

**PSYCHOLOGICAL AND COMMUNICATIVE COMPETENCE
OF THE ENERGY SYSTEM LEADER IN THE CONTEXT
OF RAPID DEVELOPMENT OF DIGITAL TECHNOLOGIES**

**Психологическая и коммуникативная компетентность руководителя
энергетической системы в условиях быстрого развития цифровых технологий**

In the modern world, energy has ceased to be an exclusively technical field. It has transformed into a complex socio-technological system, where success depends not only on the accuracy of calculations and reliability of equipment, but also on the quality of managerial decisions, strategic thinking, and the ability to work with people. In the context of the transformation of the energy sector of the Republic of Belarus, driven by digitalization, the issue of preparing future leaders becomes especially acute [3].

The purpose of this study is to analyze the psychological requirements for the training of future leaders of the energy system in the context of the digital transformation of society.

The psychological portrait of an effective energy system leader includes a wide range of personal characteristics. First and foremost, it is high stress resistance, which allows one to maintain clarity of thought and decision-making ability in emergency situations, overloads, and under pressure. Energy is a field where mistakes can be costly, and time for reflection is often limited. Therefore, a future leader must be able to act quickly yet thoughtfully, without succumbing to panic or emotional outbursts. Equally important is emotional intelligence- the ability to recognize and manage one's own emotions, as well as to understand the feelings of others. A leader with a high level of emotional intelligence can build trusting relationships with the team, motivate employees, prevent conflicts, and create an atmosphere of cooperation [4].

Leadership qualities play a decisive role. A future leader must be proactive, responsible, capable of inspiring and leading others. This is not just a manager, but a person able to form a vision, make strategic decisions, and take responsibility for their implementation. It is important that he or she possesses systemic thinking- the ability to see the industry as a single organism, to understand the interconnections between technical, economic, and social aspects [2].

Technical knowledge must be complemented by psychological training, the development of communication skills, and leadership potential [5].

Digitalization of the energy sector is a strategic direction for economic development. The introduction of smart grids, automated control systems, and artificial intelligence technologies requires the training of a new type of specialist- leaders capable of effectively

managing processes and people. Leaders must be able to manage their own emotional state, maintain resilience in conditions of uncertainty and high dynamics of technological change. At the same time, they are obliged to demonstrate advanced communication skills: effectively interact with multidisciplinary teams, conduct negotiations in the digital environment, use modern online communication tools, and build trust within the professional community [1].

The results of the study allowed us to identify four key modules in the training program for digital leaders:

- Personal module (developing motivation for leadership, decisiveness, high self-esteem, and a people-centered focus);
- Team management skills (building teams, maintaining engagement, fostering an atmosphere of psychological safety);
- Digital skills module (data management, mastering digital transformation technologies, analytical abilities, innovation culture, and continuous learning).

Thus, psychological resilience and communicative flexibility become integral elements of leadership, ensuring successful implementation of innovations and sustainable development of the energy system.

References

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DIGITAL TRANSFORMATION IN LOGISTICS: GREEN LOGISTICS

Цифровая трансформация в логистике: зеленая логистика

Digital transformation in logistics is one of the key areas of development for the modern economy. It involves the comprehensive implementation of digital solutions,