UDC 33.339:338.5:339.13.01:351.86
JEL Classification: L81; M12; M54
DOI: https://doi.org/10.32983/2222-4459-2025-3-391-404

DEVELOPMENT AND MANAGERIAL DECISION-MAKING IN AN ARCHITECTURAL AND CONSTRUCTION COMPANY BASED ON THE «SIX THINKING HATS» METHOD

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UDC 33.339:338.5:339.13.01:351.86
JEL Classification: L81; M12; M54

Makatora D. A., Kubanov R. A., Kopchuk I. M. Development and Managerial Decision-Making in an Architectural and Construction Company Based on the «Six Thinking Hats» Method

The article explores the implementation of Edward de Bono's "Six Thinking Hats" method in the managerial practice of architectural and construction companies, which enables a significant improvement in the decision-making process. The authors analyse the relevance of this approach in the context of the modern architectural and construction industry, which faces numerous challenges such as legislative changes, fluctuations in material prices, intense competition, and technological innovations. The "Six Thinking Hats" method provides a multifaceted approach to situation analysis, allowing managers to consider problems from different perspectives: facts, emotions, logic, creativity, and process-oriented thinking. This promotes the adoption of more balanced and effective decisions that take into account various aspects of projects, including financial, environmental, and social dimensions. The article details the role of each "hat": the white hat focuses on collecting objective data; the yellow highlights potential benefits; the black identifies risks and drawbacks; the red addresses emotions and intuition; the green stimulates creativity; and the blue organizes the thinking process. Such a structured approach helps prevent conflicts and fosters constructive team discussions. The authors emphasize that the application of the "Six Thinking Hats" method enhances employee motivation, as each team member feels that their opinion matters. In turn, this fosters team spirit and innovation, as participants have more opportunities to express their ideas and suggestions. The article also presents practical recommendations for implementing the method in architectural and construction companies. These include conducting training sessions for staff, forming working groups, applying the method regularly in decision-making processes, and evaluating its effectiveness. Particular attention is given to creating a favourable organizational culture that supports the active participation of all team members in the management process. Overall, the authors conclude that Edward de Bono's "Six Thinking Hats" method has considerable potential to enhance the effectiveness of management activities in architectural and construction companies. Its systemic approach, focused on addressing diverse aspects and stimulating creative thinking, can become a key success factor in today's dynamic market environment. Implementing this method can contribute to increasing a company's competitiveness, promoting innovation, and strengthening its position both nationally and internationally.

Keywords: *"Six Thinking Hats" method, managerial decision-making, architectural and construction company, innovation, teamwork, management effectiveness, creativity.*

Bibl.: *20.*

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УДК 33.339:338.5:339.13.01:351.86
JEL Classification: L81; M12; M54

Макатьора Д. А., Кубанов Р. А., Копчук І. М. Розробка та прийняття управлінських рішень менеджером архітектурно-будівельної компанії на засадах методики «Шість капелюхів»

У статті розглядається впровадження методики «Шість капелюхів» Едварда де Боно в управлінську практику архітектурно-будівельних компаній, що дозволяє значно покращити процес прийняття управлінських рішень. Автори аналізують актуальність застосування цього підходу в умовах сучасної архітектурно-будівельної галузі, яка стикається з численними викликами, такими як зміни в законодавстві, коливання цін на матеріали, жорстка конкуренція та технологічні новації. Методика «Шість капелюхів» забезпечує багатогранний підхід до аналізу ситуацій, дозволяючи менеджерам розглядати проблеми з різних точок зору: фактів, емоцій, логіки, креативності та управлінського мислення. Це сприяє

ухваленню більш зважених і ефективних рішень, що враховують різноманітні аспекти проєктів, включно з фінансовими, екологічними та соціальними. У статті детально описано роль кожного з «капелюхів»: білий капелюх фокусується на зборі об'єктивних даних; жовтий акцентує увагу на можливих вигодах; чорний виявляє ризики та недоліки; червоний враховує емоції та інтуїцію; зелений стимулює креативність; синій організовує процес мислення. Такий структурований підхід дозволяє уникати конфліктів і сприяє конструктивному обговоренню в команді. Автори підкреслюють, що застосування методики «шість капелюхів» підвищує мотивацію співробітників, оскільки кожен член команди відчуває важливість своєї думки. Це, своєю чергою, сприяє розвитку командного духу та інноваційності, оскільки учасники процесу мають більше можливостей для висловлення своїх ідей та пропозицій. У статті також представлені практичні рекомендації щодо впровадження методики в архітектурно-будівельних компаніях. Серед них: проведення навчальних сесій для персоналу, формування робочих груп, регулярне застосування методики в процесі прийняття рішень, а також оцінка ефективності її використання. Особлива увага приділяється створенню сприятливої організаційної культури, що підтримує активну участь усіх членів команди в управлінському процесі. Загалом, автори доходять висновку, що методика «Шість капелюхів» Едварда де Боно має значний потенціал для підвищення ефективності управлінської діяльності в архітектурно-будівельних компаніях. Її системний підхід, орієнтований на врахування різних аспектів та стимулювання креативного мислення, може стати ключовим фактором успіху в умовах сучасного динамічного ринку. Впровадження цієї методики може сприяти підвищенню конкурентоспроможності компаній, розвитку інновацій та зміцненню їхніх позицій як на національному, так і на міжнародному ринку.

Ключові слова: *методика «Шість капелюхів», управлінські рішення, архітектурно-будівельна компанія, інновації, командна робота, ефективність управління, креативність.*

Бібл.: *20.*

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In today's environment, the architectural and construction industry faces numerous challenges that require effective management and strategic decision-making. Constant changes in legislation, fluctuations in material prices, intense competition, and rapid technological development demand new approaches to project management from managers. Edward de Bono's "Six Thinking Hats" method offers a systematic and comprehensive approach to situational analysis, which can assist managers in architectural and construction companies in making more balanced and effective decisions.

The use of the "Six Thinking Hats" method allows problems to be considered from different perspectives. This is particularly important in architectural practice, where decisions often have a significant impact on the financial, environmental, and social aspects of a project. Managers can engage the team in constructive discussion while avoiding the conflicts that may arise in traditional decision-making processes. Each hat represents a specific aspect of thinking: emotions, facts, caution, optimism, creativity, and process management which enables a well-rounded view of any given issue.

In the context of architectural and construction projects, where decisions are frequently interdisciplinary, it is important to include the opinions of all process participants. The "Six Thinking Hats method" fosters constructive dialogue among architects, designers, engineers, and project managers. Involving various specialists in discussions helps to identify optimal solutions that account for all possible risks and benefits. Furthermore, incorporating a team-based approach in the decision-making process also increases employee motivation. When each team member feels that their opinion matters, job satisfaction rises, which in turn improves overall productivity. Companies that apply the "Six Thinking Hats" method often observe increased innovation, as team members have more opportunities to voice their ideas and suggestions. The method also enables a more dynamic response to project changes. In construction where time is money, speed and decision-making efficiency are critically important. Through structured discussions, the team can

generate ideas more quickly and choose the most appropriate ones for implementation.

The growing awareness of environmental responsibility and the need for sustainable development make the integration of ecological practices in construction even more relevant. The "Six Thinking Hats" method can help managers consider the environmental aspects of projects from multiple perspectives, supporting the integration of ecological innovations and technologies into the decision-making process. Equally important is the aspect of risk management. Architectural and construction projects are typically associated with high financial risks, and the "Six Thinking Hats" method allows for the identification and anticipation of potential problems before project implementation. Analysing situations from the perspective of potential risks can help a company avoid significant future losses.

Given the above, the relevance of the study "Development and managerial decision-making in an architectural and construction company based on the "Six Thinking Hats" method is evident. Applying this method will not only improve management efficiency in construction companies but also serve as a foundation for further academic research in this area. The development of new managerial strategies based on the "Six Thinking Hats" method opens new horizons in project management and will strengthen the position of Ukrainian architectural and construction companies in the international market.

Analysis of recent research and publications. The issue of managerial decision-making in the field of architecture and construction is highly relevant, as the efficiency of companies in this sector directly depends on the quality of decisions made at all levels of management. Various aspects of this issue have been studied and presented in the works of both Ukrainian and international scholars, including: H. Kvita et al. [1]; O. Lykholat [2]; O. Novikova [3]; I. Lahola, Ya. Kharchuk [4]; R. Yakovchuk, A. Samilo [5]; M. Kravchenko, V. Holiuk [6]; R. Marutian [7]; L. Pariy, A. Kubrak [8]; V. Vasylenko, T. Vakaliuk [9]; B. Litovchenko [10]; T. Tkachova [11]; A. Smirnova [12]; O. Hryshchenko [13]; V. Artemov, I. Syngayivska, S. Fedorets [14; 15]; V. Tatenko [16]; R. Thaler [17]; E. de Bono [18].

In recent years, numerous studies have been conducted in Ukraine and abroad confirming the effectiveness of this method in managerial practice. Researchers such as H. Kvita et al. [1] and O. Lykholat [2] emphasize that applying the "Six Thinking Hats" method helps reduce the likelihood of decision-making errors, as it encourages participation from all team members regardless of their level of experience or qualification. This helps avoid the one-sidedness often observed in traditional management processes, where decisions are dominated by the opinions of a few individuals. Moreover, the method promotes both critical and creative thinking, which is especially important for architectural and construction companies that constantly face new challenges, innovations, and legislative changes. Studies such as those conducted by R. Yakovchuk and A. Samilo [5] demonstrate that integrating methodological recommendations into the management processes of architectural firms not only enhances the quality and effectiveness of decision-making but also fosters team spirit and cooperation, the factors that directly impact the overall success of projects. These findings fully support the ideas established in existing academic works and open new avenues for further research in this important field.

Despite its effectiveness in managerial practice, Edward de Bono's "Six Thinking Hats" method is rarely applied in the architectural and construction sector. This can be attributed to various factors, such as traditional approaches to management that are often focused on formalized and hierarchical decision-making methods. In this context, managers tend to rely on standard procedures and personal intuition rather than involving the team in collective thinking. The lack of familiarity with this method and the team's insufficient motivation for collaborative work can also become obstacles to its effective implementation. However, the limited application of this model in architectural management indicates a promising potential for its adaptation and integration into existing processes. This could significantly improve the quality of decision-making by encouraging creative thinking and generating innovative solutions. Thus, implementing the "Six Thinking Hats" method in the practice of architectural and construction companies may become an important step toward advancing modern project management and improving the efficiency of companies in this sector.

The purpose of the study is to theoretically justify the effectiveness of Edward de Bono's "Six Thinking Hats" method for managerial decision-making in architectural and construction companies and to develop practical recommendations for its implementation.

The *main aims* of the study are:

1. To analyse the theoretical foundations of managerial decision-making and determine their application in the architectural and construction sector.
2. To explore the essence of Edward de Bono's "Six Thinking Hats" method and its potential for enhancing management efficiency in architectural and construction companies.

3. To describe the mechanisms of using each of the "hats" (white, yellow, black, red, green, blue) in the decision-making process.
4. To assess the impact of the "Six Thinking Hats" method on employee motivation, conflict resolution, and the development of innovation in architectural and construction companies.
5. To develop practical recommendations for introducing the "Six Thinking Hats" method into the management practices of architectural and construction companies.

The implementation of these objectives will provide a comprehensive understanding of the potential for applying the "Six Thinking Hats" method in the field of architectural and construction management and outline prospects for its effective integration.

Presentation of the main research material. A managerial decision is a key element in the management process. It is a complex procedure that involves not only the selection of the optimal alternative, but also includes the stages of development, implementation, monitoring, and evaluation of decision outcomes. When defining a managerial decision, it is essential to emphasize its goal – to ensure a highly organized influence on the object of management in order to carry out effective control and coordination of actions within the organization [7]. This implies not only the achievement of specific results, but also the support of the enterprise's stability and development. The management process presupposes the active involvement of executives in shaping an environment that fosters innovation and collaborative activity.

Understanding decision-making theory is vital for responding adequately to the challenges of the managerial environment. In general, two approaches can be identified: narrow and broad. The narrow approach focuses on selecting the best option among alternatives, while the broad approach emphasizes the importance of integrating all stages of the managerial cycle [8]. In practice, all stages – from problem analysis to outcome monitoring – must be interconnected and well-coordinated.

Modern management technologies place new demands on the decision-making process. The use of innovative tools and methods, such as data analytics, artificial intelligence, and decision support systems, plays a crucial role in improving management efficiency [9]. Today, managers must be ready to adapt to change, embrace new technologies, and be open to taking risks in order to achieve strategic objectives.

Finally, the consequences of managerial decisions can be far-reaching. Every decision made by a manager affects not only the company's performance but also the lives of employees, team morale, and the organization's public image. Therefore, it is essential that managers remain fully aware of their responsibility for the decisions they make and take into account the needs of all stakeholders involved in the management process [10]. Successful decision-making thus becomes not only a matter of planning actions but also of shaping a forward-looking strategy that contributes to the organization's growth and prosperity.

Thus, managerial decision-making is a key aspect of the management process, as it determines the organization's future actions in times of crisis or challenge. It is a complex activity that begins with the identification of a problem and ends with the implementation of the optimal solution, requiring an analytical approach and a high level of systematization. A successful managerial decision is not just a response to a problem; it is a strategic step aimed at overcoming difficulties and ensuring the organization's development.

The first stage in preparing a decision involves thoroughly identifying the problem that requires resolution. Cause-and-effect relationships are analysed in order to understand the root of the issue. It is important to consider not only obvious factors but also hidden ones that may significantly influence potential solutions. Setting goals based on these factors allows for a clearly defined course of action and enables forecasting of the results.

The second stage requires a deep analysis of the problem itself. At this point, managers must clearly define the main goal, along with intermediate objectives necessary to achieve the final result. Creating a hierarchy of goals helps focus on the most important areas of activity and organize the work in a way that directs all available resources toward their accomplishment.

The third stage involves exploring the system's potential to solve the problem. This includes evaluating both internal resources and capabilities, as well as analysing the external environment. Considering various solution options is critically important, as it helps identify the most effective path to achieving objectives. At this stage, it is crucial to assess the potential risks of each option.

The fourth stage focuses on selecting the most optimal option. Here, critical analysis and the calculation of the potential effectiveness of each alternative are key. The decision-making process should take into account multiple criteria, such as cost, execution time, required resources, and potential consequences for the organization.

The fifth stage is the implementation of the managerial decision. At this point, it is important to organize the team's work, assign responsibilities, and define deadlines. Strict time control and monitoring of

progress are essential for successful implementation, as even the best strategy can lead to negative outcomes if not properly executed [5].

Despite the established model of decision-making, managers often face difficulties in practice. Commonly accepted approaches do not always reflect the actual indicators of a decision's effectiveness [6]. Therefore, it is important to complement existing methods with new technologies, data analysis, and adaptation to changing conditions [11].

The "Six Thinking Hats" method is an effective tool for developing and making managerial decisions for managers of architectural and construction companies. This method, developed by Edward de Bono, promotes structured thinking and improves team communication, an especially valuable feature in the field of architecture and construction, where decisions are often complex and multifaceted.

It should be noted that Edward de Bono, well known in the academic world for introducing the concept of "lateral thinking", first proposed the term in the late 1960s. Lateral thinking involves a non-linear, creative approach to problem-solving, with a focus on shifting perspective to uncover new possibilities. This type of thinking enhances innovative abilities, which are essential for professional success in today's rapidly changing world [2]. The "Six Thinking Hats" method enables a comprehensive analysis of a topic, helping to identify strengths and weaknesses while offering alternative points of view. It encourages critical thinking, discussion skills, and motivates professionals to seek additional information ultimately broadening their outlook [4].

The main advantages of applying de Bono's method [3] within architectural and construction companies are as follows:

- *encouragement of creativity:* the color-coded hats create a game-like atmosphere that encourages active engagement in discussion, making the process more dynamic and stimulating;
- *ease of use:* the hat metaphor, as a symbol of different thinking modes, is intuitive and easy to remember, which facilitates collaboration on projects;
- *flexibility:* the method can be used in various formats and with different groups – from entry-level employees to senior management adapting to the specific nature of construction projects;
- *result-oriented focus:* structured discussions based on the hats help avoid unproductive conversations and highlight the key aspects of a project, contributing to more effective decision-making;
- *emotional neutrality:* the use of hats allows participants to shift between thinking styles without intensifying personal conflicts, which is especially important for maintaining healthy communication between team members and contractors.

Thus, the use of the "Six Thinking Hats" method in project management within architectural and construction companies can significantly improve the quality of decision-making by enhancing coordination, reducing conflicts, and improving the overall management process. It enables managers to effectively handle complex tasks and ensure the successful implementation of projects.

Let us analyse the process of developing and making managerial decisions by a manager of an architectural and construction company according to the adapted "Six Thinking Hats" method [1; 18]:

1. *White hat (information).* This hat emphasizes gathering concrete data, facts, and technical details that are essential for an architectural and construction company. At this stage, it is crucial to carry out a thorough analysis of project conditions, approval of permits, the technical condition of materials and resources required for the job, and to determine what additional information may be useful during the decision-making process.
2. *Yellow hat (logical optimism).* This hat focuses on the positive aspects of the project and potential benefits from implementing architectural and construction solutions. For instance, the manager may assess how the proposed changes could increase work process efficiency, reduce costs, improve the quality of the final product, and significantly enhance customer satisfaction.
3. *Black hat (criticism).* Applying the black hat enables the manager to identify potential risks, problems, and weaknesses in the project implementation plans. This may include recognizing legal constraints, possible delays in material delivery, or design flaws that could lead to additional costs or the need for rework.
4. *Red hat (feelings and intuition).* This hat highlights the importance of considering the emotional responses of team members, clients, and stakeholders. For example, the manager's intuition regarding how the team or clients perceive the project may prove critical when making decisions that affect team morale and motivation.

5. *Green hat (creativity).* This hat encourages a creative approach to finding innovative solutions in design and construction. The manager might propose new architectural concepts, unconventional uses of materials, or the implementation of new technologies that could improve efficiency and reduce costs.
6. *Blue hat (process organization).* The blue hat is responsible for structuring the workflow and coordinating efforts within the framework of the other hats. This includes defining project goals, managing deadlines, and analysing the results obtained to create a plan for further action.

The application of these six hats in the decision-making process enables the manager of an architectural and construction company to systematically approach problem analysis and decision-making, significantly increasing the likelihood of project success. Each hat complements the others, providing a comprehensive approach to decision-making in the complex environment of the architectural and construction sector.

Let us consider some examples of using different hats in an architectural and construction company.

The use of the white hat (information) in the context of an architectural and construction company focuses on the collection and analysis of concrete, objective data related to the economic aspects of the business. It is important to note that information is a fundamental element of the management system, serving as a link between the object requiring control and the subject making decisions. Information reflects the state of the managed object both statically and dynamically, allowing managers to assess its current condition and predict future developments. It is needed not only for preparing managerial influence in the form of decisions but also for analysing the outcomes of their implementation, which helps identify the strengths and weaknesses of existing management practices. Therefore, the quality of information greatly affects the effectiveness of managerial decisions – the more complete and objective the data, the more well-grounded the decisions will be [12].

Here are some examples of how white hat is being used in this area:

- *construction cost analysis:* collecting data on costs for materials, labour, equipment rental, and other expenses associated with construction enables managers to assess the financial viability of projects. This is essential for setting service prices and developing budgets for new projects;
- *assessment of the competitive landscape:* gathering data about competitors offering similar services and products helps the architectural and construction company understand the market situation, adjust its strategies, and identify competitive advantages;
- *forecasting demand for services:* using statistical data and analysing market trends allows managers to forecast demand for construction services in different regions, which supports resource planning and production process optimization;
- *risk assessment in project design:* analysing various factors that may impact the success of construction projects such as changes in legislation, currency fluctuations, or material price volatility helps identify potential risks and develop action plans to mitigate them.

The application of the white hat in the economic aspects of an architectural and construction company allows for the acquisition of objective information, which in turn supports the adoption of well-founded financial and strategic decisions essential for successful business operations. This approach helps not only to reduce risks but also to enhance the overall efficiency of the company in the market.

The use of the yellow hat, which symbolizes logical optimism, enables a focus on the positive aspects and opportunities in the decision-making process. In this context, a significant contribution to understanding the impact of psychology on economic decision-making was made by American economist and 2017 Nobel laureate Richard Thaler. He identified three key psychological traits that systematically influence economic decisions: bounded rationality, perceptions of fairness, and lack of self-control [17]. Understanding these aspects can significantly strengthen the optimistic approach to economic decision-making, as it brings awareness to the factors that may influence individual choices.

Let us consider some examples of using the yellow hat (logical optimism) in managerial decision-making:

- *development of new architectural concepts:* the yellow hat allows managers to focus on potential positive client feedback, innovation, and the aesthetic value of projects. This not only aids in designing new concepts but also contributes to the development of marketing campaigns that highlight the advantages of new ideas;
- *implementation of eco-friendly technologies:* when discussing the possible integration of environmentally sustainable technologies into construction, the yellow hat helps iden-

tify potential benefits such as reduced energy costs, increased appeal to environmentally conscious clients, and the attainment of certifications that enhance the company's reputation;

- *expansion into new markets:* when managers evaluate the prospect of entering new markets, the yellow hat helps emphasize positive outcomes, such as increased revenue from new projects, opportunities for new contracts, and the strengthening of market position;
- *evaluation of completed projects:* after the completion of construction projects, it is important to assess their outcomes. The yellow hat promotes a positive approach to analysing project successes and encourages identifying new opportunities based on past experience, thereby informing the company's future development strategy.

The use of the yellow hat in the managerial decision-making process within an architectural and construction company promotes positive thinking, encourages innovation, and supports the development of optimistic strategies, which are essential for achieving sustainable success in a constantly evolving market environment.

Developing and making managerial decisions in architectural and construction companies based on the "Six Thinking Hats" method offers managers a unique set of tools for the comprehensive analysis of decision-making aspects, particularly through the perspective of the black hat, which emphasizes criticism and risk. Undoubtedly, criticism and risk are crucial elements to consider in decision-making, as they can significantly influence the final outcomes. First and foremost, criticism can be either constructive or destructive. Constructive criticism supports the decision-making process, as it helps identify weaknesses and areas for improvement through open discussion. This encourages dialogue and leads to more balanced and informed decisions. In contrast, destructive criticism can hinder decision-making by creating a negative atmosphere and decreasing team motivation. Alongside criticism, numerous risks are also associated with managerial decisions.

For example, the risk of misinterpreting data on which decisions are based can lead to flawed conclusions. At times, emotions and intuition may interfere, distracting from objective analysis. Another significant risk lies in the possibility of unforeseen circumstances that may arise after a decision has been made, altering the initial conditions or assumptions [14]. These factors highlight the importance of a systematic approach to risk management, which includes not only probability analysis but also the evaluation of potential consequences, in order to minimize negative impacts on the organization.

Here are several examples of how the black hat can be used in the context of an architectural and construction company:

1. *Risk assessment of potential projects:* using the black hat helps identify potential risks associated with new projects, such as unforeseen changes in market conditions, delays in material deliveries, budget overruns, or inconsistencies in contractor performance. This allows managers of architectural and construction companies to better prepare for possible difficulties already at the planning stage.
2. *Analysis of negative aspects in project documentation:* due to the black hat, a manager can critically assess project decisions by identifying errors or shortcomings in technical solutions that may lead to increased costs or delays in implementation. This is essential for ensuring high-quality project execution and avoiding unnecessary expenses.
3. *Personnel and team management issues:* the black hat can be used to analyse potential conflicts within the team, as miscommunication between team members or a lack of qualifications among workers may result in delays or reduced work quality. Identifying such weak points enables the company to take corrective measures.
4. *Environmental and social planning risks:* evaluating environmental and social risks associated with development is a critically important aspect of the work of architectural and construction companies. Applying the black hat in this context makes it possible to identify potential negative impacts on the environment or society, such as protests from local residents which may threaten project implementation.
5. *Financial risk assessment of projects:* the black hat also helps analyse financial risks, such as price fluctuations for materials or changes in credit terms. A critical attitude toward a project's financial indicators can help the company avoid unforeseen expenses and losses during implementation.

Overall, the use of the black hat in project management in architectural and construction companies contributes to a deeper analysis of potential problems, which in turn allows managers to make informed decisions and ensure successful project completion. It supports improved decision-

making processes and increases the overall efficiency of the company.

Psychological mechanisms of managerial decision-making often rely on two main approaches: rationality and intuition. The rational approach involves logical analysis, processing large amounts of data, and systematically reviewing alternatives, which enables reasoned conclusions. However, in the real world of management where situations are often unpredictable and nonstandard relying solely on rational methods may not be sufficient. In this context, there arises a need to incorporate intuitive and emotional components, which are associated with the red hat in Edward de Bono's "Six Thinking Hats" method. This approach emphasizes the role of emotions and intuition in the decision-making process, which can foster more creative and adaptive solutions in complex situations. Intuition enables quick judgment by relying on inner feelings, which can be particularly valuable when information is limited or when decisions must be made rapidly [14]. Thus, the optimal approach to managerial decision-making lies in combining rational analysis with intuitive thinking.

Let us look at some examples of using the red hat (feelings and intuition) in the context of architectural and construction activities:

1. *Incorporating the client's emotional perspective into the project:* when developing architectural and engineering designs, it is important to consider the emotional needs and expectations of clients. Using the red hat enables managers to take into account not only technical requirements but also the client's emotional reactions to proposed solutions, which can contribute to a more positive overall experience.
2. *Evaluating the team's intuitive reactions:* during discussions of new projects or construction ideas, it is vital to listen to the intuitive signals of team members. The red hat allows for the expression of emotions and feelings that may indicate potential risks or opportunities – insights that are not always evident through data analysis or past experience.
3. *Market response to new construction solutions:* taking into account the emotional reactions of consumers and the market to new products such as eco-friendly buildings or innovative technologies helps to make more informed investment and positioning decisions. The red hat approach can help anticipate how new solutions will be perceived by potential buyers.
4. *Responding to criticism and feedback:* identifying emotions and sensitive reactions to feedback received from partners or clients can assist managers of architectural and construction firms in adapting their strategies and proposals more effectively. This process helps address shortcomings in previous decisions and align more closely with market needs.
5. *Creating a supportive environment for dialogue:* using the red hat can also contribute to establishing open communication within the team by encouraging discussions of the emotional dimensions of management decisions. This, in turn, fosters a more creative and constructive environment for idea development.

In general, applying the red hat in an architectural and construction company helps balance managerial decisions between rational analysis and emotional factors. This balance can lead to the creation of more successful projects and strengthen relationships with clients and partners.

Creativity in decision-making is an important aspect that can significantly influence performance in any field. The use of creative approaches makes it possible to generate new ideas, reconsider traditional methods, and find unconventional solutions that may be more effective and adaptable. For example, in business, companies that incorporate creativity into the decision-making process can discover new market opportunities, optimize their production processes, and develop innovative products that meet consumer needs. Moreover, creativity can help improve collective efficiency within teams. When team members participate in brainstorming sessions and freely share ideas, it not only fosters the generation of new concepts but also builds an atmosphere of trust and cooperation. Creative thinking can also assist in conflict resolution, as non-standard approaches help find compromises and ways out of difficult situations [15]. Therefore, creativity in decision-making not only stimulates innovation but also strengthens team spirit and the effectiveness of collaborative work.

Let us consider some examples of using the green hat (creativity) in the context of an architectural and construction company:

1) *Innovative architectural solutions:* using the green hat enables architects and designers to generate new building design concepts. This may include, for example, developing green technologies to reduce energy consumption or implementing solutions that support sustainable development standards.
2) *Promising materials and technologies:* within the decision-making process regarding the choice of building materials, the green hat stimulates the exploration of alternative and innovative materials that can reduce environ-

mental impact, improve energy efficiency, and enhance building quality.

3) *Creative approaches to project management:* managers can use the green hat to develop new project management methods, including Agile or Lean approaches, which allow faster adaptation to changing market conditions and client needs.
4) *Experimental zones and conceptual projects:* the green hat encourages the initiation of pilot projects and the testing of new concepts. This may include the creation of experimental zones for testing new urban planning solutions or technologies that could later be implemented in larger-scale projects.
5) *Collaboration with designers and architects:* the use of the green hat in joint idea sessions allows different specialists (architects, engineers, project managers) to combine their efforts to generate creative ideas that reflect the needs of all participants in the process.
6) *Market trend analysis:* the green hat can also be used to explore new trends in the construction market, including changes in consumer preferences, which can help identify new opportunities for business development.

Using the green hat in the decision-making process in an architectural and construction company promotes the development of innovative and creative approaches to project management, increasing the organization's effectiveness and adaptability in the market. As a result, companies are not only able to meet customer needs but also become leaders in implementing sustainable and eco-friendly solutions.

Organizing the decision-making process is a key stage in any activity, both in business and in everyday life. It involves a systematic approach to collecting, analysing, and evaluating information, which helps identify the most effective solutions in various situations [16].

Let us consider some examples of using the blue hat (process organization) in relation to market research, financial indicators, and other economic aspects:

1) *Planning architectural market research:* the blue hat in this field structures the process of setting goals for market research in architectural services. A manager formulates questions such as: "What design trends influence demand in our target audience?" and assigns tasks to the data collection team regarding new technologies, sustainable solutions, and consumer needs.
2) *Analysing project financial indicators:* using the blue hat in an architectural and construction company ensures the systematization of the financial analysis process. The manager defines how to evaluate expenses for materials, labour, and technologies, establishing clear quantitative benchmarks for comparing costs with revenues during project implementation.
3) *Studying economic trends in construction:* with the help of the blue hat, the manager organizes the monitoring of changes in legislation, material prices, and technological innovations. This allows the company to adapt its strategy to new conditions, intercultural trends, and social demands, taking into account how these factors influence supply and demand in the market.
4) *Preparing reports and presentations for clients and investors:* applying the blue hat helps effectively present the outcomes of design and construction activities. The manager sets a clear structure for reports, including financial summaries, risk analysis, charts, and graphs that highlight the project's success, in order to clearly communicate information to stakeholders.
5) *Developing strategies for new projects:* the blue hat allows for organizing collective brainstorming sessions to define the goals of new projects, taking into account all stages from concept to implementation. The manager can raise questions such as: "Which implementation phases are critical for project success?" in order to determine key priorities.

Using the blue hat in an architectural and construction company not only contributes to organizing the decision-making process but also enhances the quality, integrity, and accuracy of analysis, which in turn can significantly impact the company's competitiveness.

It should be noted that Edward de Bono's "Six Thinking Hats" method is a tool for structured thinking that helps groups view problems from different perspectives. In the context of an architectural and construction company, implementing this method can have a positive impact on employee motivation and conflict mitigation for several reasons.

Positive impact on motivation:

1. *Creating a safe environment for expressing ideas:* all participants can freely share their ideas and thoughts without fear of being judged. This increases employees' confidence in their knowledge and encourages active engagement.

2. *Involvement in the decision-making process:* the method encourages all team members to participate in discussions and decisions. This enhances the sense of ownership over projects and increases motivation to carry them out.
3. *Fostering creativity:* due to the structured approach to discussing ideas, employees can propose new and innovative solutions, which contributes to increased creativity and engagement in the work process [19].

Positive impact on conflict resolution:

1. *Structured discussion of conflicts:* each hat represents a different thinking style, allowing participants to approach conflict situations from different perspectives, analysing them rationally, emotionally, and critically.
2. *Reducing tension within the group:* using the hats allows participants to see that different viewpoints are not personal attacks but constructive contributions to the discussion. This helps reduce stress and tension.
3. *Forming a shared vision:* when the team works on resolving a conflict using different hats, they can identify common interests and goals. This helps not only to resolve the conflict but also to shape a shared vision for future projects.
4. *Improving communication:* the "Six Thinking Hats" method promotes active listening and attentiveness to others' opinions. This improves overall team communication and reduces the likelihood of future conflicts [20].

Thus, implementing the "Six Thinking Hats" method in an architectural and construction company can significantly improve employee motivation and contribute to constructive conflict resolution. This is made possible by creating a safe environment for idea exchange, involving all team members in decision-making, fostering creativity, and improving communication. Conflict mitigation through structured discussions allows teams to work more effectively, which, in turn, increases the overall productivity of the company.

Below there are recommendations for a manager of an architectural and construction company regarding the use of this method:

1. Preparation for a decision-making session:

- ✦ Define a clear goal for the session. What specific managerial decision do you plan to make?
- ✦ Involve key employees with different roles in the discussion: architects, engineers, financial analysts, marketers.

2. Using the six hats:

- ✦ White hat (facts and information): gather all data that may be useful for making a decision. What information do you already have? What additional data do you need?
- ✦ Red hat (emotions and intuition): allow participants to express their feelings and intuition regarding possible decisions. What emotions does this decision evoke?
- ✦ Black hat (risks and problems): discuss potential negative aspects and risks associated with the decision. What problems might arise if this decision is implemented?
- ✦ Yellow hat (advantages and opportunities): explore the positive aspects of the decision. What benefits can be gained? What opportunities does it open up?
- ✦ Green hat (creativity): generate new ideas and alternative solutions. What innovative approaches can be applied?
- ✦ Blue hat (process management): summarize the discussion. What actions should be taken next? What decisions have been made and how should they be implemented?

3. Recording and structuring ideas:

- ✦ Keeping minutes of the discussion is important for capturing thoughts and ideas. This will also be helpful for further analysis and decision-making.

4. Evaluation and selection of a decision:

- ✦ After all the hats have been "worn," analyse the collected ideas and information, and choose the most well-founded decision that reflects a balance of advantages and risks.

5. Implementation and monitoring:

- ✦ Develop a plan for implementing the chosen decision, set deadlines, and assign responsible persons.
- ✦ Involve the team in the implementation and monitoring process to ensure the effectiveness of the decision.

6. Feedback and improvement:

- ✦ After implementing the decision, organize a feedback session to discuss the results. What worked and what didn't? What lessons can be learned for future decisions?

The use of the "Six Thinking Hats" method will contribute to ensuring a well-rounded approach to managerial decision-making, which is essential for the successful operation of an architectural and construction company, where risks and opportunities can significantly influence project outcomes.

Below are several recommendations for the successful implementation of Edward de Bono's "Six Thinking Hats" within the operations of an architectural and construction company:

1. Training and familiarization with the method:

- *Train employees:* conduct workshops for managers and staff to help them understand the basic principles and the meaning of each "hat";
- *Create reference materials:* develop brochures or video materials that describe each hat and offer practical guidelines on how to use them.

2. Forming groups:

- *Create working groups:* divide employees into groups, with each group representing one of the hats during discussion and decision-making processes;
- *Regular meetings:* organize regular meetings during which the teams will discuss issues using the "Six Thinking Hats" approach.

3. Practical application:

- *Application in projects:* apply the method when planning and executing project tasks, including the development of new architectural solutions;
- *Moderating discussions:* assign moderators to help ensure the rules are followed so that each hat is properly represented and heard.

4. Evaluation and analysis:

- *Gather feedback:* conduct surveys among participants to evaluate how the method helped in making more informed decisions and improving team interaction;
- *Analyse results:* after project completion, assess how the application of the method influenced the quality of decisions and overall productivity.

5. Culture and mindset:

- *Encourage openness:* create a culture in which each employee feels comfortable expressing their ideas and opinions, regardless of the task;
- *Top management support:* company leaders should support and promote the use of the method by demonstrating their own interest and involvement.

6. Integration with other methods:

- *Synergy with other tools:* consider integrating the "Six Thinking Hats" method with other project management tools or decision-making methods such as SWOT analysis, brainstorming, or Agile methodologies.

7. Continuous improvement:

- *Knowledge updates:* regularly refresh your understanding of the method by studying new research and industry examples;
- *Organize masterclasses:* host seminars and workshops with invited experts to introduce new ideas and approaches.

By implementing the "Six Thinking Hats" method, a company can significantly improve the quality of managerial decision-making, create a more productive and open environment among employees, and increase its competitiveness in the market.

CONCLUSIONS

The use of Edward de Bono's "Six Thinking Hats" method in the management of architectural and construction companies holds significant potential for enhancing the effectiveness of managerial decision-making. This method provides a systematic and comprehensive approach to problem analysis, allowing situations to be considered from multiple perspectives – facts, logic, emotions, creativity, and process-oriented thinking. Applying the method encourages the involvement of all team members in the decision-making process, which boosts their motivation and strengthens team spirit. Structured discussions based on the "hats" help to prevent conflicts and identify optimal solutions that take into account a wide range of fac

This is especially important in the architectural and construction sector, where decisions are often interdisciplinary in nature. The "Six Thinking Hats" method also enhances a company's flexibility and adaptability to change, facilitating more dynamic responses to new market demands and challenges. Considering risks, applying creative approaches to problem-solving, and following a structured decision-making process enables managers of architectural and construction companies to make more informed and effective managerial decisions.

Implementing this method in the practice of architectural and construction companies can become a key factor in increasing their competitiveness in the market. It allows for the integration of rational analysis and intuitive thinking, which supports the generation of innovative ideas and solutions. Additionally, the use of the "Six Thinking Hats" method can improve team collaboration, reduce conflicts, and enhance the overall efficiency of the company's operations.

Moreover, the application of the method can contribute to the development of both critical and creative thinking among professionals in the architectural and construction industry. This not only helps them make better decisions but also cultivates essential skills for successful work in conditions of constant change and innovation. Therefore, implementing this method can be an important step in enhancing the professional competence and competitiveness of Ukrainian architects, engineers, and construction managers.

Another important aspect of using the "Six Thinking Hats" method in architectural and construction companies is its potential to support sustainable development. Given the significant environmental impact of this industry, considering ecological aspects in decision-making is becoming increasingly important. The method enables a comprehensive examination of the environmental consequences of projects, contributing to the adoption of innovative and sustainable solutions. This not only reduces the negative impact on the environment but can also become a competitive advantage for companies that demonstrate their commitment to sustainability and responsibility.

In general, the implementation of the "Six Thinking Hats" method in the managerial practice of architectural and construction companies in Ukraine has great potential to improve decision-making efficiency, promote innovation, and strengthen the competitiveness of the industry. Its systematic approach, ability to incorporate diverse perspectives, and stimulation of creative thinking can become key success factors in today's dynamic environment. Therefore, active implementation of this method can support further progress and development in the architectural and construction sector in Ukraine.

The results of this study may be useful for company executives, project managers, and researchers exploring management in the construction industry. Future research could focus on developing specific methodologies for evaluating the effectiveness of the "Six Thinking Hats" implementation and its impact on the financial performance of companies.. ■

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УДК 658.5:005.21+330.341.1
JEL Classification: D83; M10; O32 33
DOI: https://doi.org/10.32983/2222-4459-2025-3-404-412

СКЛАДОВІ НАУКОВИХ ДОСЛІДЖЕНЬ ВПРОВАДЖЕННЯ АДАПТИВНИХ СТРАТЕГІЙ РОЗВИТКУ ПІДПРИЄМСТВ: УПРАВЛІНСЬКИЙ І МАРКЕТИНГОВИЙ ВИМІР

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УДК 658.5:005.21+330.341.1
JEL Classification: D83; M10; O32

Олійник Т. І., Сапожніков Н. М. Складові наукових досліджень впровадження адаптивних стратегій розвитку підприємств: управлінський і маркетинговий вимір

У статті розглядаються методологічні засади стратегічного управління підприємствами в умовах динамічних змін і невизначеності, акцентуючи увагу на концепції адаптивного розвитку як ключового інструменту забезпечення стійкості та конкурентоспроможності. Дослідження аналізує трансформацію класичних управлінських підходів у контексті глобалізації, цифровізації та мінливості ринкового середовища. Проблематика адаптивного розвитку є актуальною в сучасному науковому дискурсі через зростаючу турбулентність економічних систем, спричинену технологічним прогресом, соціокультурними зрушеннями та посиленням конкуренції. Необхідність переосмислення стратегій управління обумовлена неспроможністю традиційних моделей забезпечити ефективну самоорганізацію та інноваційне оновлення підприємств у VUCA-середовищі. Метою дослідження є розробка комплексного методологічного підходу до оцінювання ефективності адаптивних стратегій, який інтегрує міждисциплінарні інструменти для формування стійких управлінських рішень. У статті використано системний аналіз для вивчення взаємозв'язків між внутрішніми ресурсами підприємства та зовнішнім середовищем, що дозволило оцінити адаптивний потенціал як цілісну систему. Порівняльний метод використано для зіставлення традиційних і сучасних стратегічних підходів, виявивши переваги гнучких моделей управління в умовах невизначеності середовища. Дослідження прагне обґрунтувати принципи переходу від планування до стратегічної навігації в умовах нестабільності. Виявлено, що адаптивність залежить від інтеграції багатовимірних KPI, цифрових інструментів і нематеріальних факторів, таких як трансформаційне лідерство. Розроблено модель оцінювання, яка забезпечує прозорість рішень. Запропоновано підходи, що поєднують ризик-менеджмент, клієнтоцентричність та інноваційну активність для стратегічного оновлення. Подальші дослідження можуть бути спрямовані на вдосконалення аналітичних платформ із застосуванням штучного інтелекту для прогнозування поведінкових трендів споживачів.

Ключові слова: *адаптивні стратегії, наукові дослідження, методологічний підхід, розвиток підприємств, стратегічне планування, маркетинг, ефективність управління.*

Рис.: *2.* ***Табл.:*** *2.* ***Бібл.:*** *17.*

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