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WAYS TO IMPROVE THE PROFESSIONAL COMPETENCIES OF LOGISTICIANS IN CRISIS MINDS

***Annotation.** In this work, the main attention is paid to the analysis of theoretical and practical aspects of the development of professional skills of logisticians in crisis conditions, as well as to the use of modern methods of training and the implementation of innovations in the field of logistics. Specific recommendations are offered particular, the introduction of innovative technologies, improvement of critical thinking skills, risk management and adaptability. The practical results of the research can be used both in training programs for logisticians and for improving the business processes of logistics companies to ensure their stability in crisis conditions.*

***Key words:** professional competences, logistics, crisis factors, adaptability, military threats.*

***Анотація.** У даній роботі основна увага приділена аналізу теоретичних і практичних аспектів розвитку професійних навичок логістів в умовах кризи, а також використанню сучасних методів навчання та інновацій у сфері логістики. Запропоновані конкретні рекомендації, зокрема, впровадження*

інноваційних технологій, вдосконалення навичок критичного мислення, управління ризиками та адаптивності. Практичні результати дослідження можуть бути використані як у програмах підготовки логістів, так і для вдосконалення бізнес-процесів логістичних компаній для забезпечення їх стійкості в умовах кризи.

***Ключові слова:** професійні компетентності, логістика, кризові фактори, адаптивність, військові загрози.*

Introduction. The professional competences of logisticians are an important element in the successful functioning of logistics systems, however, in crisis conditions, such as pandemics, war or economic instability, the competences of logisticians are subjected to additional tests.

Statement of the problem. Crisis conditions necessitates adaptation to both new challenges and changes in global and local supply chains, present the logistics industry with new, unpredictable problems that require flexibility, innovative solutions and increased professional competences to overcome these challenges.

Literature review. Analysis of a number of scientific works on the topic research [1; 2] showed that a crisis can be considered as a complex problem or condition when serious threats arise that can affect the normal functioning of an enterprise or society as a whole. There are various approaches to the classification of crisis situations, because it is a complex and multifaceted phenomenon that can have various causes, consequences and characteristics.

However, in our opinion, the methods of overcoming the consequences of these threats and the role of logisticians in crisis conditions are not fully disclosed.

The purpose of the article is to substantiate the ways of increasing the professional competences of logisticians in crisis conditions.

In accordance with the set goal, it is necessary to solve the following tasks:

–to analyze the existing classification of professional competences employees in the field of logistics;

–to analyze the crisis factors that affect the efficiency of activities enterprises;

–justify the areas of improvement of key competencies of employees in the field logistics in crisis conditions.

The object of research is the process of professional development of logisticians in the conditions of crisis phenomena.

The subject of the research is the professional competence of logisticians in crisis situations.

The methodological basis of the research includes such methods as the analysis of scientific literary sources, the method of situational analysis, and the method of expert evaluations.

Research Results. Professional competencies of a logistician in modern logistics is represented as the ability to act in a way that efficiently performs logistics functions by applying special knowledge and skills aimed at optimizing logistics processes [3]. These competencies can be categorized in conformity with several key criteria, each of which plays an important role in the successful work of logistics systems. In the table below, we consider the classification of professional competencies of logisticians. Professional competencies (table 1) are needed to adapt rapidly of Logisticians to crisis periods, of various especially in either caused by pandemics, armed conflicts, or economic instabilities.

Table 1

Classification of Professional Competencies of Logisticians

Competence Category	Competence	Description
General Competencies	Organizational skills	Planning and coordination of logistics operations.
	Management skills	Leadership, decision-making, and personnel management.
Special Competencies	Transport logistics	Management of transport flows, optimization of routes.
	Warehouse logistics	Organization of warehouse processes, inventory management.
	Supply chain management	Coordination of suppliers, manufacturers, and distributors.
Technical Competencies	Information technologies	Use of logistics software products, automation of processes.
	Analytical tools	Application of data analysis methods, demand forecasting.
Interpersonal Competencies	Communication	Ability to communicate effectively and negotiate.
	Teamwork	Cooperation with colleagues, team collaboration.

In the scientific literature, different authors and researchers use different approaches to the classification of crises. Some of them are based on the specifics of the causes and nature of the consequences of the crisis, others - on economic, social or political factors that cause its occurrence [2]. Such different approaches reflect the diversity of crisis situations and can be useful for analyzing and understanding this phenomenon in different contexts. The vast majority of research in this area defines crises according to the following characteristics:

1) By place of origin: internal - within a certain organization, industry or country; external - caused by external factors and having an impact on a certain organization.

2) By level of occurrence: microeconomic - characteristic of individual enterprises; macroeconomic - arise at the state level; international - affect countries or external partners.

3) By breadth of coverage: specialized (industry) - limited to certain areas; local - temporary and territorially limited; group - affect several enterprises at the same time.

4) By reasons of occurrence: random, regular, cyclical.

5) According to sources of origin: spontaneous - due to natural factors; artificial - provoked in advance.

6) By scale of influence: autonomous - affect only internal economic entities; large-scale - have an external impact on other entities.

7) According to the nature of flow: latent - gradual increase of negative phenomena; destructive - rapid deterioration of the situation.

8) By field of occurrence: environmental, economic, political, military and political, financial, demographic, etc.

The crisis has a significant impact on logistics activities, which is reflected in several key aspects. First of all, changes in demand and supply during crises lead to an imbalance in freight flows. For example, during the COVID-19 pandemic, the shutdown of production and a sharp change in demand for certain goods disrupted the usual supply chains, making it difficult to plan and manage logistics. This imbalance

forces companies to quickly adapt to new conditions to avoid product shortages or excess inventory. In addition, restrictions imposed by governments to contain the crisis, such as quarantine measures and roadblocks, significantly complicate the movement of goods. Logistics companies face problems with timely delivery of goods and materials due to closed borders, delays at customs or even lack of transport routes. In such conditions, it is necessary to find alternative solutions and new ways to ensure supply. Crises also affect the costs of logistics companies. Increasing fuel prices, additional security costs and the introduction of new technologies to monitor logistics operations create additional financial pressure. For example, the use of digital platforms may require significant investment, but is necessary for rapid adaptation to new conditions. In such situations, personnel play an important role. Adaptability and flexibility of employees are critical to successfully overcome crisis challenges. Rapid learning of new technologies, working in conditions of uncertainty and readiness for change are the main requirements for logistics personnel during a crisis. In addition, professional development is becoming a necessity as many companies have switched to remote work formats or started using new tools, which requires additional training. Finally, teamwork and leadership are key factors in maintaining performance in crisis conditions [4]. Joint communication, coordination of actions between employees and support of each other help to minimize the negative impact on business processes. Leaders must be able to motivate their teams, provide moral support and create a positive atmosphere to maintain work efficiency in difficult conditions.

In order to effectively respond to crisis situations, logisticians must continuously enhance competencies, which enable logistics processes even under extreme conditions. These competencies include critical thinking, risk management, adaptability, communication, and leadership.

In addition, risk management plays a key role in crisis conditions. In order to increase the defense capability of Ukraine in cyberspace, it is necessary to train specialists in modern cyber defense methods and form their appropriate digital competencies in accordance with the Digital Competence Framework for Citizens

(DigComp 2.0) and the Recommendation of the European Parliament and the Council [5]. Logisticians must be able to identify potential risks at an early stage, assess their impact and quickly implement measures to reduce them. This applies to both external risks, such as blocking transport routes, and internal risks, such as disruptions in supply chains. Another important skill is adaptability. Logisticians must be ready for rapid changes in work caused by various factors, such as economic crises, military and political or natural crises. The ability to quickly review plans and find alternative solutions helps maintain the stability of processes even in the most unpredictable situations. Equally important are communication skills and leadership qualities [6]. Effective communication between team members, partners and customers allows for coordination of actions and exchange of information. Leaders in crisis conditions must not only make responsible decisions, but also support team morale, motivate them to work for results and ensure transparency in decision-making. Thus, the development of these competencies helps logisticians to successfully overcome crisis challenges, maintain the stability of operations and contribute to the growth of the company even in the most difficult times. The development and continuous enhancement of these competencies equip logisticians to effectively address crisis challenges, maintain operational stability, and contribute to the overall resilience and growth of their organizations, even in the most difficult circumstances [7].

Recommendations for improving the professional competencies of logisticians can be proposed based on a comprehensive analysis of the skills required to ensure efficiency and adaptability in logistics operations, particularly in the context of crisis management and evolving global supply chain challenge. Therefore, in our opinion, the main areas of improvement of the professional competencies of logisticians in the circumstances are:

1. Training programs that utilize case studies, role-playing, and simulation exercises are essential for fostering critical thinking and quick responses to unpredictable changes [8]. These methods enhance logisticians' ability to analyze situations, identify problems, and develop optimal solutions, and also improve teamwork, coordination, and risk minimization during crises. By promoting

resilience, such training programs increase both individual and team productivity, ensuring continuity of work during crises.

2. The integration of modern technologies, such as Supply Chain Management (SCM) systems, process automation, and data analytics, significantly increases operational efficiency. Training programs focused on these technologies allow logisticians to better understand and utilize digital tools, resulting in higher productivity, cost reduction, and improved customer service. Knowledge of cutting-edge technology also enhances decision-making capabilities in crisis conditions.

3. Psychological training, including relaxation and meditation techniques, is essential for building stress resistance and emotional stability in crisis scenarios. These methods help logisticians maintain focus and reduce the risk of burnout or mistakes during stressful situations.

4. Simulation exercises using virtual reality (VR) or augmented reality (AR) technologies are effective tools for crisis preparation. These simulations recreate real-life logistics scenarios, allowing logisticians to practice decision-making and problem-solving skills in a controlled, risk-free environment. This approach enhances both individual and team actions, ensuring that employees are better equipped to respond to real-world crises.

5. Crisis management in logistics requires the application of models like integrated management systems based on international standards (e.g., ISO 9001, ISO 31000) [9]. These systems enable companies to adapt to changing market conditions, manage risks effectively, and ensure continuity of operations. Additionally, concepts such as Just-in-Time (JIT) and Lean Logistics help reduce costs and increase organizational flexibility during crises by minimizing stock levels and streamlining processes.

6. Distance learning has become an essential tool for enhancing logistics workers' competencies. The flexibility and accessibility of online courses allow logisticians to continue learning while working, which is particularly important during crisis periods when rapid adaptation is required. Distance learning platforms offer interactive modules and access to the latest technologies, stimulating the

development of critical thinking and problem-solving skills necessary for effective supply chain management.

7. Cross-industry collaboration and the exchange of best practices from other sectors, such as project management and IT solutions, provide valuable insights for logisticians. Joint projects and participation in professional communities allow logistics professionals to integrate innovative solutions into their operations [10]. This collaboration fosters the development of new approaches to complex problems, such as optimizing supply chains and improving transportation efficiency during crises.

8. Offering mentorship and leadership development programs can enhance logisticians' ability to manage teams effectively during crises. Fostering leadership skills, emotional intelligence, and communication proficiency enables logisticians to coordinate actions with stakeholders, guide teams through uncertainty, and maintain operational stability. Leadership programs help prepare logisticians to make responsible decisions and sustain morale, even in challenging situations.

Conclusions. The research conducted on definition of the main directed improvement of professional competences of logisticians in crisis conditions and highlights the critical importance of continuous skill development to ensure effective logistics management during periods of uncertainty. Crisis situations, such as pandemics, wars, and economic downturns, impose unprecedented challenges on global and local supply chains. As a result, logisticians must master with the necessary competencies to adapt quickly, make informed decisions, and maintain operational stability. Key skills identified as essential for crisis management include critical thinking, risk management, adaptability, communication, and leadership. These competencies enable logisticians to analyze dynamic situations, mitigate risks, and ensure seamless coordination between team members and stakeholders.

The next stage of research in this area may become substantiation of practical recommendations for the implementation of developed ways to improve improved perfection professional competencies of logisticians in crisis situations. This will confirm the validity and practical value of the proposed approaches, make a

significant contribution to the development of crisis management practices in the logistics industry, and increase the overall stability and adaptability of logistics systems in response to future risks.

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