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## **PUBLIC POLICY AND LEADERSHIP AS A SPACE FOR THE CONSTRUCTION OF NEW PROFESSIONAL COMMUNICATION MODELS IN CONDITIONS OF UNCERTAINTY: POLITICAL AND DIPLOMATIC DISCOURSE**

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Public policy and the concept of «leadership» in the context of the transformation of the system of international relations in the 21st century are becoming particularly relevant. States are looking for optimal models of public administration to modernize their societies in conditions of political, diplomatic and economic uncertainty [1, p. 118–134].

In the context of modern global challenges, public policy and leadership serve as the primary arenas for designing innovative communication strategies. Here is a breakdown of how these professional models are evolving under conditions of uncertainty:

Leadership as a Tool for Crisis Resilience. In a volatile environment, leadership shifts from traditional «command and control» to adaptive management. Leaders now

act as «sense-makers», translating complex, uncertain data into clear, actionable narratives for the public and international partners.

Public Policy as a Strategic Framework. Public policy is no longer just about regulation; it is a space for collaborative governance. Uncertainty requires policy models that are: Agile: Quick to pivot based on real-time feedback; Transparent: Building trust through open data and clear communication of risks; The Political-Diplomatic Discourse [2; 3].

The fusion of politics and diplomacy under pressure has created a new «Digital Diplomacy» or «Hybrid Communication» model: Direct Engagement: Using social media and digital platforms to bypass traditional gatekeepers; Value-Based Narratives: Shifting from purely pragmatic interests to «moral leadership» to mobilize international support; Strategic Ambiguity vs. Radical Clarity: Navigating when to remain flexible and when to provide firm, unwavering positions to ensure national security [4, p. 27–30].

Constructing New Professional Models. The «new professional» in this field must master: Cognitive Flexibility: The ability to operate in «black swan» scenarios; Ethical Communication: Maintaining integrity when misinformation is rampant; Interdisciplinary Expertise: Combining psychology, data science, and classical rhetoric;

Under uncertainty, communication is no longer a supportive function – it is the core instrument of power and stability. Success depends on the ability to construct a dialogue that balances immediate crisis response with long-term strategic goals. Should we focus more on the specific skills required for this new type of leader, or would you like to analyze a real-world case study of this communication model in action?

In democracies, during non-critical times, the extent to which the leader's personality influences decision making varies according to his relative passive / aggressive nature. Dominant leaders will seek to reshape the international political system in accordance with their own personal vision, resulting in tenacious foreign policies through which they attempt to advance a central idea, whilst maintenance of the status quo can be attributed more to low-dominance, introvert individuals, seeking to power-share and delegate decision making.

The effects of personality on decision making are difficult to quantify. Interpersonal generalization theory suggests that behavioral differences in interpersonal situations have some correlation to behavioral differences in international situations, for example, a relationship between self-assertiveness / dominance, and willingness to resort to military action. Decision makers may act how they perceive a leader in their society is expected to act, taking role-appropriate decisions which are not necessarily in line with their personal nature.

When analyzing the influence of personality upon foreign policy, it is important to emphasize that the differing political environments surrounding leaders will naturally create highly variable boundaries within which they have the freedom to operate. Within a democracy, the head of government is obliged, to some extent, to take into consideration the opinions of other authorities and experts, and must especially consult the Foreign Minister with regard to foreign policy. In the 21st century, the status-quo of the international system is no longer monopolized by states alone. The role of non-state actors (NSAs) in international affairs is not a recent development. The United Fruit Company and the British East India Company virtually guided foreign policy in Central America and the subcontinent in their day [5].

Organizations like the Red Cross and antislavery groups influenced international affairs in the past, as multinational corporations do today. In the waning years of the Cold War, nongovernmental organizations (NGOs) pressed successfully to bring environmental issues and human rights concerns to the world's attention. However, non-state actors largely operated within the framework of a state-centric system. What is most striking about NSAs today is that while some collaborate intimately with states, others tend to operate by their own rules, and are often guided by their own parochial interests – interests that may run counter to those of their home governments.

Moreover, NSAs are demonstrating a growing ability to project their power and influence across borders, often without regard to formerly sacrosanct notions of state sovereignty. NSAs cannot function without the regulatory framework that states provide, but that does not mean that they are necessarily beholden to their home governments.<sup>3</sup> If anything, there is increasing evidence that states themselves are in fact becoming more dependent on a whole host of non-state actors. Non-State Actors have emerged in international relations as important actors.

They are limiting the authorities being enjoyed by sovereign nation-state under state-centric international relations based on principles of Westafalian system. By weakening states, NSAs are establishing themselves at domestic as well as international level. The nature of power is changing rapidly and becoming ever more diffuse. Power is moving away from the state towards corporations and even individuals – many would argue that Microsoft founder Bill Gates is more powerful than the US President. Power, however it manifests itself, can no longer be wholly controlled by the state and non-state actors are gaining ever greater significance. As a result, the twenty-first century is likely to be increasingly difficult to manage [6, p. 73–88].

Much of the world is today living under elected regimes formally committed to economic liberalization, the rule of law, and respect for human rights. These positive developments have to a large extent fundamentally weakest ate power by empowering

non-state actors and providing them with the opportunity to operate across borders with relative impunity. Nongovernmental organizations, private charities, and even for-profit corporations are increasingly providing education and health care, supplanting governments too strapped or too inefficient to offer such basic services on their own. While these economic players exert a critical and generally positive influence on international affairs, they are singular.

In this new world, individuals and organizations can use communications technology to create powerful transnational networks, global commerce and investment trumps the fiscal and monetary levers of the past, and the removal of trade barriers is making it harder for nations to protect domestic industries. The challenge of adaptation applies to non-state actors as well. They are operating in a virtually unregulated political vacuum in which the constraints on their behavior are increasingly inadequate for coping with the challenge they pose to existing global norms. The more critical a situation is perceived to be, the fewer people will be directly involved in its management, and so there is a greater likelihood that their conclusions and actions will reflect their own personal beliefs, attitudes and interests.

Despite institutional constraints, the political leader has a significant influence over decision making, particularly when national security is seen to be at stake, or when policy can be formed relatively secretly. Even in non-crisis situations, a political leader has «the potential to exercise power and thereby impose his preferences on policy. The extent to which he does so «depends on his own values, beliefs, background and personality». Every person in a position of power brings personal experiences, values, preconceptions and emotions to their decision making, although some will allow bureaucracy and the power-sharing nature of democracy to counter and balance these idiosyncrasies [7].

**Conclusions.** Leadership in diplomacy is an innovative approach to updated modern models of diplomacy of the world's leading states, including Ukraine. Leadership in Diplomacy. Diplomatic leadership is the ability to guide international relations through negotiation, strategic vision, and the power of persuasion rather than force. It involves several core pillars:

✓ Strategic Vision: A diplomatic leader must look beyond immediate crises to identify long-term goals and build sustainable international frameworks.

✓ Effective Communication: Mastery of language and cultural nuance is essential. It's not just about what is said, but how it is perceived by different stakeholders.

✓ Negotiation and Compromise: The essence of diplomacy is finding common ground. Leadership here means knowing when to stand firm on principles and when to seek a «win-win» solution.

✓ Trust and Integrity: Credibility is a diplomat's greatest asset. Reliable leadership fosters trust, which is the foundation of any lasting international agreement.

✓ Soft Power: Modern leadership in diplomacy relies heavily on cultural, economic, and moral influence to shape the preferences of others.

In summary, leadership in diplomacy is about building bridges, managing conflict through dialogue, and inspiring collective action to solve global challenges.

A specific feature of the modern international system (1991–2026) if it is interpreted as a progressive state «diffusion» unipolarity, and/or as the initial phase of the transition to a multipolar (polycentric) model, there are changes that relate to the interests and motivations of political complications in the relations between the major powers and significant increase in the number of states that are increasingly engaged in dialogue on key global issues and identify potential collaborative solutions.

The emergence of new great powers between former colonies and former Third World causes of traditional geopolitical division of the world into «System Center» and the periphery, as countries such as China, India and Brazil are the most important regional centers.

Redistribution loss of economic potential and power and power factor promotes the role of medium-sized countries that join the ad hoc regional combinations of interests and forms of interaction and, depending on their individual intentions and capabilities are more involved in regional coalitions. Strategies of communicative influence in interstate and inter -institutional relations in the face of today are of particular relevance.

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