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## **ADAPTIVE MECHANISMS FOR BUSINESS MANAGEMENT IN A STATE OF UNCERTAINTY**

The modern economic environment operates under VUCA conditions, which signify high levels of volatility, uncertainty, complexity, and ambiguity. For Ukrainian enterprises, these factors are exacerbated by military risks, disruptions in logistics chains, and energy challenges. Under such circumstances, classical approaches to strategic planning, which rely on past experience, lose their relevance, giving way to adaptive management, which involves constantly adjusting actions in response to changes in the external environment.

The adaptive approach views the enterprise as a flexible system capable of self-regulation and maintaining the stability of key indicators even amid external shocks. It is based on continuous feedback, which allows for a rapid response to changes, as well as the ability to anticipate potential risks before they escalate. The availability of reserves plays a crucial role, ensuring rapid resource reallocation in crisis situations. At the strategic level, adaptability manifests itself through the rejection of rigid long-term plans in favor of flexible scenarios for the unfolding of events. Companies develop several possible future scenarios and identify clear signals that trigger the transition to the appropriate scenario. In this context, strategy becomes a dynamic tool focused not only on achieving specific goals but also on developing competencies that ensure survival and growth under various conditions [3].

Organizational adaptation mechanisms involve changing management approaches. Delegating authority to lower levels becomes crucial, as it accelerates decision-making and enhances the effectiveness of responses. Forming cross-functional teams facilitates the rapid resolution of complex tasks, while fostering an adaptive corporate culture ensures that staff are prepared for change and view mistakes as part of the learning process.

Financial stability in such conditions is achieved through flexible cost management, diversification of operations, and a focus on liquidity. Companies review each expense item for relevance, expand markets and work with alternative suppliers, and focus on maintaining a stable cash flow.

Technologies that enable the rapid acquisition of information and the forecasting of future developments play a crucial role in ensuring adaptability. Early warning systems, big data analytics, and cloud solutions form the foundation for rapid management decision-making and ensure business agility [1].

The implementation of adaptive management begins with an analysis of the company's vulnerabilities and the identification of key risks, followed by the formation of a crisis response team and the establishment of a system for monitoring key performance indicators. As a result, the company does not receive a guarantee that crises will not occur, but rather the ability to effectively withstand them, recover quickly, and capitalize on new opportunities for growth. Another important aspect of adaptive management is the role of leadership, which, in conditions of uncertainty, shifts from

control to facilitating change. Leaders must not only make decisions but also create an environment in which teams are able to respond to challenges independently. This involves fostering trust, open communication, and transparency in decision-making. In such a system, the leader acts not as the sole source of truth, but as a coordinator who sets the direction and ensures the alignment of all departments' actions.

Equally important is the issue of continuous learning and organizational development. In an environment of constant change, a company must quickly accumulate and integrate new experiences, transforming them into practical management decisions. This means implementing systems for internal knowledge sharing, error analysis, and regular process reviews. Thus, adaptability becomes not a one-time reaction to a crisis, but a constant characteristic of the business, ensuring its long-term competitiveness [2].

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