kind of strategic resource as human capital, education, science, or innovation. It is precisely the quality of controlling that will determine the speed of reconstruction, the effectiveness of reforms, the competitiveness of the economy, and the level of public trust. In this sense, management culture is not only a professional category but a vital component of national security and state capability.

The formation of the National Management System of Ukraine is one of the key tasks of the 21st century. It must be based on a unified managerial terminology, international management standards, a digital culture of controlling, modern managerial education, and a high level of social responsibility. Such a system will allow for uniting the efforts of the state, business, science, education, and civil society around a common goal—building a modern, competitive, and effective Ukraine. The National Management System of Ukraine must become not only an instrument of controlling, but also the cultural basis for the reconstruction of the state, its modernization, and successful development in the face of global challenges of the 21st century. It must encompass not only enterprises and organizations, but also the system of state controlling, local self-government, and the provision of public services.

A vivid example of the practical implementation of modern management principles in the public sector of Ukraine is the digital platform "Diia". Its creation and development demonstrate the possibilities of applying the process approach, the digitalization of managerial procedures, orientation toward the needs of citizens, transparency, and continuous improvement of mechanisms for providing public services. In this sense, "Diia" is not only an information and communication platform, but also

one of the practical tools for forming a new management culture and a modern infrastructure for the National Management System of Ukraine. The experience of its functioning confirms that quality management principles are capable of working effectively not only in business, but also in the sphere of public governance.

### ***Practical Guidelines for Directors and Reformers***

Management culture acquires real significance only when it is embodied in the daily practice of controlling. It is through specific decisions, actions, and relationships of directors that trust, responsibility, and the effectiveness of organizations are formed. Therefore, the development of management culture requires not only conceptual changes, but also practical steps capable of gradually changing the managerial environment. For Ukraine, which is simultaneously carrying out the reconstruction of the state, the modernization of the economy, and integration into the European space, the dissemination of modern managerial practices at all levels—from central government bodies to local communities, from large corporations to small enterprises—is of particular importance.

*Transforming standards into an instrument for development.* International management standards should be used not as a formal requirement or an element of reporting, but as a practical tool for improving the performance of organizations. The effective implementation of standards allows for systematizing processes, increasing the quality of services and products, ensuring transparency of activity, and strengthening trust on the part of partners and citizens. The most important task is the transition from formal compliance with requirements to the conscious use of standards as a means of development.

*Shaping a culture of openness and transparency.* Modern controlling is impossible without an open exchange of information and clear decision-making procedures. Directors must create conditions under which employees, partners, and citizens can understand the logic of managerial actions and participate in discussing important issues. Openness contributes to strengthening trust, reduces corruption risks, and helps detect problems in a timely manner. Transparency must become a norm of managerial behavior rather than an exception.

*Developing trust as a managerial resource.* Trust does not arise automatically. It is formed through consistency of actions, responsibility for commitments, and respect for people. A director who trusts their team and simultaneously earns trust from its side creates an environment for initiative, creativity, and professional development. Under such conditions, people work not only because of their job duties, but out of awareness of a common goal. Therefore, the development of trust must be viewed as one of the most important directions for improving managerial culture.

*Investing in managerial education.* The world is changing so rapidly that knowledge and skills acquired in the past no longer guarantee success in the future. An effective director must learn throughout their entire professional life. Organizations must create conditions for continuous advanced training of employees, the development of leadership competencies, and the mastery of modern managerial approaches. Issues of strategic thinking, change management, digital competencies, and risk management acquire special significance. Investments in education are one of the most effective ways to increase the quality of management.

*Developing partnership between the state, business, and society.* Complex social problems cannot be solved by the forces of only one sector. Successful development requires combining the capabilities of the state, the entrepreneurial initiative of business, and the activity of civil society. Directors must strive to create mechanisms for cooperation, joint planning, and the implementation of projects oriented toward long-term results. It is the culture of partnership that allows for transforming individual interests into a common development strategy.

*Thinking strategically.* Daily problems often force directors to concentrate on current tasks. However, true leadership lies in the ability to see the future and prepare the organization for new challenges. Strategic thinking implies the ability to analyze tendencies, evaluate risks, form long-term goals, and ensure a consistency of actions. It is the strategic approach that allows for transforming individual successes into sustainable development.

Ultimately, the practical implementation of management culture begins with the personal position of a director. The quality of managerial processes and the effectiveness of organizational activity depend on their professionalism, responsibility, and ability to work with people. It is through daily managerial practice that management culture transforms into a real factor for the development, modernization, and reconstruction of Ukraine.

## 6. Conclusions

1. Management culture is an integral component of modern social development and an essential prerequisite for the effective functioning of the state, business, and civil society.
2. The evolution of managerial thought demonstrates a transition from administrative control to value-based leadership founded on trust, responsibility, and partnership.
3. The basis of management culture is formed by trust, responsibility, transparency, partnership, innovation, and strategic orientation, which determine the quality of managerial decisions and the resilience of organizations.
4. The reconstruction of Ukraine requires not only material resources, but also the formation of a modern managerial culture capable of ensuring the effective use of these resources and the achievement of long-term results.
5. The creation of the National Management System of Ukraine should become one of the strategic directions of state development and an important condition for increasing the country's competitiveness.
6. The formation of a unified managerial terminology, the implementation of international management standards, the development of digital governance, and the training of a new generation of controllers are necessary components of this process.
7. Management culture should be viewed as a strategic resource of the state, ensuring its institutional capability, public trust, and capacity for sustainable development.
8. The future of Ukraine depends to a large extent on how successfully a management culture will be formed that will unite the state, business, and society around a common goal—building a modern, effective, and competitive European state.

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### Appendix: Bilingual Translation Thesaurus

(Applied strictly in accordance with the author’s instructions)

NOUN (CONCEPT)		VERB (ACTION)		EXECUTOR (PERSON)	
Ukrainian	English	Ukrainian	Ukrainian	English	Ukrainian
<b>Надтермін – Управлінська діяльність / Managerial Activity</b>					
<b>Соціальна сфера.</b>					
<b>Загальний термін – Менеджмент / Management</b>					
Менеджмент	Management	Здійснює менеджмент	Manages	Менеджер	Manager
Керівництво	Directing	Керує	Directs	Керівник	Director
Управління	Controlling	Управляє	Controls	Управлінець	Controller