

DEVELOPMENT OF MODERN LEADERS AS A FUNDAMENTAL FUNCTION OF THE LEADERSHIP TRAINING SYSTEM IN THE ARMY

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Purpose: The main objective of the research presented in this paper is an attempt to present a modern leadership in command personnel armed forces training systems, with particular focus on the tactical level.

Design/methodology/approach: The research process involved document research, critical analysis of literature and logical deduction in order to formulate conclusions.

Findings: The popularization of the modern leadership model in management and command systems requires the proper definition of a leader model with a high level of professional, moral and social reliability, functioning within a network of leaders of contemporary organisations, providing a high level of interpersonal trust in leadership systems and following the rules for shaping the organizational structure of leadership in management and command systems.

Practical implications: The changing nature of challenges in the areas of security, social norms and trends, as well as in the structure of societies, gives rise to new expectations and needs in terms of effective training for command authorities. This determines the need to continue research on developing the leadership skills of commanders at all levels. Fortunately, the significance of the problem seems to have been correctly identified, and training centers and research centers are effectively developing their capabilities to fulfill their tasks.

Originality/value: The article contains recommendations concerning the conditions necessary for the popularisation of the proposed leadership model in the context of threats identified in the research process. It is addressed to managers of organisations and institutions of the security agencies and researchers involved in the issue of leadership in the modern economy and the rebuilding of the security architecture.

Keywords: leadership, reliability, management.

Category of the paper: Research paper.

1. Introduction

The pressure of management practice and its specific variant, i.e., command, as well as the crisis of the principles and concepts of leadership used in these processes to date, are the reasons for the formulation of new concepts and models of management and command, including new models of leadership. In these areas of management activity, practically every manager and commander takes on a leadership role. There are relatively few publications in the literature that focus on the role of cognitive technologies in developing leadership skills and theory of modern shared leadership (Zbierowski, 2024; Łydka, 2024; Majewski, 2020; Matthews, Lester, Hannah, Reed, 2022). The pressure of crisis conditions and the pressure to implement solutions based on modern information technologies and artificial intelligence (AI) determine the legitimacy of significant changes in the education of management and command personnel, as well as changes in the structure and functions of leadership systems in the management and command process at various levels and stages of the organizational structure. This article presents concepts of leadership systems in command based on contemporary organizational conditions. Particular attention is paid to sociological and psychological conditions and barriers to the use of information technology and artificial intelligence in the process of shaping and applying a new leadership model. The aim of this publication is to attempt to develop a model of modern leadership in command training systems, with particular emphasis on the tactical level. Based on a review of the available literature on the subject, using document research, critical analysis of the literature, and logical deduction, conclusions were formulated and presented in the final part of the article.

2. Methods

The research was conducted using such research methods and techniques as critical analysis of literature, review of legal acts and normative documents concerning program assumptions in the process of training and improving sub-unit commanders, secondary research and logical deduction. As part of the literature review, an analysis was carried out of the available databases using keywords such as leadership, cognitive technologies, management and command. The results of the study on the identification of sociological, psychological, and axiological determinants of leadership, the importance of information and cognitive technologies, and the building of leadership credibility as the basis for effective management processes are presented below.

3. Results

Cognitive crises and breakthroughs show up as an impossibility to understand and explain what's going on in social, economic and political reality. This is caused by the weakness of cognitive paradigms for constructing scientific theories and formulating a methodological basis for instruments, i.e., principles, procedures, and methods of practice in the processes of organizing contemporary reality. Important reasons for cognitive breakthroughs and the formulation of new cognitive dogmas and new theories and tools for rationalizing management include the discovery of the essence of the role and importance of human psychology and the sociology of communities and organizations, as well as related phenomena and processes. But perhaps above all, despite many crises, it is the realization of the truth about the principles and necessity of ethical and moral values that dominate the development of societies, and the recognition of the rights and obligations of managers in this area. Among those identified as important for shaping management and command processes is awareness of the influence of emotions on human behavior. The discovery in the human brain of organs responsible for the flow and transformation of emotional states, including empathy, is justified, among other things, by the theory of shared circuits (Keysers, 2017). The author argues that we are all connected by invisible bonds of mutual influence. The invisible bonds of shared circuits explain the impact of leaders, among others, on the behavior and attitudes of members of organizations and societies in which they lead due to their functions. Emotions, as practice teaches us, also significantly influence the behavior of managed and commanded members of an organization, which is further emphasized by the impact of social media today. Unfortunately, today's sophisticated social media systems too often lead to targeted disinformation to manipulate attitudes and emotions, and thus to control the behavior of members of organizations and societies. In this context, emotional intelligence is one of the determinants that plays an important role in an individual's life, influences the proper management of one's own emotions and coping with the emotions of others, builds social relationships, and supports human cognitive development. Researchers believe that emotional intelligence has a significant role in achieving positive results at work, in almost every position and in every profession. They point out two positive aspects of emotional intelligence that help people function in a professional environment:

- the cognitive aspect, which allows for the efficient processing of information that influences thought processes, which also supports creativity and ingenuity as important leadership skills,
- the social aspect, which ensures the efficient adaptation of individuals to functioning in difficult social conditions.

Emotional competence is a practical skill resulting from emotional intelligence. The skills that make up emotional competence contribute to success at work (in service). These include the following elements:

- self-awareness – knowledge of one's own internal states, preferences, capabilities, and intuitive judgments, realistic assessment of one's own abilities, and justified belief in one's own capabilities,
- self-regulation – control over one's own internal states, impulses, and capabilities,
- motivation – emotional tendencies that lead to new goals or facilitate their achievement,
- empathy – awareness of other people's feelings, needs, and concerns, the ability to see things from another person's point of view,
- social skills – eliciting desired responses from others and the ability to control one's own emotions in interpersonal interactions (Goleman, 1999).

Modern organizations try to develop their emotional intelligence at all levels. Modern organizations strive to develop their emotional intelligence at all levels. Emotional intelligence in an organization means a way of managing the organization in which communication and interpersonal relationships contribute to its smooth and effective operation and problem solving. The team emotional intelligence of a given organization defines the level to which it utilizes the intellectual capital of its employees.

In this context, the results of research involving Ukrainian commanders who took part in operations during the Russian-Ukrainian conflict seem interesting. They draw attention to selected determinants of specific behaviors and characteristics of commanders. These include new technologies and previously unknown methods of influence, decision-making in extremely difficult situations, the attitudes and expectations of subordinates towards their commanders, and periods of oppressive physical and psychological influence by the enemy, disrupting the process of team management. As a result, the respondents identified the following behaviors and attitudes useful in the specific conditions of human team functioning described above, which are presented below.

Table 1.
Behavior and attitudes of leaders based on research

No.	Attitude, feature, behavior	Description
1.	Emotional intelligence	• interpersonal sensitivity, i.e., the ability to understand subordinates' problems, empathy, • positive impact in an extremely difficult situation, • self-awareness of one's own feelings, ability to manage them.
2.	Power delegation	• trusting subordinates, inspiring them to create their own solutions and take responsibility for them.
3.	Motivating	• precisely defining goals, influencing the team in their joint implementation.
4.	Creativity and business skills	• the ability to identify and generate new, non-standard solutions depending on current needs.

Cont. table 1.

5.	Self-regulation	• ability to take responsibility for non-standard solutions and ideas, adjusting one's own temptations in favor of a common goal.
6.	Adaptation	• the ability to adapt, adjust one's own ways of thinking and practical actions to the requirements of the combat environment imposed by the enemy and the surroundings.

Source: Sylwestrzak, 2023, pp. 531-549.

At the level of organization and command processes, sociological and psychological phenomena and processes significantly influence the rationality of decision-making processes. Examples of this can be found in the practice of decision-makers using called heuristics. Psychological heuristics are a kind of mental shortcut that our brain uses to simplify decision-making processes, allowing us to make quick decisions in the face of complexity and limited time. The human brain uses certain simplifications based on previous experiences, stereotypes, and emotions. In the literature on the subject, we can find such types as, for example:

- availability heuristic, which involves assigning a higher probability to collisions that are easier to remember,
- representativeness heuristic, which involves assessing probability based on similarity to a certain pattern or stereotype,
- anchoring heuristic, which involves relying on an initial reference point (anchor) when making decisions, even if it is irrelevant.

Koźmiński's collaborations are particularly inspiring for practicing management and leadership in contemporary organizations. As a result of research into the behavior and opinions (including results) of a group of leading figures in the economic and political spheres, he justifies the thesis that the strength of leadership manifests itself in their ability to overcome subjective and objective limitations—limitations that are influenced by sociological processes and are of particular importance to which leaders are subject. He formulated the theory of limited leadership, which provides practical recommendations for shaping the behavior of leaders to overcome barriers and limitations and act rationally. According to this concept, leadership is a constant struggle for autonomy and overcoming limitations (Koźmiński, 2013). The leadership process begins with the formulation of a goal, referred to by researchers as a vision, which is a description of the future that is attractive not only to its author but also to other members of the team (organization). In military terms, it is the intention of a specific action that includes a goal to be achieved and the way in which the leader (commander) intends to achieve it. When the vision finds receptive ground, the leadership process begins to develop. As early as the last century, many leadership theorists and researchers began to distinguish between assigned leaders and emerged leaders. The former play leadership roles as a result of assuming a formal position in an organization (public or private), without always having something to offer to the organizations and people they lead. Therefore, they do not always become true leaders. The latter, on the other hand, regardless of their title and position in the organization, begin to play an influential role in the group, thanks to their ideas, behavior, and identification with the team.

The work continued in this area by M. Bojar, defining the principles and recommendations for rational leadership in various types of communities, is valuable for contemporary management. A leader is a person who inspires, convince, motivates, and has an impact on others, and above all, points out and creates conditions for change. Contemporary conditions for the functioning of organizations and teams and their environment are characterized by constant change. In the context of leadership, the author refers to the concept of servant leadership. It is based on the idea that management is a process of serving others. A servant leader serves those he or she leads, which means that his or her followers are an end in themselves rather than a means to an end. His or her actions focus on meeting the needs of team members, ensuring their development, and building a sense of community. Servant leadership reminds us of the purpose of a public benefit organization (PBO) – to serve the people (but not only) who are associated with it and on whom the organization has an impact. What distinguishes it from other concepts is primarily the fact that it takes into account the individual motives of the leader, which seems to be of particular importance for the organization.

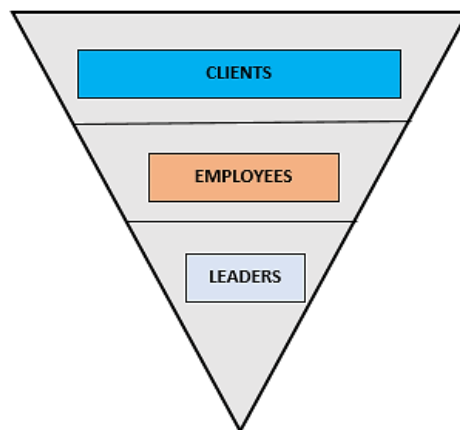


Figure 1. The role of leaders in the concept of servant leadership.

Source: own studies.

The methods of shaping these competencies in contemporary leaders should be a particularly important distinguishing feature and component of the system for selecting and training managers and commanders. A commander (leader) who does not develop their skills in an optimal way exposes their team to the loss of potential benefits and themselves to a quick end to their career. Management education should therefore be a carefully designed strategy. Various strategies are used to develop management personnel. There are managers who prefer to learn over the years by experimenting on their subordinates. This strategy has its advantages and disadvantages. The advantage is that learning takes place without leaving the workplace. The fact that you can come to conclusions on your own can be very satisfying. It should be remembered that this can be painful for the team on which the experiments are conducted. Learning in this way also avoids confrontation with other managers. This can significantly increase self-esteem, but it can also lead to overly optimistic conclusions and contribute to

a narrow view of one's potential. Moreover, it may take several years before constructive conclusions can be reached. Another strategy is ambitious self-development, combined with a passion for exploring the world, meeting new people, and studying literature. This is a very ambitious, talented, usually lonely manager who, in a heroic struggle, reaches the highest peak of their career. This is an interesting and ambitious strategy, but it requires a lot of determination. Its downside is that it leads to the periodic use of less active development methods. The third strategy is development based on egalitarian training and coaching, as well as the advice of experienced mentors and coaches. This strategy works well when a highly motivated manager encounters a very experienced mentor and has the opportunity to take advantage of various forms of development. Unfortunately, in practice, this happens rather rarely.

The meaning of IT and cognitive technologies in shaping a new leadership model. IT and cognitive technologies, including artificial intelligence (AI), which have shaped cyberspace, have a significant impact on the psychosocial processes of interaction between team members. These influences are revealed through the use of these technologies in the processes of shaping the behaviors, attitudes, and emotions of members of organizations and societies. There are many recent examples of this, including all kinds of cyberattacks, hybrid wars, propaganda campaigns using disinformation, and the like. The nature of these influences of information technology and AI on human behavior and attitudes is attempted to be explained by theories based on quantum physics. The effective use of artificial intelligence, data analysis, process automation, and other advanced tools allows for the optimization of resources, reduction of costs, more accurate decision-making, and increased competitiveness and effectiveness of organizations, including, of course, military structures. The technologies mentioned above have been put to very effective use in many modern functional areas. These innovative process organization solutions, designed to promote these solutions, are intended to lead to the organization of processes in an organization where all other processes are integrated. These technologies are used to deepen process automation and increase efficiency. Recently, a report entitled Industry 5.0. Towards a sustainable human-centric and resilient European industry was developed in the European Union. According to this concept, solutions are sought that enable a harmonious and synergistic combination of people and machines. It assumes the use of renewable energy sources and recycling, but above all, it is based on the assumption that the human employee is at the center of production, which can be done to improve their comfort at work while respecting people's rights to privacy and dignity. In this context, the question arises: does this concept find its reference in the armed forces environment? The answer seems obvious: the external ties of any structure, including the military, directly and indirectly imply external conditions and applications. It is interesting that this concept assumes the development of a shared leadership model within the organization. In these cases, the models focus on specific types of interaction, such as mutual learning, greater shared understanding, and ultimately effective action. The transition towards collective learning

is particularly important because it emphasizes the need to expand individual skills and characteristics related to learning (such as self-awareness) to include more team-focused practices and skills, such as authenticity, openness, sensitivity, and the ability to anticipate the reactions and needs of other team members.

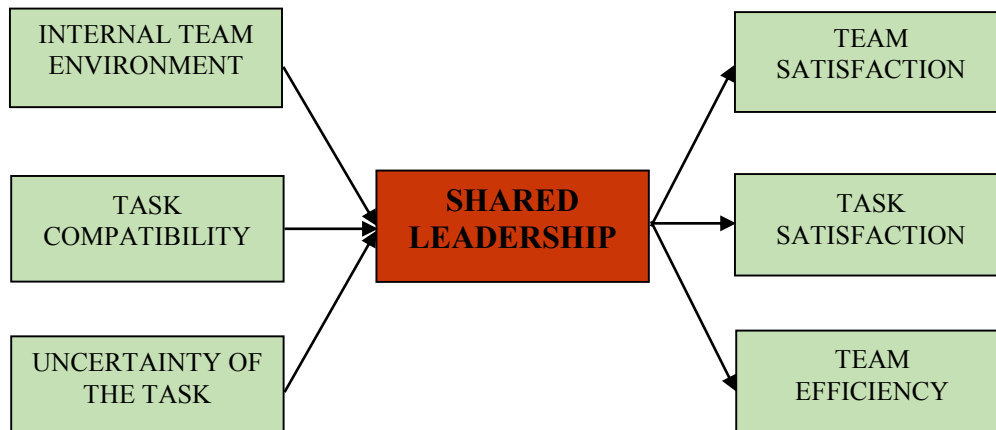


Figure 2. Shared leadership model.

Source: Sangeetha, Kumaran, 2018, p. 47.

The dynamic development of artificial intelligence-based technology is increasingly highlighting the limitations of this technology and the threats it poses today, such as: control of people's behavior in authoritarian societies (China) the use of algorithms that imitate human behavior (bots) to make autonomous decisions by machines, which is particularly dangerous in security systems, the widespread use of AI can lead to the destruction of learning processes and creativity (AI has no moral responsibility because it functions outside of human feelings and emotions). Recently, we have witnessed many attempts to regulate the development of these technologies, but above all, we are experiencing common-sense limitations on their development.

In cognitive warfare, the battlefield is the human mind. The goal is to change not only what the opponent thinks, but also how they think and how they plan and conduct combat. Effectively conducted cognitive warfare shapes and influences individual and group beliefs and behaviors, promoting the tactical or strategic goals of the opponent. In this type of activity, which operates both in the cyber domain and within the framework of subliminal activities, cybernetic, informational, psychological, and social engineering tools are used in combination to achieve specific goals. Due to the dynamic development of modern digital technologies, researchers accept the emergence of another domain for conducting operations, namely the sphere of the human mind. There is a correlation between activities conducted in the areas of hybrid, information, and cognitive warfare and other types of warfare. When organizing the functioning of a networked command and control system, it is reasonable to emphasize the limitations and barriers to the rational functioning of commanders resulting from the shortcomings and limitations of the widespread use of these technologies. In addition, when shaping the professionalism of command and management leaders, special attention should be paid to

building the professional resilience of managers and commanders to the effects of irresponsible use of AI and other technologies.

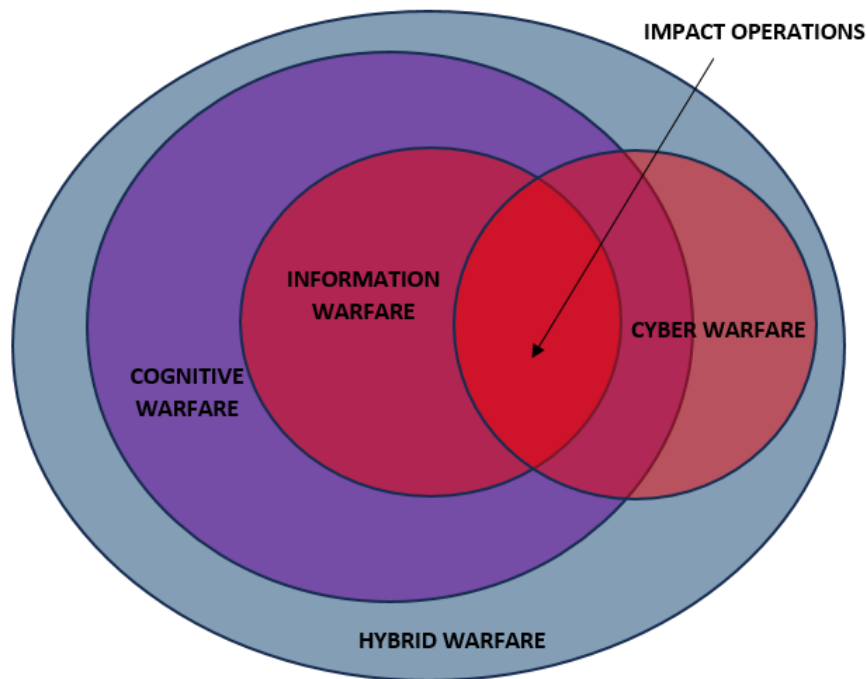


Figure 3. The relationship between cognitive and hybrid warfare and other types of activities.

Source: Jawor, [https:// infosecurity24.pl/...](https://infosecurity24.pl/...), 30.08.2025.

In the practice of organizing the management and command process, qualitatively new management functions are emerging in organizations, institutions, and military structures. These functions, as strategic systems inspiring the activities of managers and commanders, organize distinctive leadership systems within management systems. These contemporary leadership systems not only rationalize command processes, but also organize these systems as autopoietic systems. The autopoietic nature is a feature of living systems, as well as social systems, which, through systems of self-organization and mutual interaction, relationships of trust, causes the reproduction of states and organizational culture. On this basis, among others, the following principles of contemporary leadership can be identified:

- raising awareness of the qualitatively new leadership role of leaders in management activities in the economy, uniformed services, administration, and governance;
- the decentralisation of the functions and roles of leaders. Bringing this charismatic and strategic role and function of leaders down to the operational levels of command management and project/task management;
- the relevance of shaping and developing the specific talents and competencies of contemporary leaders, such as the ability to formulate strategic, innovative ideas, concepts, and decisions; the ability to transform and communicate decisions to partners and motivate them to act and behave in accordance with the concepts and decisions of leaders, the ability to formulate knowledge about the methods and instruments for

implementing the leader's concepts and decisions, and the ability to reliably convey this knowledge to partners and subordinates. We assess these abilities as the level of intellectual capital, including the emotional intelligence of the leader, the ability of leaders to build relationships of trust in executive teams and motivation for cooperation and innovative task solving;

- popularising awareness of the particular importance and role of moral values and virtues of leaders, which have come to be known as attributes of a leader's personality, referred to as humanity in general. Personality is a set of relatively stable traits that we consider moral; it is an internal system of regulating attitudes and behaviours. The humanity of managers and leaders is characterized by a dominant system of values and moral norms in their behavior, characterized by empathy, social sensitivity, and ecological sensitivity. This leads to the justification of ethical assessments of one's own behavior and the behavior of others through the prism of ethical criteria, which consist of the virtues of kindness, righteousness, courage, bravery, and composure, and the counteraction of behaviors characterized by wickedness, cowardice, and indolence;
- distinguishing feature of contemporary leadership is the unique ethos of the modern leader, which determines, for example, the recommended course of action in complex, conflictual situations (such as combat). A contemporary leader is not only a person with very high competences and moral virtues, but also someone who shapes the ethical behavior and attitudes of subordinates and partners;
- structure of the leadership system is shaped by networks of interactions and mutual influences between members of the organization and partners in projects. Each mutual interaction becomes and occurs as an intertwining, an organization of three elements: creative power potential, knowledge potential, and the potential of social and moral values;
- special leadership skills of managers are manifested in decision-making processes, communicating decisions to others, and inspiring and motivating them to act in accordance with the leaders' wishes. The processes and phenomena of transferring creative power, knowledge, and values to partners and subordinates shape specific social relationships in organizations, i.e., interpersonal behavior and subordination relationships. It should be emphasized that these processes occur in accordance with the mechanisms of the so-called trust spirals. This concept describes a mechanism in which trust in society is built and strengthened through mutual interactions. According to the author, trust is not something that is given once and for all; it is a process that can develop or disappear depending on the behavior of individuals and institutions. Mutual, positive interactions lead to an increase in trust, which in turn encourages further trust-based actions. A positive spiral is created, which strengthens social bonds.

According to the findings of the research and in particular the review of the relevant literature and empirical studies, there are no clear references to the identified research gap. In this context, the area under investigation appears to be significant, and this study fills the identified research gap.

4. Discussion

The research carried out confirms that there is a justified need to develop the concept of a modern leadership model in the process of training command personnel for the Polish armed forces. They indicate that emotional intelligence and the reliability of the leader or commander are particularly important qualities that have a significant impact on the management of military personnel in difficult conditions, in the conditions of war and kinetic, hybrid and cognitive operations. This shows that there is a need for further research in this area.

Building the credibility of leaders as the basis for effective management processes. Modern management and leadership are particularly important in new types of leadership processes. The main features of this new leadership system are:

- a) mutual interaction within a network of leaders, executives, and subordinates participating in leadership processes,
- b) particularly high management competence potential focused on information and cognitive technologies, including AI,
- c) the great importance of a proper understanding of emotional intelligence in team leadership and the moral virtues of leaders operating in networks.

The attributes and competencies of modern leaders are well represented by leadership models and patterns:

- a) transactional leader – who relies on the exchange relationship between the leader and group members – in exchange for meeting the leader's expectations, subordinates receive rewards that satisfy their diverse, but mainly basic, needs,
- b) wise leader – characterized by the ability to build a vision, inspire a team, make decisions based on ethics and empathy, and be flexible in adapting to changing circumstances.

The characteristics of contemporary leaders do not cover all the competencies necessary to ensure the high efficiency of the contemporary leadership process. Efficiency is assessed using praxeological criteria (effectiveness, efficiency) as well as moral efficiency criteria, taking into account the criteria of a high level of so-called social well-being.

The network structure of mutual interactions and influences in contemporary leadership systems determines not so much the attributes as the credibility of leaders in networks of mutual influences that shape the behavior of partners and performers, including their emotions and

mutual relationships of trust. Credibility means meeting expectations and fulfilling obligations towards others who have placed their trust in us (Sztompka, 2007). The functioning of contemporary leaders in leadership system networks is determined by three streams that shape their activity – namely, the streams of their creative power, knowledge, and values. Therefore, in order to assess the value of leadership, it was decided to define the effectiveness of leaders in the following three aspects:

- causal and strategic credibility manifests itself in the potential of creative leaders to generate ideas and strategies for organizing and developing the organization, as well as in their ability to influence and transform these ideas and strategies to partners in the leadership network in accordance and harmony with their decisions, and in the ability of leaders to motivate partners to cooperate,
- professional credibility demonstrates a high level of professional knowledge for strategic leadership, but also the potential to transfer skills to partners and subordinates; little motivation to use this knowledge in task implementation processes and to develop this knowledge as organizational knowledge ensuring innovative task performance,
- moral credibility, decency, and kindness are manifested in harmony between the systems of professed values and moral virtues, the declared motives for their actions, and in accordance and harmony with the instruments used by leaders to motivate task performers.

Leadership effectiveness is determined by the level of dynamic harmony achieved by integrating these three types of credibility. The driving force behind the integration of these three levels of leadership credibility is moral credibility. The higher the level of credibility of leaders in leadership networks, the higher the level of mutual trust in organizations and executive teams; the higher the potential for shaping an innovative culture, the higher the potential for self-poeticism of organizations and teams.

Experiences from history and the present day provide many examples of the particular importance and role of dominant leaders in governance and command processes. They shape and direct decision-making processes, particularly influencing executors and partners, and they shape and formulate the development of societies and organizations. The role of leaders with personalities shaped by high moral credibility in these processes is obvious. As experience teaches us, history shows that there are often cases of managers with psychopathic tendencies. The strategic importance of such leaders in political, social, and economic systems usually leads to the formation of a culture of cynicism in these communities and organizations, and consequently to their decline.

Understanding the importance of emotional intelligence is one of the determinants that plays a significant role in the life of a leader, influencing the proper management of their emotions and dealing with the emotions of others. In addition, it builds social relationships within the team and supports the mutual cognitive development of its members. The turbulences of the modern world, new challenges, and interpersonal relationships based on the digital world

require special attention to be paid to emotional and social competencies, communication skills, and coping with work in an isolated, one-person environment. Researchers are increasingly focusing their attention on verifying the importance of emotional intelligence and its impact on professional effectiveness (Sylwestrzak, 2023). A review of research in this area shows that a certain level of emotional intelligence has a positive impact on a person's functioning in their professional life. A measurable skill derived from emotional intelligence is emotional competence, which broadens the discussion on employee or professional competence. These could include the following five components:

- self-awareness – knowledge of one's own internal states, preferences, capabilities, and intuitive judgments; realistic assessment of one's abilities and justified belief in one's own capabilities,
- self-regulation – control over one's own internal states, impulses, and capabilities,
- motivation – emotional tendencies that lead to new goals or facilitate their achievement,
- empathy – awareness of other people's feelings, needs, and concerns, the ability to see things from another person's point of view,
- the reliability of the leader, which manifests itself in a high potential for professional knowledge for strategic leadership,
- social skills – eliciting desired responses from others and the ability to control one's own emotions in interpersonal interactions.

Building up a number of leadership skills for commanders should be seen as an interdisciplinary process, involving training at educational centers, self-development centers, participating in training at the company (military unit), and gaining professional (combat) experience. It is important to emphasize a proactive approach to the self-development of commanders. Formal (command) competencies acquired after taking up a position should not be treated as the only and most important attribute for effective leadership. Throughout their military service, they should seek ways to improve their leadership competencies. By taking on successive positions in national and allied structures, commanders, chiefs, and managers become more professional in the areas of management and leadership.

5. Summary

The research carried out indicate that emotional intelligence and the operational reliability of the leader (commander) are particularly important qualities that have a significant impact on the management of military personnel in conditions of war. This requires a whole new attitude towards the training of command and leadership personnel working in structures and organizations operating in conditions of instability, under kinetic enemy fire, and in the face of destructive factors such as natural disasters, etc. This confirms that there is a need for further

research in this area. Dissemination of the modern leadership model in management and command systems requires a series of measures to address the challenges faced by commanders, including:

- defining the ideal model of a leader who is highly integrated in terms of professional, moral, and social trustworthiness, operating within the network of leaders in modern organizations. This model should take into account leaders' high level of emotional intelligence, as well as their strength and resilience in the face of the risks posed by modern information technology, cognitive technology, and artificial intelligence,
- compliance with the principles governing the organizational structure of leadership, management systems, and command structures that foster a high degree of self-reliance within these systems and a strong culture of innovation,
- ensuring a high level of interpersonal trust in leadership systems, in line with the contemporary definition of trust processes as the shaping of awareness—among both those who receive and those who grant trust—regarding the significant role of axiological factors,
- the continued development of leadership skills among commanders at all levels, in response to changes in the operating environment, workplace conditions, implemented technologies, and methods of conducting combat operations.

The changing nature of challenges in the areas of security, social norms, and trends as well as shifts in the structure of societies—give rise to new expectations and needs regarding the effective training of command personnel. This necessitates continued research into the development of leadership skills among commanders at all levels. Fortunately, the significance of the issue appears to have been properly identified, and training and research institutions are effectively developing their capacity to fulfil training tasks.

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