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INTERACTION OF LEADERSHIP, GROUP DYNAMICS AND SELF-MANAGEMENT FOR ENHANCING COMPETITIVENESS IN ENTREPRENEURSHIP

Introduction. Modern entrepreneurship is developing under conditions of high competition, rapid technological change, market globalization, and external environmental instability. In these realities, business competitiveness increasingly depends not on material resources, but on human capital, management efficiency, and the ability to adapt. Therefore, the combination of such managerial components as leadership, group dynamics, and self-management becomes crucial.

Leadership serves as a strategic factor in shaping vision, motivation, and change management, determining the pace of enterprise development. At the same time, group dynamics influence the effectiveness of team interaction, role distribution, coordination of actions, and collective productivity. Self-management, understood as the entrepreneur's ability to self-organize, take responsibility, exercise self-control, and make decisions, ensures the sustainability and efficiency of management processes under uncertainty.

Despite the fact that each of these aspects is actively studied separately, their combined impact on enhancing competitiveness in entrepreneurship remains insufficiently explored. There is a lack of systematic analysis of how the interaction of leadership qualities, effective teamwork, and self-management forms strategic and operational advantages for businesses, and promotes innovativeness, flexibility, and market resilience. Moreover, modern entrepreneurial activity involves rapid decision-making, functioning within networked and decentralized structures, the use of project teams, and partnership models. This highlights the need to examine not only individual managerial competencies but also their interaction as a factor in shaping competitive advantages.

Thus, studying the interaction of leadership, group dynamics, and self-management is both timely and practically relevant, as it makes it possible to identify new organizational and managerial approaches capable of ensuring the competitiveness of entrepreneurship amid modern challenges and transformations.

Analysis of recent research allows us to outline several conceptual directions within which the factors of entrepreneurial competitiveness are considered. The works of I. Ahieieva, K. Halatsyn, S. Holubieva,

N. Zuienko, L. Kapchenko, V. Luhova, N. Liubchenko, N. Nychkalo, V. Oliinyk, L. Petrenko, O. Pyschchuk, V. Radkevych, T. Rozhnova, L. Rudenko, V. Svystun, L. Serhieieva, H. Tymoshko, I. Tymchenko, and A. Khom'iak emphasize the role of self-management and communicative culture in improving the effectiveness of management and entrepreneurial activity. A significant contribution to the study of the phenomenon of leadership and the substantiation of the qualities of a modern leader has also been made by domestic scholars, including I. Hryshchenko, M. Yefymenko, L. Kozhushko, I. Markina, N. Prylepa, H. Shvindina, L. Shevchenko, and others.

In the works of R. Dilts, E. Dyringa and J. Russell, A. Meneghetti, H. Mintzberg, and R. Stogdill, leadership is viewed as a system of influence that goes beyond formal managerial functions and is based on a combination of personal qualities, group interaction, and the ability to self-regulate. In this context, researchers focus on how a leader is able to activate the potential of the team, build trust, and direct group dynamics to achieve the strategic goals of a business.

Despite a solid theoretical foundation, most studies analyze these components separately, without considering their integration in the context of modern entrepreneurship. Contemporary empirical works demonstrate a relationship between the maturity of group dynamics, the level of trust and psychological safety in teams, and indicators of innovativeness, productivity, and market adaptability of enterprises. It has been confirmed that self-management skills of managers and entrepreneurs correlate with the quality of decision-making, stress resilience, learning speed, and the ability to scale a business. In the entrepreneurial environment, communicative competence is a key factor in coordinating actions, aligning goals, and transforming individual results into a team effect.

However, existing publications provide only a limited description of the interaction of the three components – leadership, group dynamics, and self-management – as an integrated prerequisite for shaping business competitiveness. The tools for assessing their combined impact on innovation development, resilience, and the growth of small and medium-sized enterprises remain



insufficiently developed. This highlights the need to systematize theoretical approaches and create a practical model that integrates these components into a coherent architecture for developing competitive advantages.

The aim of the article is to analyze the interaction of leadership, group dynamics, and self-management and to substantiate their impact on enhancing competitiveness in entrepreneurship.

Research results. The interaction of leadership, group dynamics, and self-management is a key factor determining competitiveness in entrepreneurship. The effectiveness of this interaction directly influences the adaptability of business entities to changes in the external environment, the speed of strategic decision-making, and the development of innovation processes (Fig. 1).

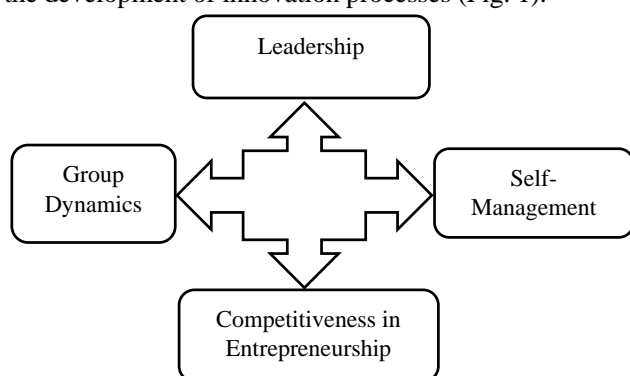


Fig. 1. The impact of leadership, group dynamics, and self-management on competitiveness in entrepreneurship

Source: compiled by the author

Analysis of scientific sources and practical approaches made it possible to outline the key functions of each component of the integrated system (see Table 1). Identifying these functions is important because it allows not only the systematization of the roles of leadership, group dynamics, and self-management in organizational development but also the determination of how each component influences strategic, operational, and individual effectiveness. This approach provides a methodological basis for further analysis of the interaction between components and the assessment of their contribution to shaping enterprise competitiveness.

The presented systematization allows us to see the complementarity of leadership, group dynamics, and self-management within the structure of an integrated system. Each component performs specific functions, yet their combination forms the foundation for effective management and sustainable organizational development. Further analysis should focus on the features of implementing each element, in particular the role of leadership as a system-forming factor, the mechanisms of group dynamics in ensuring team productivity, and the significance of self-management for enhancing individual effectiveness.

First, leadership should be considered as a key element of the integrated system. It is defined as a system-forming factor that sets the strategic development vector for business entities and fosters trust, motivation, and responsibility among team members. In the context of small and medium-sized enterprises, active leadership facilitates rapid adaptation to market changes, shapes corporate culture, and stimulates innovative initiatives [5, p. 89].

Table 1. Key Functions of the Components of the Integrated System (Leadership, Group Dynamics, and Self-Management)

Component	Key Functions
Leadership	<ul style="list-style-type: none"> - Shaping strategic vision and goals: defining long-term development directions, innovation priorities, e.g., launching a new product or entering a new market. - Creating an atmosphere of trust and team interaction: regular meetings, open discussion of issues, supporting employees in decision-making. - Motivating employees to achieve results: bonus systems, recognition of achievements, training programs, mentoring. - Ensuring accountability for decisions: implementing KPIs, evaluating results, clear roles and responsibilities for projects.
Group Dynamics	<ul style="list-style-type: none"> - Coordinating joint actions: planning team projects, distributing tasks among participants, monitoring progress. - Developing effective communication: active listening, regular feedback, creating channels for information exchange (online platforms, daily stand-ups). - Managing interpersonal relationships and preventing conflicts: conducting team-building trainings, facilitating complex discussions. - Stimulating collective creativity and innovation: organizing brainstorming sessions, idea competitions, implementing employee suggestions.
Self-Management	<ul style="list-style-type: none"> - Organizing personal time and resources: using time management techniques, planning the workday, prioritizing tasks. - Setting individual goals and monitoring their achievement: personal development plans, evaluating effectiveness, adjusting work strategies. - Developing self-regulation and stress resilience skills: applying stress management techniques, meditation, work-life balance. - Enhancing personal effectiveness and responsibility: monitoring task completion, making independent decisions, adapting to market changes, improving team performance.

Source: compiled by the author

Group dynamics acts as an intermediary between leadership influence and team productivity. It ensures coordination of actions, psychological safety, role clarity, and effective communication. Practice shows

that effective group interaction allows strategic business objectives to be achieved more quickly and accurately, while also increasing the team's motivation for innovative activity [2, p. 22].

Self-management of managers and employees shapes individual effectiveness, self-regulation, the ability for rational planning, and stress resilience [9, p. 134]. Possession of these skills directly affects the speed of adaptation to market changes, the quality of strategic thinking, and the ability to make effective managerial decisions. Practical experience from small and medium-sized enterprises shows that the development of self-management, combined with active leadership and harmonious group dynamics, enhances employee productivity and facilitates business scaling [1, p. 46].

The summarized research results indicate that the maximum effect is achieved through coordinated interaction of leadership, group dynamics, and self-management. Leadership sets the strategic direction, group dynamics implement it through coordination and communication [7, p. 33], and self-management supports individual effectiveness and personal responsibility. Enterprises that integrate the development of team interaction, leadership practices, and self-management skills demonstrate increased competitiveness, flexibility, innovative activity, and resilience to crisis changes.

The summarized results of the interaction of components are presented in Table 2.

Table 2. Integrated impact of leadership, group dynamics, and self-management on entrepreneurship competitiveness

Component	Key Characteristics	Role in Competitiveness	Interaction Outcome
Leadership	Influence, strategic vision, motivation, delegation	Shapes strategic direction, sets the development vector	Activation of team potential, inspiration, and responsibility
Group Dynamics	Role alignment, trust, psychological safety, effective communication	Ensures coordination of actions, supports innovativeness	Synergy, team productivity, adaptability
Self-Management	Self-regulation, time management, stress resilience, adaptability	Enhances decision-making effectiveness, speed of adaptation	Individual effectiveness, proactivity, readiness for change
Integrated Effect	Interaction of leadership, group dynamics, and self-management	Strengthens the enterprise's competitive advantages	Increased innovativeness, resilience, flexibility, and market adaptability

Source: compiled by the author

The summary of the integrated impact of the three components demonstrates that it is their interaction, rather than isolated functioning, that drives the growth of entrepreneurial competitiveness. The synergy of leadership management, effective team processes, and a high level of self-management shapes the adaptability of business entities, improves decision-making quality, and fosters innovativeness and resilience to external challenges.

For example, in a small enterprise where the manager actively motivates the team and delegates authority, team members quickly align their roles and resolve conflicts effectively while maintaining their own productivity and stress resilience. This ensures rapid adaptation to changing market conditions and increases the likelihood of successful implementation of innovative solutions.

Another example can be observed in a medium-sized business where the implementation of self-management programs for employees is combined with regular team meetings and the manager's strategic vision. This approach creates an environment of trust and psychological safety, enabling the team to generate new ideas, enhance production efficiency, and strengthen the enterprise's competitive position in the market.

The obtained results confirm that the comprehensive combination of these elements has strategic significance for the development of small and medium-sized enterprises and can be considered a fundamental prerequisite for their success in conditions of economic volatility.

Thus, the research results confirm the comprehensive nature of the impact of leadership, group dynamics, and self-management on entrepreneurship competitive-

ness. For greater clarity and better understanding of their interrelationship, the structural-logical interaction of these components is illustrated in Figure 2.

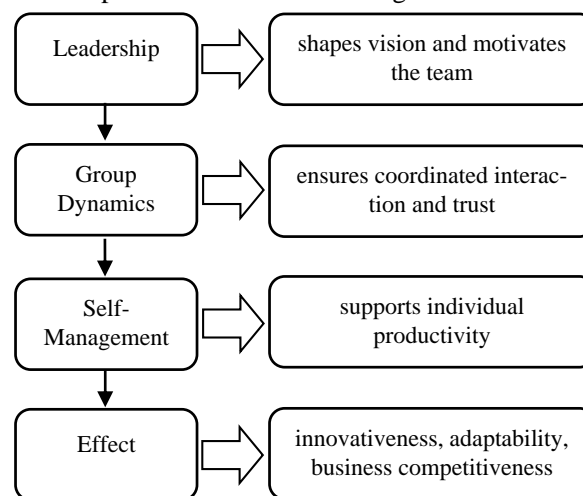


Fig. 2. Model of the interaction of leadership, group dynamics, and self-management for enhancing enterprise competitiveness

Source: compiled by the author

Thus, the structural-logical model allows for a deeper examination of the substantive characteristics of each component of the integrated system. First, attention should be given to leadership, as it sets the strategic direction of development, defines business goal priorities, motivates the team, and shapes corporate culture, ensuring the achievement of shared outcomes. Effective leadership provides the foundation for strategic management, stimulates the development of team competencies, and facilitates the implementation of innovative

practices within the enterprise. As noted in the study by H. Shvets [10, p. 125], leadership style directly affects team productivity, interaction with the team, and the organization's adaptability to changes in the external environment. The choice of leadership style depends on the enterprise's goals, the specifics of tasks, team characteristics, and the personal qualities of the manager, while its synergistic combination with group dynamics ensures effective work coordination, role distribution, knowledge exchange, and support for innovation processes.

Through such interaction between leadership and group dynamics, the enterprise enhances team productivity, decision-making speed, and the ability to respond promptly to external challenges, which is critical for maintaining competitiveness amid constant market changes. Emphasis on transformational and democratic leadership styles fosters trust, motivation, and responsibility among team members, stimulating their active participation in decision-making and the implementation of strategic initiatives.

Self-management complements these processes by promoting personal responsibility, self-discipline, time and resource management, thereby increasing individual effectiveness and the ability to make informed decisions under uncertainty [4]. As noted in research, effective management of time and resources is critically important for successful business functioning, as it allows the optimization of work processes and reduces stress load.

In interaction with leadership and group dynamics, self-management creates a synergistic effect, through which entrepreneurs and employees maintain high productivity under stressful and changing conditions, which is crucial for successful business operation. In this context, the synergistic effect refers specifically to the outcome of the joint action of the components, which exceeds the effect of their separate application. This should not be confused with the synergetic approach, which pertains to processes of self-organization of systems rather than the final managerial outcome (Table 3).

Table 3. Comparison of synergistic and synergetic effects in the context of management

Parameter	Synergistic Effect	Synergetic Effect
Main focus	Focused on the outcome of joint actions, where the interaction of components produces an effect greater than the sum of individual results. Emphasizes practical added value in real-world conditions.	Focused on the internal mechanisms of self-organization, emergence of new properties, and dynamic development of complex systems. Emphasizes structural and systemic patterns.
Application	Applied in management systems, teams, business processes, and project coordination. Helps evaluate productivity improvement through collaboration.	Applied to complex systems such as ecosystems, social networks, economic markets, or physical systems. Examines emergence of new properties and self-regulation.
Key question	What additional value or result is created by the combined action of elements beyond their individual capabilities?	How does the system independently develop, adapt, and organize itself over time?
Effect measurement	Measured through practical outcomes: productivity, efficiency, innovation, and measurable improvement in results.	Measured through system dynamics, emergence of new properties, behavioral patterns, and structural changes.
Example	Coordinated leadership, effective team interaction, and self-management increase productivity, improve decision-making, and enable faster adaptation to changing conditions.	Spontaneous emergence of new structures or behaviors in a system (e.g., formation of social norms, ecosystem balance, network self-organization) without external control.

The synergistic effect of integrating these components means that their joint application produces a result that exceeds the sum of the effects of each component applied separately. In the article by O. Pidvalna and N. Kozziar, «*Synergistic Effect in Management*» [6], the concept of synergy is considered as the outcome of the interaction of individual elements of a management system, where their combined action generates a greater effect than the sum of individual influences. This confirms the importance of integrating leadership, group dynamics, and self-management to achieve high organizational effectiveness. The authors note that the synergistic effect manifests in the fact that the combined use of several coordinated strategies is more beneficial than their separate application. This underscores the need for a comprehensive management approach that includes the development of leadership qualities, effective team interaction, and personal responsibility of employees.

Integration of these components creates conditions for achieving results that exceed the effect of using each individually, forming the basis for sustainable develop-

ment and enterprise competitiveness. In other words, the interaction of leadership, group dynamics, and self-management generates additional value for the organization that is impossible when each element functions in isolation [3, p. 88]. The combined use of several coordinated strategies is more effective than their separate application, illustrating the synergistic effect of competitiveness components in entrepreneurship (see Fig. 3).

Thus, thanks to the synergistic effect, enterprises achieve high results, enhance the effectiveness of managerial decisions, optimize work processes, and adapt more rapidly to market changes. Entrepreneurial initiatives that systematically develop leadership practices, stimulate team interaction, and support the development of self-management demonstrate increased flexibility, innovative activity, and resilience to crisis changes [11, p. 76]. This comprehensive approach enables enterprises not only to effectively address current tasks but also to anticipate and implement strategic innovations, ensuring stable growth and competitiveness [8, p. 179].

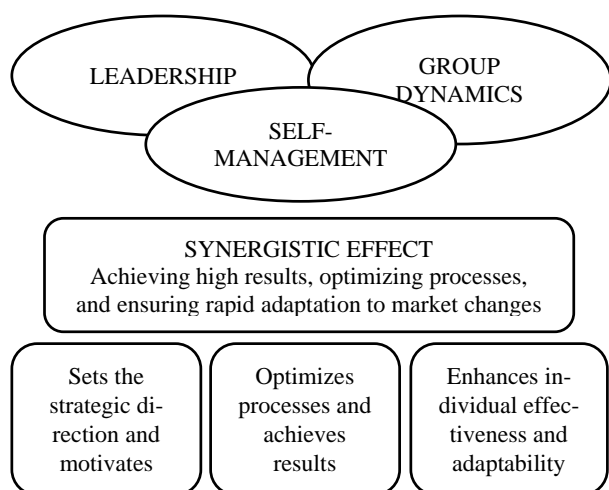


Fig. 3. Synergistic effect of competitiveness components in entrepreneurship

Source: compiled by the author

Conclusions. In summary, this study of the interaction between leadership, group dynamics, and self-management confirmed that their systematic combination is critically important for enhancing competitiveness in entrepreneurship. Effective implementation of this approach requires applying a set of practical recommendations based on the studied mechanisms of influence of each component.

The development of leadership involves conducting training sessions, coaching programs, and strategic workshops that enable managers to define a clear direction for the development of entrepreneurial activities. This approach promotes team motivation, shapes corporate culture, and ensures the achievement of high results through strategic thinking and an innovation-oriented mindset.

Stimulating group dynamics is achieved through organizing team coaching sessions, regular brainstorming, and clear role distribution. This enhances coordination efficiency, facilitates optimal utilization of the team's potential, and creates a favorable environment for implementing innovative processes. Active team

involvement in decision-making strengthens interaction among members and increases the productivity of business processes.

Supporting self-management includes implementing personal development programs, time management techniques, and self-assessment tools. This allows employees to improve individual effectiveness, take responsibility for their work outcomes, and make informed decisions even in complex and uncertain conditions. The development of self-management ensures stable productivity and task performance quality, which is critically important for the successful functioning of entrepreneurial initiatives.

An integrative approach that combines leadership, group dynamics, and self-management produces a synergistic effect. It enhances the adaptability and flexibility of the enterprise, fosters the development of innovative potential, and strengthens its competitive position in the market. Applying this approach enables entrepreneurs and managers to create effective business structures capable not only of successfully operating in a changing market environment but also of ensuring long-term strategic growth and sustainable competitive advantage.

Prospects for further research. Future research prospects are associated with analyzing the impact of organizational behavior on the formation of effective teams, the stimulation of employee motivation, and the development of corporate culture that fosters innovativeness and flexibility in entrepreneurial structures. Equally relevant is the study of the role of modern digital personnel management technologies, remote work platforms, and performance evaluation tools in enhancing the effectiveness of the interaction between leadership, group dynamics, and self-management.

Exploring these areas will enable the development of practically oriented recommendations for entrepreneurs and managers on optimizing management processes, increasing flexibility and innovative potential of business structures, and ensuring their sustainable competitive advantage in the long term.

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Sergiienko T. Influence of leadership style on motivation, productivity, and administrative decisions of managers and executives

The article examines the interaction of leadership, group dynamics, and self-management as key factors in enhancing the competitiveness of entrepreneurship and considers the conceptual and categorical framework of these components and their synergistic effect. Special attention is given to leadership as a factor of strategic development, group dynamics in forming effective teams and coordinating actions, and self-management as a tool for self-organization, responsibility, and decision-making. It is established that the interaction of these components contributes to increased flexibility, innovativeness, and resilience of the enterprise in a volatile market environment.

Keywords: leadership, group dynamics, self-management, competitiveness, motivation, managerial decisions, managers.

Сергієнко Т. І. Взаємодія лідерства, групової динаміки та самоменеджменту для підвищення конкурентоспроможності у підприємстві

У статті досліджено взаємодію лідерства, групової динаміки та самоменеджменту як ключових чинників підвищення конкурентоспроможності підприємництва та розглянуто понятійно-категоріальний апарат цих компонентів і їхній синергійний ефект. Проаналізовано сутність лідерства як управлінського феномену, що визначає стратегічний напрям розвитку підприємства, забезпечує координацію дій та сприяє формуванню мотиваційного клімату в організації. Особлива увага приділена груповій динаміці, яка впливає на ефективність командної роботи, розподіл ролей, узгодженість дій, взаємну підтримку та продуктивність колективу. Встановлено, що ефективна групова взаємодія сприяє підвищенню здатності команди швидко адаптуватися до змін ринкового середовища та приймати оптимальні рішення. Розглянуто самоменеджмент як комплекс знань, навичок і поведінкових стратегій, що забезпечують самоорганізацію, відповідальність, контроль за результатами власної діяльності та прийняття ефективних управлінських рішень. Підкреслено, що самоменеджмент є критично важливим для підтримки стійкості підприємства в умовах нестабільності, високої конкуренції та швидких технологічних змін. Визначено синергійний ефект взаємодії лідерства, групової динаміки та самоменеджменту, який проявляється у підвищенні гнучкості, інноваційності, адаптивності та стійкості підприємства. Акцентовано увагу на тому, що інтеграція цих компонентів у практику управління сприяє формуванню конкурентних переваг, підвищенню продуктивності команд і оптимізації процесів прийняття рішень. Результати дослідження можуть бути використані для розробки навчальних програм підготовки менеджерів і лідерів, а також для вдосконалення практик управління у малому, середньому та великому бізнесі. Крім того, стаття підкреслює необхідність подальших емпіричних досліджень для визначення конкретних механізмів синергійної взаємодії цих компонентів у різних галузях та організаційних структурах.

Ключові слова: лідерство, групова динаміка, самоменеджмент, конкурентоспроможність, мотивація, управлінські рішення, менеджери.