CONTEMPORARY COMPETENCES OF MANAGERS AND THEIR ROLE IN BUILDING ORGANIZATIONAL RESILIENCE

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Purpose: The aim of the article is to present the role and specificity of key managerial competencies in the form of knowledge, skills, attitudes, motivations that modern managers should have and develop in order to effectively build the resilience of the organization in a rapidly changing environment.

Design/methodology/approach: The research was aimed at a critical analysis of the phenomenon and was carried out on the basis of an in-depth analysis of domestic and foreign literature as well as synthesis and logical inference.

Research limitations/implications: There is no single, universally accepted definition of the concept of organizational resilience in the literature on the subject, but the concept of managerial competence is a fairly well-recognized area. However, there is little research on their development in the context of organizational resilience. The article analyzes the concepts of organizational resilience and the factors influencing it, as well as analyzes the elements that make up contemporary managerial competencies and discusses examples of good practices of their application in the context of building organizational resilience reflecting these elements.

Practical implications: The application value of the article is that managers receive specific information on which and what elements of competence to improve from the perspective of strengthening the organization's resilience.

Social implications: Modern managerial competencies emphasize managing teams based on cooperation and trust. Such an approach fosters the integration of employees and affects their positive interpersonal relationships, which in turn contributes to building a strong organization.

Originality/value: Improving managerial competences is an important condition from the perspective of strengthening strong resilience of the organization. To achieve this, it is necessary to deepen knowledge in the field of crisis management, change management, monitoring global trends, e.g. digital transformation, sustainable development and others. It is also important to develop communication, analytical and strategic skills using digital tools, take care of the development of self-awareness and empathy and cultivate ethical values, as well as orientation towards the implementation of innovations in the organization, openness to change and adaptation to them. The development of these competences will contribute to effective response to crisis situations and quick adaptation to changing environmental conditions.

Keywords: competences of managers, organizational resilience.

Category of the paper: Research Paper.

1. Introduction

Currently, the environment in which enterprises operate is very unstable, which is influenced by numerous unpredictable factors, e.g. the Covid-19 pandemic, floods, wars, high inflation and others. Unfortunately, few organizations can deal with this. These crises often lead to the collapse of organizations, as evidenced by numerous studies (Gittell et al., 2006; Chen, 2021; Putro, 2022). Only a resilient organization can survive the crisis by efficiently adapting to new challenges and rapidly changing external conditions. It is therefore important to support the resilience of the organization for its sustainable functioning.

The ability of an organization to survive or succeed in a changing and unpredictable environment is significantly influenced by the managerial staff, who are the carriers of norms and trust in the organization. Their competences in the form of knowledge, skills, attitudes, motivation or experience can help an organization survive in a complex and ambiguous business climate. Knowledge of technology, change management, emotional intelligence or strategic agility (Landry, 2019) are only a small part of the competencies important from the perspective of building strong organizational resilience. Knowledge, especially in the area of modern technologies, is becoming increasingly important in the context of digital transformation, as it enables managers to use it to implement innovation and operational efficiency (LeanIX, 2024). Change management expertise is also essential to ensure smooth transitions during organizational restructuring or in response to external disruptions (Rowland, Thorley, Brauckmann, 2023). Skills such as emotional intelligence, which includes self-awareness, empathy, and the ability to communicate effectively, are crucial for leaders who want to effectively lead their teams in difficult times (Landry, 2019) while building trust and positive relationships between employees. Leaders with high emotional intelligence can navigate interpersonal dynamics and foster team culture, which is essential for maintaining morale and productivity in the face of uncertainty. In addition, maintaining a competitive advantage requires strategic agility, which is the ability to quickly modify plans in response to the market (Elali, 2021). It can be stated that the indicated managerial competences are the basis for looking into the future and flexible adaptation to changing environmental conditions.

The aim of the article is to present the role and specificity of key managerial competencies that modern managers should have and develop in order to effectively build the resilience of the organization in a rapidly changing environment. The article reviews the literature critically and looks at the definitions of contemporary managerial competencies and how important it is to support organizational resilience. In addition, examples of good practices were analyzed, in which the indicated competences contributed to the survival of the organization in an unstable environment.

2. Organizational resilience and factors affecting it

In the era of pandemics, climate change, financial crises or increasing digitalization, organizations must not only survive but also develop in these difficult circumstances. Therefore, building organizational resilience plays an important role, strengthening its ability to survive in the face of crises, adapt to changing conditions and the ability to quickly respond to threats. The table below presents selected definitions of organizational resilience.

Table 1.
Selected definitions of organizational resilience

Author	Definition
Amisha, 2024	Resilience refers to an organization's ability to withstand and recover from disruptions, whether internal or external.
Goh, 2023	The ability of an organization to deal with and adapt to disruptive events—such as recessions, natural catastrophes, technological breakthroughs, or challenges from the marketplace—while preserving its essential operations, integrity, and long-term sustainability is known as organizational resilience.
Jia, Chowdhury, Prayag, Chowdhury, 2020	Organizational resilience is defined as the capacity of an organization to both prevent and respond to unexpected disruptions in a proactive manner (i.e., the reactive aspect) and to respond quickly and effectively to any disruption in order to ensure business continuity (i.e., the proactive aspect).
Duchek, 2020	Organizational resilience pertains to the capacity of an entity to identify possible hazards, manage unfavorable circumstances, and adjust to evolving circumstances.
Denyer, 2017	The ability of an organization to recognize, plan for, react to, and adjust to gradual changes and unexpected disturbances in order to continue operating and grow is known as organizational resilience.
Linnenluecke, 2017	The ability of an organization to recover, adapt, and bounce back in the face of disruptions is known as organizational resilience.
Vogus, Sutcliffe, 2007	Organizational resilience is defined as the capacity of an organization to withstand stress and enhance performance in the face of hardship.
United Nations, 2007	Resilience is the ability of a system or society exposed to threats to adapt to a new situation by resisting or making changes to maintain an acceptable level of functioning.

Source: own study.

Based on the definitions presented, it can be concluded that the resilience of an organization is the ability of a company to effectively cope with unexpected disruptions and crises by adapting and maintaining business continuity.

One of the most important elements of building an organization's resilience is strengthening its ability to adapt. Today's organizations operate in an environment where change occurs extremely quickly, so these organizations must efficiently adapt to changing conditions, which enables them to maintain a competitive position in the market. Another inseparable element of building resilience is risk management. Companies with risk management competencies are better prepared for unpredictable situations such as economic crises, supply chain disruptions, and cybersecurity issues. Resilient organizations identify potential risks and implement measures that minimize their impact on the organization's operations. A key aspect of building organizational resilience is also ensuring its business continuity. In the face of sudden disruptions, these companies must be able to operate without interruption. Strong resilience

mechanisms, such as business continuity plans, asset protection systems, and crisis management strategies, help companies stay operational in challenging conditions. Building the resilience of an organization is not limited to protecting it from the effects of crises. Companies that can effectively face challenges are also able to be more competitive in the market. Moreover, difficult circumstances often create the opportunity to implement innovative solutions that strengthen the company's position on the market.

Organizational resilience is influenced by factors such as: organizational resources; organizational competences; organizational relations; organizational communication; social capital; organizational strategy; organizational learning; passion for work; business model; organizational leadership; organizational trust; threat perception; cognitive competence; emotional competence; organizational effectiveness; organizational culture; organizational commitment; organizational changes; Responsibility; organizational structure. It is important that the organization is oriented towards strengthening them evenly, which will result in its potential to build a strong organization. An important role in all this is played by the managerial staff, their knowledge, skills, attitudes, motivations and experience allow them to quickly identify the factors causing the crisis and at the same time strengthen the organization and strive to get out of it, which in turn will ensure the balance of the organization and a stronger position on the market.

3. Contemporary competences of managers - literature review

Managerial competencies play an important role in building organizational resilience. Over the years, definition of competencies has evolved in management literature to encompass a wide range of attributes necessary for addressing modern challenges. The table below presents the definitions of competences by various authors.

Table 2.
Competences- definition overview

Author	Definition of competence
UNESCO International Bureau of Education, 2017	The combination of knowledge, abilities, and attitudes that enables people to solve issues, adapt to changes, and apply their knowledge in novel contexts.
Fukada, 2018	Skill that is developed via education and experience.
Tondeur et al., 2020	The capacity to carry out a task successfully and efficiently.
Vitello et al. 2021	The capacity to integrate and apply contextually appropriate knowledge, skills, and psychosocial elements (such as beliefs, attitudes, values, and motivations).
Pereira et al., 2023	Set of complex actions, including knowledge, skills, attitudes, and values, that are activated to effectively solve issues and interact in certain situations.
Robertson, 2023	Underlying characteristic of an individual, including motives, traits, self-concepts, attitudes, or values, as well as content knowledge or cognitive skills that drive superior performance in a job or task.

Cont. table 2.

Van Echtelt, 2024	The capacity to perform a task successfully and efficiently. It consists of the following three components: Information. Knowledge and expertise specific to a position or sector Skills. A person's capacity to carry out a certain work or address an issue at a high level of expertise In. Character attributes and aptitudes. The attributes and capabilities that define and characterize a person

Source: Own study.

From the table above, it is evident that definitions of competence vary, reflecting different interpretations across fields.

The concept of competence can be considered both to the organization, human resources, as well as to the managerial staff. One of the approaches to the analysis of the concept of competence is to consider it in relation to the organization. Organizational competencies "are created through the integration and coordination of individual competences, they are a combination of the knowledge, skills and advantages of employees, but they are more than a simple sum of competencies and individuals." Another approach to the issue of competences is to consider them in relation to the employees of the organization. A distinction can be made here between competences related to human resources and competences related to managerial staff. According to P. Louart, "competences – are the professional abilities of employees (their knowledge, skills, experience, attitudes) considered in relation to the position held or their potential capabilities in relation to other types of activity. They have technical, social (connections with other people) and conceptual (creative) aspects. "In turn, managerial competencies are characterized as the motivations, personality traits, abilities, knowledge, and values required to enhance management performance (Gamarra, Girotto, Seguí, 2019). Other authors define managerial competencies as a subset of a broader category of individual competencies that include the drive, character attributes, skills, knowledge, and values required to enhance management performance (Gamarra, Girotto, Seguí, 2019). They present the observable knowledge, abilities, and attitudes what managers need to have in order to succeed in carrying out their responsibilities in a global context (Martínez, Hernández, Gómora, 2016). Managerial competences are also the set of skills, behaviors, and knowledge that managers need to perform their jobs effectively". These skills include problem-solving, communication, strategic thinking, and leadership (Torrington, Hall, Taylor, Atkinson, 2020).

On the basis of the analyzed literature, it can be concluded that managerial competencies are typically stand out components: knowledge, skills, attitudes, motivations, and experience. Each plays a significant role in the effectiveness of modern managers, particularly in their ability to foster resilience.

Being knowledgeable entails having taken in and processed a body of knowledge large enough to comprehend and formulate the spectrum of professional problems that we may realistically anticipate encountering. Although knowledge is a prerequisite for competence, it is not sufficient on its own (College of Alberta Psychologists, 2022). Modern managers

require knowledge beyond traditional business practices. They must understand digital transformation, sustainability, and global economic trends (ACPM Global, 2023). Knowledge of strategic management is also important because provides a solid foundation in strategic models, organizational behavior, and approaches for navigating transitions effectively (Ferreira, Mueller, Papa, 2020). Managers also must be well-versed in risk and change management and crisis preparedness, which have become critical as organizations face frequent disruptions, such as pandemics and environmental crises (Mizrak, 2024). Additionally, knowledge of cybersecurity measures is vital for protecting the organization's data and ensuring operational resilience in the face of potential threats.

Another important element of competence is skills, which are defined as specific learned actions that can vary greatly in complexity. By identifying a person's skill set, we can evaluate whether their education and work experience have adequately prepared them for a particular job (Škrinjarić, 2022).

In the literature, various divisions of skills are discussed, but the most typical classification is presented by R.L. Katz. Autor divides skills into three categories: technical, social, and conceptual. Most divisions proposed by other authors are similar in nature.

Technical skills: These involve specific knowledge and abilities required to perform specialized tasks. Involves the practical application of project management tools, data analysis, and risk assessment techniques, ensuring efficient execution and minimal disruption during transitions (Martins, 2024). In today's digital landscape, technological literacy is crucial for managers to effectively utilize digital tools, data analytics, and cloud-based platforms to streamline operations and make informed decisions (Ahmed Mohamed, Kinslin, 2020; Yeşilyurt, Vezne, 2023). Understanding how to implement and manage technology systems can help managers anticipate disruptions, quickly respond to challenges, and maintain continuity during crises.

Social skills - these encompass emotional intelligence (EQ), which contains self-awareness, empathy, and the ability to communicate effectively (Cavaness et al., 2020). Social skills are essential for leaders to manage teams effectively, fostering collaboration and maintaining morale, especially during times of crisis (Bhoumick, 2018). Molinillo S. and other authors also agree with this, and point out that Positive approach to social interaction supports collaboration, active engagement, and teamwork, strengthening organizational cohesion (Molinillo et al., 2018). Managers to build fostering trust and open communication within the team, they help to create a support network that can withstand setbacks. These leaders are also better equipped to navigate conflicts, provide emotional support, and motivate their teams, helping individuals stay focused and resilient during periods of uncertainty or organizational change.

Conceptual skills are indispensable for modern managers as they pertain to the ability to understand complex situations and anticipate future challenges (Gutterman, 2023). These skills include strategic thinking, critical analysis, and problem-solving, all of which allow managers

to foresee the long-term implications of their decisions. By thinking broadly and preparing for a range of potential outcomes, managers can build organizational resilience, ensuring the company can pivot quickly in response to external disruptions, such as economic downturns or industry shifts. Conceptual skills also enable managers to foster innovation, leading to the development of contingency plans and strategies that strengthen the organization's adaptability and long-term sustainability.

Together, technical, social, and conceptual skills empower modern managers to not only lead effectively but also build resilient teams and organizations that can thrive in dynamic, unpredictable environments.

Another important element of competence is attitude, understood as a manager's mindset or approach to their role. According to Calvert (2019). Attitudes are crucial for effective leadership, particularly in challenging circumstances. In a VUCA (Volatile, Uncertain, Complex, Ambiguous) environment, attitudes such as adaptability, openness to change, and resilience are essential for managing teams effectively. Managers with a growth mindset are more likely to inspire confidence in their teams and maintain stability during crises.

At the heart of effective leadership lies the concept of motivation, which serves as the internal drive propelling managers toward achieving organizational goals. This internal drive encompasses professional aspirations, ethical values, and a strong commitment to long-term objectives (Fahriana, Sopiah, 2022). Leaders motivated by the principle of long-term organizational resilience are more inclined to implement strategies that prioritize sustainability and risk mitigation. Such a commitment ensures that managers not only address immediate challenges but also focus on the long-term success and stability of the organization (Freudling, 2020). By cultivating a motivated leadership team, organizations are better equipped to navigate uncertainties and position themselves for sustained growth in a dynamic business environment.

Experience plays a vital role in effective leadership. It is defined as the cumulative knowledge and skills gained through practical exposure in various roles and responsibilities (Michel, 2022). Experience plays a vital role in shaping a manager's ability to deal with crises and lead organizations through change. Managers with extensive experience in managing change or navigating crises are better equipped to foster organizational resilience by anticipating potential disruptions and crafting strategic responses to mitigate risks (Molek-Winiarska, 2022).

The competencies outlined above knowledge, skills, attitudes, motivations, and experience are critical in fostering organizational resilience. Managers play a crucial role in building resilience by effectively leading their teams through periods of uncertainty and driving adaptive strategies.

On the basis of the analysis presented, the table below shows the model of contemporary managerial competencies important for building organizational resilience and the possibilities of their improvement.

Table 3.
Model of contemporary managerial competencies important for building organizational resilience

Element of competence		Specific areas	Characteristics	Improvement
Knowledge		Risk management	Identify, analyze, and minimize potential risks and uncertainties before a problem occurs.	Training, courses, application of ISO 31000 norms and standards, case studies
		Crisis management	Respond quickly to actions that occur during a crisis to minimize its effects and restore the normal functioning of the organization.	Training and workshops, crisis simulations, case studies
		Change management	Planning, coordinating and supporting activities aimed at the effective implementation of changes in the company.	Training, courses, use of change management tools
		Strategic management	Creating contingency plans, scenarios that predict various possible crisis situations.	Training, courses, workshops, use of tools in the field of strategic analysis
		Global trends in the environment	In particular, knowledge in the field of digital transformation, sustainable development – including the concept of corporate social responsibility (CSR), climate change, cyber threats and others.	Regular tracking of trends, networking with professionals, participation in trainings
Abilities	**Technical**	Use of digital tools	Faster decision-making, improved security, protection against cyber threats, greater flexibility to adapt to a changing environment, as well as greater innovation and operational efficiency.	Attending courses and training on specific digital tools
		Data analysis	It enables you to anticipate and prepare for and mitigate risks.	Getting to know analytical tools, case studies
		Management of technological systems	Anticipate disruptions, respond quickly to challenges, and maintain continuity in crisis situations.	Trainings and specialist courses in the field of information systems management, network technologies or project management, analysis of industry literature
	Social	Self-conscious	The ability to reflect on one's own life, emotions, thoughts and needs. This skill allows you to understand yourself and your reactions in various situations, which is necessary for effective management of emotions and relationships with others, as well as translates into better decision-making and positive interpersonal relationships.	Using mindfulness exercises, practicing meditation, reflection, openness to feedback
		Empathy	The ability to empathize with the emotions of others and understand their motives and needs. This allows you to build trust and commitment of employees in the organization.	Practice attention and observation, active listening
		Communicate effectively	The ability to convey clearly and coherently precise information, which facilitates a better understanding of organizational goals, in addition, effective communication enables managers to effectively resolve conflicts in the team, which is crucial in crisis situations.	Training, workshops, cooperation with mentors or coaches

Cont. table 3.

		Strategic thinking	Managers who think strategically are able to predict changes in the market environment and adapt their operating strategies accordingly, which increases the organization's ability to adapt in the face of crises.	Defining the vision of the future of the organization and goals to be achieved in the long term, analyzing opportunities and threats, strengths and weaknesses of the organization, participation in workshops and trainings
	Conceptual	Critical analysis	Critical analysis allows for a more accurate assessment of the consequences of decisions made, which is conducive to the implementation of more thoughtful actions in the face of a changing environment.	Collecting and analyzing various sources of information. Analysis and evaluation of materials from the perspective of their credibility, purposefulness or impact on the context.
		Problem solving	This ability allows you to quickly identify threats and solve problems, making the organization more flexible and resilient to change.	Using creative thinking techniques and other tools, e.g. (cause and effect diagrams, mind maps) to better visualize problems and related dependencies.
Attitudes and motivations		Adaptability	The ability to adapt to changing market conditions allows for a flexible response to crises and unforeseen challenges.	Openness to different perspectives and the search for innovative solutions.
		Openness to change	Being open to new ideas and innovations allows the organization to quickly adapt strategies to changing needs and circumstances.	Development of flexible thinking through modification of views or strategies, comprehensive development in various areas
		Commitment to tasks	faster identification of the problem and response to changing conditions, which makes it easier for the organization to go through crisis situations.	Setting clear, precise goals, developing soft skills, e.g. time management, coping with stress
		Ethical values	Ethical behavior contributes to building strong and harmonious teams. Managers who support ethical values become an authority for employees, which fosters better cooperation and efficiency, and fosters the building of social capital in the organization.	Development and implementation of a code of ethics, which defines standards of behavior and values, ethical conduct in the activities carried out, building a culture of openness, participation in training in this area
Experience		Proper analysis of the situation and making the right decisions	Experience allows us to better predict and respond to the changing environment and crises, which allows organizations to adapt faster to changing market conditions. It is crucial for an organization's ability to survive and thrive in challenging environments.	They are acquired over the years through professional and life experience, as well as participation in trainings, courses, workshops, apprenticeships, as well as through other forms and activities

Source: Own study.

The table above presents a model of contemporary competences of managers important from the perspective of building organizational resilience. Based on the literature review it was found that its most important elements include knowledge of risk, crisis, change and strategic management, as well as global trends in the environment. Technical skills in the form of using digital tools, data analysis, managing technological systems. Social skills in the form of self-

awareness, empathy and effective communication, as well as conceptual skills such as strategic thinking, critical analysis and problem solving. Among the attitudes and motivations that are also part of competence, the ability to adapt, openness to change, commitment to the implementation of tasks, cultivated ethical values and both professional and life experience were distinguished. The table also indicates opportunities for further improvement of managerial competences, among others through active participation in various types of training, courses, cooperation with experienced mentors or coaches, as well as all kinds of workshops or internships.

4. Examples of best practices in using modern managerial competencies in the context of building organizational resilience

Organizations depend on the competences of their managers to reduce risks and uncertainty, and guarantee survival during times of crisis. Organizational resilience is greatly enhanced by managerial competences, which include knowledge, technical, social, and conceptual abilities, as well as attitudes, motivations and experience (Vitello, Greatorex, Shaw, 2021). This section presents these examples to managerial competencies and their function in fostering organizational resilience by providing real-world examples of how particular managerial competencies support organizational survival and adaptation during crises.

Managerial knowledge in crisis management, global trends, and cybersecurity is crucial for informed decision-making during disruptions. For instance, during the COVID-19 pandemic, companies with a deep understanding of crisis management frameworks were better prepared to respond swiftly and mitigate damage (Lengnick-Hall, Beck, Lengnick-Hall, 2011). A good practice example is organizations that proactively monitored global trends like digital transformation and sustainable development. Leaders knowledgeable about digital tools and their business impact rapidly implemented remote work solutions and adjusted business models to sustain operations (Almeida, Santos, Monteiro, 2020). For example the CEO of General Motors (GM), demonstrated managerial competencies in building organizational resilience, particularly during the COVID-19 pandemic and the company's transition to electric vehicles (EVs). Her strategic foresight, adaptability, and ability to manage crises were evident when GM quickly retooled its factories to produce ventilators and personal protective equipment during the pandemic, showcasing the company's agility in responding to a national crisis (Sorkin, de la Merced, Friedman, Hirsch, 2020). Additionally, long-term focus on sustainability and electric vehicle innovation has positioned GM for future success in a rapidly changing industry, demonstrating resilience by aligning with global market and regulatory shifts (Ivanova, 2021).

Furthermore, as the use of digital platforms increased and cyber-attacks escalated, cybersecurity education became crucial. Cybersecurity protocols managers preserved operational integrity and safeguarded confidential data in a digital setting (Ahmad, Maynard, Shanks, 2015). This kind of foresight emphasizes how crucial knowledge is for identifying hazards and putting plans in place to strengthen organizational resilience.

Technical skills - including proficiency with digital tools, data analysis, and technological system management - enable organizations to adapt to rapid changes. Companies that successfully transitioned to remote work during crises often did so because their managers were skilled in using digital collaboration platforms like Microsoft Teams and Zoom (OECD, 2020). Integrating data analytics helped managers make data-driven decisions on resource allocation and supply chain adjustments, critical for navigating uncertainty (Srinivasan, Swink, 2017). One real-life example of technical skills in managerial competencies for building organizational resilience is SpaceX. Deep technical expertise in aerospace engineering played a critical role in the company's ability to innovate and survive in a highly competitive and high-stakes industry. CEO of SpaceX actively contributed to rocket design and problem-solving, enabled SpaceX to overcome multiple early failures and eventually achieve historic successes, such as launching the Falcon 9 rocket and pioneering the reusable rocket technology. This technical knowledge allowed organization to make informed decisions, push for innovation, and navigate the complex technical challenges that have enabled SpaceX to establish itself as a leader in the space industry (Vance, 2015). Another interesting example is a retail organization used predictive analytics to track shifts in consumer behavior during the pandemic. Managers analyzed this data in real time to adjust inventory and marketing strategies, ensuring supply chain efficiency and customer satisfaction (Queiroz et al., 2020). This demonstrates how technical competence in digital tools and data analytics directly influences organizational resilience.

Emotional intelligence is also an important component of managerial competences. Understanding emotional intelligence and communicating well are essential for keeping morale up and team together in times of crisis. Strong emotional intelligence managers foster supportive work environments where people feel valued despite outside demands. This includes having empathy and self-awareness (Goleman, 2017). Organizations where leaders maintained open communication during the pandemic reduced anxiety and fostered trust (Dirani et al., 2020). Interesting example of social skills that contribute to building organizational resilience can be Starbucks. Managers of this organization are well-known for his exceptional interpersonal skills and ability to foster a strong organizational culture. During challenging periods, such as the 2008 financial crisis, organization prioritized open communication and employee engagement, recognizing that a motivated workforce was essential for resilience. Starbucks implemented initiatives like providing health benefits to part-time employees and engaging in active dialogue with staff to understand their concerns and needs. This focus on relationship-building and empathy helped create a committed workforce that was better

equipped to adapt to changing market conditions and economic challenges. This competence not only strengthened employee morale but also reinforced customer loyalty, allowing Starbucks to navigate through crises more effectively (Schultz, Gordon, 2011). Other interesting example is a global corporation developed well-being programs under the direction of emotionally aware managers. These featured venues for employees to air problems and resources related to mental health. These methods demonstrate how compassionate leadership strengthens organizational resilience through building a driven workforce in facing situations of adversity (Rudolph et al., 2021).

Conceptual skills like strategic thinking, critical analysis, and problem-solving are integral to organizational survival during crises. Managers with strong strategic thinking can foresee risks and opportunities, enabling pivots in business models and resource redeployment (Mintzberg, 1994). Companies in the hospitality industry that survived the pandemic redefined strategies by expanding into new markets, such as offering delivery services to counteract declines in traditional operations (Jones, Comfort, 2020). An exemplary instance of conceptual skills in managerial competencies that contribute to organizational resilience can be seen in PepsiCo. The managers of the organization demonstrated remarkable conceptual skills by strategically reorienting the company's vision to focus on sustainability and health amid changing consumer preferences. Recognizing the growing concern for health and wellness, they led the "Performance with Purpose" initiative, which aimed to reduce sugar, sodium, and saturated fats in PepsiCo's products while promoting environmental sustainability and positive social impact. Mangers ability to conceptualize and implement this long-term strategy helped PepsiCo adapt to market changes, maintain competitive advantage, and build resilience against economic downturns. This approach not only diversified the company's product offerings but also aligned PepsiCo with evolving consumer values, ultimately contributing to its sustained growth and success in a volatile market (Nooyi, 2018). Critical thinking was also crucial in managing supply chain disruptions during COVID-19. Manufacturing leaders employed problem-solving to develop alternative supply chains and adapt production lines to changing demand (Ivanov, Das, 2020). This strategic foresight underscores the importance of conceptual skills in building resilient organizations.

Another important element of competences are attitudes and motivations. A leader's attitude including adaptability, openness to change, and commitment to innovation significantly influences an organization's ability to weather crises. Managers who exhibit adaptability and embrace change guide their organizations more effectively through volatile environments (UNESCO International Bureau of Education, 2024). During the digital shift caused by the pandemic, organizations led by managers open to new technologies pivoted to e-commerce or virtual services faster than competitors (McKinsey & Company, 2020). An illustrative example of attitudes and motivations in managerial competencies that foster organizational resilience is Microsoft. Mangers of this organization adopted a growth mindset, which emphasizes learning, adaptation, and resilience in the face of challenges. Their belief in empowering employees and

fostering a culture of collaboration and innovation was critical in transforming Microsoft into a more agile organization. By encouraging open communication and valuing diverse perspectives, managers motivated employees to embrace change and pursue continuous improvement. This shift in attitude not only revitalized Microsoft's workforce but also led to significant advancements in cloud computing and artificial intelligence, helping the company recover from stagnation and thrive in the competitive tech landscape (Nadella, 2017). This situation exemplifies how positive attitudes and motivations can cultivate resilience and adaptability within an organization. Innovation commitment is also crucial for resilience. Organizations that promoted innovation gave managers the freedom to test out innovative processes and offerings, exploiting chances in an environment of change. During the epidemic, companies in the automotive sector led by innovators changed their focus to manufacturing vital medical supplies, enabling them to continue operating and meeting the requirements of the public at large (Chesbrough, 2020).

Managerial experience in dealing with previous crises is invaluable. Managers who have navigated past challenges can anticipate problems and devise effective solutions. Studies show that leaders with prior crisis experience implemented risk mitigation strategies early during COVID-19 (Wenzel, Stanske, Lieberman, 2020). For example, experienced airline industry managers applied lessons from the 2008 crisis to streamline operations and renegotiate supplier contracts, helping them stay afloat during travel restrictions (Franke, John, 2011). Managers with experience in cross-cultural communication and global operations responded more agilely to international supply chain disruptions due to prior knowledge of logistics solutions and regulatory environments (Van Hoek, 2020). This highlights experience as a crucial competency in enhancing organizational resilience.

Managers' ability to leverage their knowledge, technical and social skills, conceptual thinking, attitudes, motivations and experience is essential for building organizational resilience during crises. Each competency plays a pivotal role in how effectively an organization adapts and thrives amid uncertainty.

5. Conclusion

The article highlights the critical role of today's managers in building organizational resilience in a rapidly changing and unpredictable business environment. Managerial competencies such as knowledge, technical, social or conceptual skills, as well as attitudes, motivations and experience play an important role in effective crisis management and innovation. The development of these competencies enables organizations not only to survive, but also to thrive in the face of challenges such as pandemics, climate change, economic crises,

digital transformation, and more. On the basis of the analysis, the following conclusions of a research and utilitarian nature were drawn.

- Organizational resilience is a key ability of a company to cope with unforeseen disruptions, crises or maintaining business continuity. It means not only survival, but also quick adaptation to new conditions in order to continue functioning and development.

- The factors that strengthen the resilience of an organization include, among others: organizational resources, competences, communication, social capital, strategy, organizational culture and trust.

- A key role in strengthening the resilience of the organization is played by the managerial staff, in particular their competences in the form of knowledge, skills, attitudes, motivation and experience.

  • Managers' knowledge should cover areas such as risk, crisis and change management, as well as knowledge of global trends such as sustainable development or digital transformation.

  • Technical skills in digital tools and data analytics are crucial for faster decision-making and flexible response to change. Social skills such as empathy, emotional intelligence and effective communication support building trust and cooperation in teams, which is crucial in difficult times. Conceptual skills, including strategic thinking and problem-solving, allow managers to better anticipate market changes and innovate strategies.

  • Managers' attitudes and motivations, such as openness to change, ethical approach, and commitment, support building organizational resilience.

  • Experience in managing past crises allows you to better deal with future challenges, which strengthens the organization's ability to adapt and maintain business continuity.

- It is important to continuously develop competences through active participation in courses, trainings, workshops, internships or by cooperating with experienced mentors and coaches.

Improving these competencies is crucial for building strong and resilient organizations, capable of flexibly adapting to changing market conditions and effectively dealing with crises.

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