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.

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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,

including all stages of logistics operations: from planning and procurement to transportation, warehousing, and delivery to the end consumer. Globalization, increasing customer demands, competition, and instability of supply chains dictate the use of digital technologies.

The purpose of current article is to analyse the ultimate objective and the ways how to make the logistics system flexible, resilient, and predictable, in a position to adapt to changes in the environment in real time and to take a careful consideration how it leads to higher forecast accuracy, cost reductions, and stronger customer engagement.

Nowadays, modern technologies play the main role in this process. Among them are the Internet of Things, artificial intelligence and machine learning, and blockchain.

The first technology to be considered is the Internet of Things has thus enabled cargo tracking and monitoring of both vehicles and warehouses with the use of embedded sensors. The article goes on to say that the use of modern technologies in logistics opens completely new opportunities for companies. Monitoring systems and data analysis enable the proactive identification of potential equipment failures or temperature violations, which is especially relevant in the transportation of perishable goods, where even the slightest delay or deviation can lead to losses.

Another very important technology is namely Blockchain technology that now brings transparency to such processes. It allows for the tracking of every stage of the movement of a shipment, from dispatch to delivery, since all transactions are recorded on one distributed database. That fact that this system makes forgery of documents impossible, strengthens trust between partners, facilitates audits, and significantly reduces the chances of fraud is stressed.

The next highly urgent technologies are Artificial intelligence and machine learning, in turn, become the «brain» of modern logistics. These technologies analyze vast amounts of data, forecast demand, plan optimal routes, manage inventories, and automate routine processes. As a result, companies reduce costs, speed up delivery, improve the accuracy of their entire supply chain management, and customers receive timely and reliable services.

It should also be mentioned that there exist some barriers to digital transformation: the high cost of adopting modern technologies, the need to upgrade infrastructure, shortage of qualified specialists, and questions of cybersecurity and data protection. In the future, digital logistics promises self-managing supply chains where, based on data and digital models, decisions can be made automatically. In the future, the logistics system will be fully integrated, predictive, and environmentally friendly. Focus will be given to green logistics. Green logistics is a concept for organizing logistics processes with minimal negative environmental impacts where digital technologies can optimize routes, reduce emissions, and control carbon footprints.

In conclusion, to prove that the digital technologies mentioned above are completely changing the face of logistics and they are no more a set of fragmented operations but an integrated flow management system, so it becomes clear that companies that can implement digital technologies effectively and create a culture of analytical thinking enjoy

a distinct competitive edge. Nowadays, digitalization is not only a tool for process modernization but also one of the strategic guidelines that shapes the logistics of the future. Much attention is given to data, principles of sustainable development, and customer focus, ensuring high efficiency and flexibility in supply chains.

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SOCIAL NETWORKS: A TOOL OF FREEDOM OR ADDICTION

Социальные сети: инструмент свободы или зависимость

The purpose of the study is to determine whether social networks are primarily a tool of freedom of expression or a source of addiction.

The topic's relevance stems from the fact that social media has become an integral part of the lives of billions of people, transforming communication, access to information, business, and politics. Opinions are increasingly polarized in society and academia: some see social media as an engine of democracy and self-realization, while others see it as a source of manipulation, anxiety, and social stratification.

The objectives of our study are:

1. To identify the problem of social media use
2. To consider the solutions proposed by scientists
3. To formulate recommendations for the conscious and healthy use of social platforms.

The central problem lies in the contradiction between the empowering role of social networks and their addictive nature. While they enable free speech, cultural exchange, and new forms of activism, they also lead to compulsive usage patterns that can harm concentration, emotional well-being, and offline relationships.

Scientists view social networks as a phenomenon with a dual impact on individuals and society.

On the one hand, they emphasize that social networks encourage freedom of expression, expand access to information, help teenagers feel a sense of belonging to communities, and develop communication skills. On the other hand, researchers highlight that excessive use of social media is linked to increased anxiety, depression, sleep disorders, and reduced attention span. Many scientists refer to this as «digital addiction», which shares characteristics with gaming or other behavioral addictions.

- To address this problem, scholars and practitioners suggest several approaches.
- Education and prevention – school and university programs that promote digital literacy and teach young people to manage their online time responsibly.