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MODERN TRENDS IN THE DEVELOPMENT OF MANAGERS' SKILLS

The more dynamically technology transforms the world, the greater the focus on skills, as employer requirements do not remain constant; they evolve under the influence of changes in business processes, labor market structures, the emergence of new professions, and the disappearance of those that have become obsolete, as well as shifts in employment models.

The analytical report on global trends, The Future of Jobs, published following the World Economic Forum, identifies the TOP 10 skills relevant for a successful career in 2025 [1]. These include analytical thinking and innovation, active learning and learning strategies, complex problem-solving, critical thinking and analysis, creativity, originality and initiative, leadership and social influence, technology use, monitoring and control, technology design and programming, resilience, stress tolerance and flexibility, reasoning, problem-solving, and idea generation.

The relevance of this ranking is confirmed by a study conducted by McKinsey & Company in 2021, which identified 56 skills (Distinct Elements of Talent - DELTAs) that enhance employability, increase income potential, and even contribute to job satisfaction. These skills are grouped into four categories: cognitive, interpersonal, self-organization, and digital [2]. Notably, the digital skills category includes competencies essential for navigating today’s technological landscape, such as digital literacy, digital learning, technology-based collaboration, digital ethics, understanding digital systems (including cybersecurity awareness), and software development and usage.

According to data from Burning Glass Technologies, a leading labor market analytics company that analyzed approximately 56 million job descriptions and 120 million resumes, skills can be classified into three broad categories: human-centered, digital, and business-oriented [3]. Based on the content of each category, a modern job candidate should be communicative, capable of teamwork, able to think critically and creatively, analyze situations independently, possess knowledge of at least one programming language, develop software, master cybersecurity fundamentals, manage business processes and projects, and understand digital design, communication, and data exchange.

In fact, all the skills included in the list are universal and are not necessarily tied to a specific profession. However, digital skills have been classified as "hard" (technical) skills, and proficiency in them was primarily required of STEM professionals.

Manager in today's environment must possess a full range of the skills mentioned above. In the context of the Mapping the Genome of Jobs study [4], all skills are structured into three levels: basic, key (essential for each profession, making work impossible without them), and unique (emerging, rapidly evolving, and defining employees' competitive advantage).

For instance, the ranking of the five most fundamental skills for a manager is quite clear: communication, organizational skills, proficiency in spreadsheet software such as Microsoft Excel and Microsoft Word, accuracy, and attention to detail (meticulousness) [4]. Further down the list are teamwork, problem-solving, time management, and research skills, including analytical thinking, data collection and processing, critical thinking, hypothesis formulation, information retrieval, and structuring results. It is evident that business-oriented and digital skills should be classified as key and unique skills.

According to this approach, the skills pyramid for a logistics manager, for example, would be structured as shown in Figure 1.

As outlined in a report of the McKinsey Global Institute, approximately half of today's job tasks could be automated by 2055. Furthermore, Forbes estimates that by 2030, generative artificial intelligence will be capable of automating up to 70% of business activities across almost all professions [5].

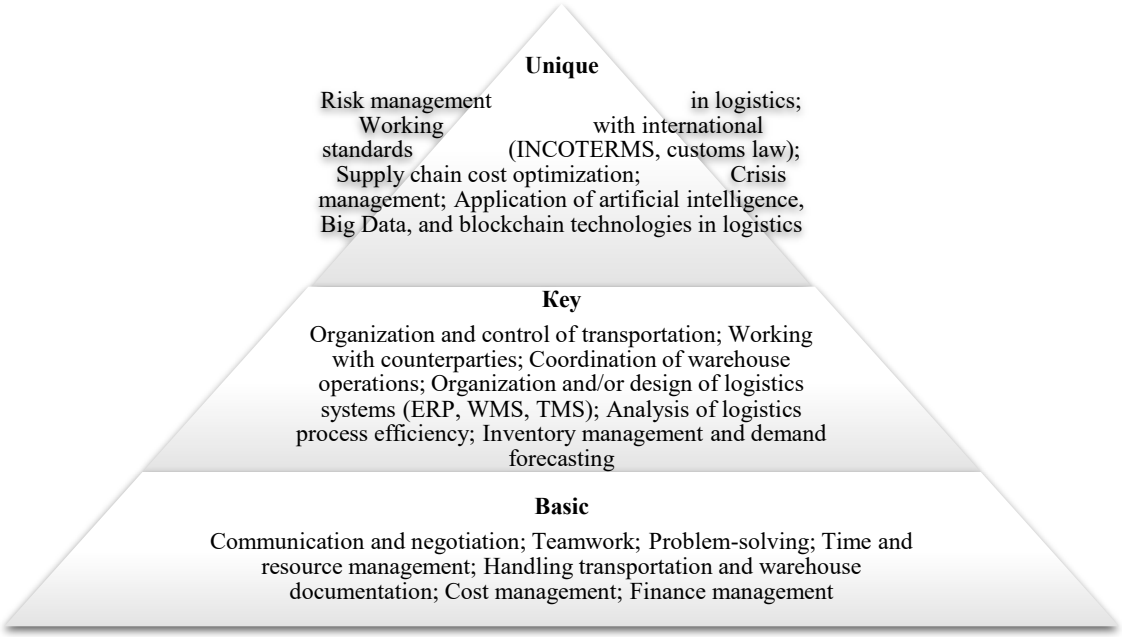

Figure 1 – Skills Pyramid of a Logistics Manager

Unlike technical (hard) skills, which can be automated, human-centered (social) skills, classified as basic, are significantly more challenging to replace with AI.

Thus, understanding modern trends shaping labor market transformations and evolving employer expectations allows professionals to stay ahead of the curve. A commitment to continuous learning remains the key to career resilience and long-term success in the future.

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MENTORING AND CAREER COACHING IN DIGITAL EDUCATION: PROSPECTS OF IMPLEMENTATION IN UKRAINE

In the modern world, digital education plays a key role in shaping a professional career and personal development. The rapid development of technologies, changes in the labor market and the need for continuous learning require new approaches to professional support for young people. In this context, mentoring and career coaching are of particular importance, as they contribute to adaptation to rapid changes, the formation of flexible skills, and effective professional growth.

The use of digital technologies in the field of mentoring and career coaching opens up new opportunities for personalized learning, the development of career strategies, and the effective integration of young professionals into the professional environment. In Ukraine, this area is only beginning to develop actively, so research into its potential and prospects is extremely important [1, 2].