Natalia BATRYN
PhD, Associate Professor of West
Ukrainian National University

THE CONCEPT OF LEADERSHIP IN SECURITY MANAGEMENT

The concept of leadership in security management has gained significant academic and practical attention in recent years due to the increasing complexity of global security threats, digital transformation, cyber risks, terrorism, and geopolitical instability. Modern security management requires leaders who are capable of strategic thinking, crisis response, and ethical governance. As a result, leadership is increasingly recognized as a critical factor influencing organizational resilience, operational effectiveness, and public safety.

Recent research studies demonstrate that leadership in security management extends beyond traditional military models and now includes cybersecurity leadership, crisis leadership, safety leadership, and collaborative governance [3; 5]. Besides, adaptive leadership, emotional intelligence, and technological competence are considered to be essential leadership characteristics in modern security environments.

Historically, leadership in security management was primarily associated with military command structures and hierarchical authority. Traditional security leadership emphasized discipline, centralized control, obedience, and operational efficiency. However, globalization, technological innovation, and transnational threats have expanded the role of security leaders. According to Ranf et al., security leadership now requires a multidimensional approach integrating strategic management, communication, collaboration, and innovation [8]. The authors presented a literature review of the most significant and current trends in contemporary management and identified several potential approaches for managing processes specific to defense organizations. Security leaders must manage increasingly complex risks involving cyber threats, critical infrastructure, public health emergencies, and hybrid warfare. According to Jiang et al. (2024), the field of safety leadership has evolved considerably over the past three decades, moving from traditional supervisory approaches toward transformational and participative leadership models. Their bibliometric review of over 2,000 publications found that leadership research increasingly focuses on safety culture, organizational resilience, and behavioral influence mechanisms [5]. Similarly, Mattingsdal et al. (2023) argued that modern security leadership requires collaboration between military, police, intelligence, and civilian institutions due to the interconnected nature of hybrid threats. This shift reflects a transition from isolated security systems toward integrated security governance frameworks [7].

Transformational leadership is one of the most widely discussed theories in recent security management literature. Transformational leaders motivate followers through vision, inspiration, and innovation while promoting organizational adaptability

and resilience. Jiang et al. (2024) indicated that transformational leadership positively influences safety performance, employee participation, and organizational safety culture. The authors noted that transformational leaders encourage proactive risk management and employee engagement in security-related activities [5]. In cybersecurity management, transformational leadership has become increasingly important due to rapid technological change and evolving digital threats. Burton et al. (2023) found that cybersecurity leaders with transformational leadership qualities improve employee awareness, innovation, and organizational adaptability. Their research highlighted the importance of emotional intelligence, communication, and trust-building in cybersecurity environments [2].

Besides, situational leadership theory suggests that effective leadership depends on adapting leadership styles to specific situations and operational conditions. Recent studies emphasize that security leaders operate in highly dynamic and uncertain environments requiring flexibility and rapid adaptation. Kiluange et al. (2024) argued that leaders in military and security contexts increasingly operate in VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) and BANI (Brittle, Anxious, Nonlinear, and Incomprehensible) environments. Under such conditions, situational leadership becomes essential for effective decision-making and crisis response [6].

Additionally, ethical leadership has emerged as an important research area in security management due to concerns regarding abuse of power, surveillance, privacy violations, and toxic organizational cultures. Akinyele and Chen (2025) critically examined toxic leadership in organizations and identified significant negative effects on employee well-being, organizational trust, and institutional effectiveness. Their review emphasized the importance of ethical leadership, transparency, and accountability in maintaining healthy security cultures [1]. Contemporary research increasingly argues that ethical leadership is essential in cybersecurity and intelligence management where leaders handle sensitive information and high-risk decisions.

Crisis leadership is another important dimension of security management research. Security leaders are increasingly expected to manage emergencies such as cyberattacks, pandemics, terrorist incidents, and natural disasters. Chiwisa (2024) noted that effective crisis leadership depends on rapid decision-making, communication, coordination, and emotional stability. The author highlighted that leaders must maintain public trust while managing uncertainty and operational pressure [3]. Similarly, Drews and Fiedrich (2024) emphasized that command-and-control performance depends heavily on leadership quality, situational awareness, and interagency coordination. The authors found that communication failures and poor coordination remain major obstacles during emergency response operations [4].

Despite significant growth in leadership and security management research, several gaps remain. First, many studies focus primarily on military or organizational settings while giving less attention to international cooperation frameworks. Second,

cybersecurity leadership research remains relatively new. Third, researchers note insufficient empirical studies examining leadership effectiveness during real-world crises and hybrid warfare situations. Additionally, ethical challenges associated with artificial intelligence, surveillance technologies, and digital governance require further investigation.

Leadership in security management has evolved from traditional hierarchical command systems toward adaptive, collaborative, and technologically informed leadership models. Contemporary security leaders must operate in highly complex environments characterized by cyber threats, hybrid warfare, digital transformation, and global uncertainty. Modern leadership approaches increasingly emphasize resilience, innovation, and human-centered security management. At the same time, significant research gaps remain regarding cybersecurity leadership competencies, ethical governance in digital environments, and collaborative crisis leadership.

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