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Review

Planning and managing a project team in the context of Leadership 4.0

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Abstract: In the era of digital transformation and the challenges of the Fourth Industrial Revolution, team management necessitates a new leadership approach that balances technological capabilities with humanity. The purpose of the study is to determine the features of project team management in the context of Leadership 4.0 and identify the competencies necessary for effective interaction in online, offline, and hybrid work formats. The paper uses analysis of scientific sources, conceptual modeling, and a comparative analysis of the characteristics of team formats. The results obtained demonstrate that Leadership 4.0 is based on strategic vision, systems thinking, digital literacy, emotional intelligence, and skillful communication. Significant differences in the requirements for a manager depending on the form of work organization were identified: from maintaining trust and cohesion in online teams to balancing control and autonomy in an offline environment and ensuring equal access to information in hybrid models. The proposed conceptual model of Leadership 4.0 reflects the relationship between the capabilities of digitalization and the human factor, emphasizing the role of values, emotional intelligence, and communication in the successful implementation of projects. The study proves that leaders of the digital age can adapt to dynamic conditions, creating resilient, motivated, and high-performance teams.

Keywords: Leadership 4.0; project management; digital transformation; emotional intelligence, planning

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1. Introduction

The current stage of societal development is shaped by global transformations brought about by the Fourth Industrial Revolution. Digitalization, automation, and integration of the latest technologies are fundamentally changing approaches to managing organizations and teams. In conditions of high business dynamics and growing uncertainty, traditional leadership models are gradually losing their effectiveness, giving way to new management concepts. One of these is

Leadership 4.0, which involves a combination of strategic vision, digital competencies, emotional intelligence, and flexibility in decision-making.

Evidence from LNS Research (2022) indicates that more than 80% of transformations in the field of quality are not led by quality specialists, despite the high level of digitalization of organizations. At the same time, the level of implementation of Quality 4.0 programs has increased from 16% to 27% over the past two years, emphasizing the growing role of leadership in the digital transformation of production. The relevance of developing leadership competencies is also confirmed by HR strategies. Recent data reported by TestGorilla (2025) show that 54% of companies in 2024 identified leadership development as a strategic priority, and 63% of these programs aimed to increase productivity in hybrid and remote work formats. Additionally, studies indicate that team performance can increase by 60% in just two months after completing development programs. The dynamic changes of Industry 4.0 have led to the rapid spread of smart factories, which are transforming not only production processes but also the team management system. According to Precedence Research (ClickMaint. (2023), the global smart factory market was worth $129.74 billion in 2022 and is projected to grow to $321.98 billion by 2032, at a CAGR of 9.52%. This trend indicates a growing demand for leaders who can effectively coordinate digital teams in a complex technical environment. Analysts note (DigitalDefynd. (2025), about 70% of the leadership skills needed in the digital age are new or significantly different from traditional ones. These include managing remote teams, developing a digital strategy, maintaining technological awareness, demonstrating flexibility, and cultivating emotional intelligence. Since the beginning of the pandemic, the number of leaders working remotely has increased by 80%, resulting in a significant shift in the way teams interact. In today's hybrid work environment, strong remote leadership has gone from being an added advantage to a prerequisite for the viability of organizations.

The study of team management features in the context of Leadership 4.0 is becoming increasingly relevant. After all, teams are the main link in the implementation of organizational strategies, and the effectiveness of their work directly depends on the leader's ability to integrate technological capabilities with human values and the principles of interaction. In the context of the increasing adoption of remote and hybrid work formats, there is a need to develop new approaches to coordination, motivation, and support for effective teamwork. Thus, analyzing the concept of Leadership 4.0 and its impact on team management enables not only an understanding of modern trends in management but also the formulation of practical recommendations for managers seeking to achieve high results in the digital era.

2. Materials and Methods

The study employs a qualitative methodological approach and aims to investigate the characteristics of project team management within the context of Leadership 4.0. The work combines elements of system analysis, structural-logical generalization, comparative analysis, and conceptual modeling. This approach allows us to identify the components of Leadership 4.0 and their impact on the formats of teamwork in the digital environment.

The analytical review is based on scientific publications, reports from international organizations, empirical research results, and current statistical reviews for the period 2018-2025. The sample includes sources that

- research Leadership 4.0, digital transformation, or team management;
- have scientific indexing or belong to proven professional resources;
- contain current data on digital competencies, organizational trends, and the development of remote/hybrid work formats.

Additionally, selected industry case studies in the agricultural sector (e.g., precision agriculture and smart farming solutions) were included to illustrate the practical application of Leadership 4.0 principles in agriculture. These cases were analyzed as illustrative examples of digital transformation and team management in technology-intensive production environments.

The literature base is formed from open sources, so there are no restrictions on the availability of materials.

The main methods are:

- System-analytical method to determine the relationships between the elements of Leadership 4.0 (strategic vision, emotional intelligence, digital competencies, etc.).
- Comparative analysis to identify differences between online, offline, and hybrid formats of team interaction.
- Structural-logical generalization method to form conclusions about the role of a leader in the context of digital transformation.
- Conceptual modeling to build a Leadership 4.0 model in the context of project team management.
- Case study analysis method to examine practical examples of Leadership 4.0 implementation in agricultural, focusing on digital platforms, IoT integration, and hybrid team coordination.

The study is based exclusively on secondary data obtained from open scientific and professional sources. The main limitation is the dependence of the conclusions on the quality and completeness of available literature sources. The use of industry case studies as illustrative material may limit generalizability but enhances the practical relevance of the research. The lack of empirical confirmation requires further research using quantitative methods, surveys, or modeling of team behavior in a digital environment.

3. Literature Review

Leadership 4.0 is a response to the challenges of the Fourth Industrial Revolution, which is characterized by digitalization, automation, and the use of advanced technologies in management. In modern organizations, there is a growing need for leaders who have digital skills, strategic thinking, and the ability to adapt to rapid change (Akçay Kasapoglu, 2018). An essential role in this process is played by the flexibility of management approaches, particularly the concept of Agile leadership, which involves adaptability to new conditions, rapid decision-making, and effective utilization of human capital (Luthia, 2023).

Digital transformation significantly alters the role of a leader, necessitating the development of new competencies and management skills in a digital environment. In particular, scientists emphasize the importance of creating a digital culture that promotes the implementation of innovations and increases the effectiveness of teamwork (Cortellazzo, Bruni & Zampieri, 2019). Technological changes also affect decision-making, which is increasingly based on big data analysis and the use of artificial intelligence (Karakose et al., 2022).

Among the challenges of digital leadership, researchers highlight the need for continuous training of managers, as traditional management methods are gradually losing their effectiveness (Pasolong et al., 2021). For effective team management, a leader's ability to motivate employees, develop their digital skills, ensure transparent communication in the context of digitalization, and foster a favorable organizational culture is crucial (Oberer and Erkollar, 2018; Klein, 2020). Successful leaders in the digital age must combine technological competencies with emotional intelligence, enabling them to thrive in dynamic environments and effectively manage virtual teams (Eryeşil, 2021).

A promising area of research is the integration of digital strategies into human resource management, which includes the use of intelligent systems for recruiting, training, and developing personnel (da Silva et al., 2022). The growing role of digital leadership in organizational transformation is also noted, as it determines the success of companies in adapting to new market conditions (Muhuri, Shukla and Abraham, 2019). Given the dynamics of change, further research should focus on developing models of effective leadership that combine technological capabilities with managerial innovations.

4. Results

4.1. Features of teams in Leadership 4.0

A team and a collective are two distinct forms of group interaction that exhibit different characteristics. A team is created to achieve a specific goal within a particular time frame, and its members have clearly defined roles and tasks. A collective is a more stable community that exists for a long time and is formed around shared values, traditions, and interaction between members. Despite these differences, leadership is a necessary success factor for both the team and the collective, since it is the leader who provides coordination, control, motivation, and strategic development of the group.

Leadership 4.0 is a new management paradigm that creates the need for leaders to develop adaptive and innovative approaches to team management that can work in different formats - offline, online, or using a hybrid model. In the context of the spread of various forms of work organization (remote work, hybrid work, flextime, contract work, compressed work week, phased retirement), the importance of technological capabilities and flexibility is increasing, which ensures the effectiveness of team interaction. Figure 1 shows the relationship between these forms of work organization and different team formats.

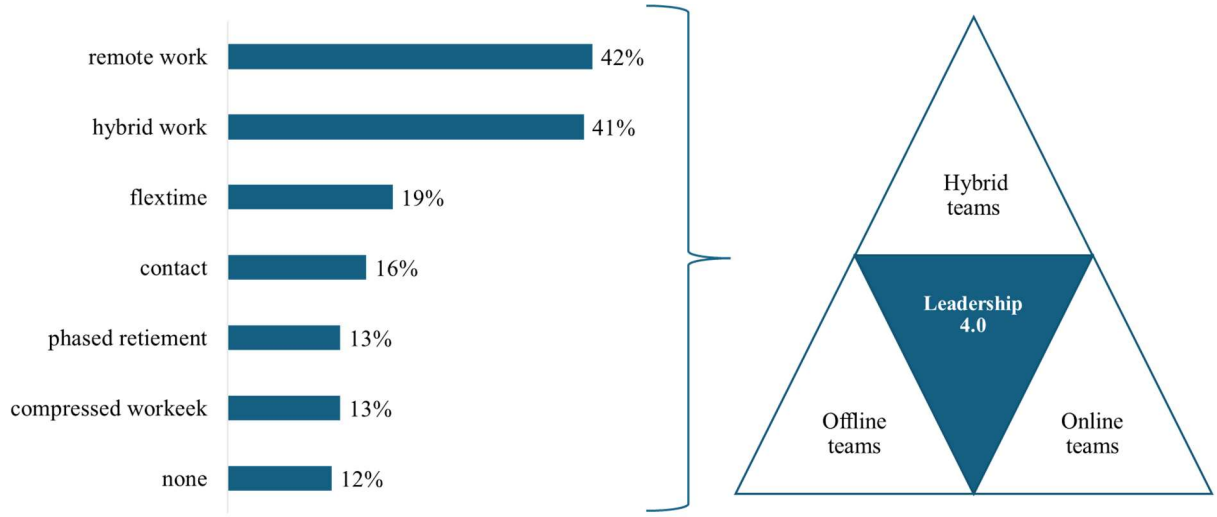

Figure 1. Team working formats in the context of Leadership 4.0
Source: compiled by the authors based on (Harvard Business Publishing Corporate Learning, 2024)

Online teams operate in a digital environment, which provides them with several unique advantages (Avolio et al., 2014; Cortellazzo et al., 2019). Due to the absence of geographical restrictions, it is possible to attract specialists from different countries and increase the level of expertise. Flexible work schedules enable employees to work at their most productive times, thereby contributing to increased efficiency. However, this form of work requires a high level of technological competence, since the effectiveness of communication and management depends on the use of digital platforms. One of the challenges for a leader is to build trust and team cohesion without direct contact (Morrison-Smith et al., 2020). The lack of personal interaction can make it difficult to establish an emotional connection between team members, which affects the level of engagement and team spirit. Additionally, remote work requires a high level of self-discipline from employees, making it more challenging to monitor their performance. To successfully manage an online team, it is essential to establish a clear communication system, ensure transparency in work processes, provide regular feedback, and foster informal interaction between team members.

Offline teams work in a physical space, which simplifies communication and promotes team spirit (Lee et al., 2018; Han et al., 2019). Live communication enables you to resolve work issues more efficiently, and spontaneous interactions facilitate the exchange of ideas, ultimately enhancing the creative process. Additionally, direct contact with the leader enables you to receive feedback quickly and adapt more effectively to changes in the work process. At the same time, offline teams have their limitations. They are less flexible in terms of work schedules, as they are tied to a physical location,

which can reduce productivity in certain situations. Additionally, working in an office can lead to frequent distractions, which negatively impact concentration (Schermuly et al., 2022). For effective management, a leader must strike a balance between control and trust in employees, maintain employee motivation, and create conditions for productive cooperation.

Hybrid teams combine elements of online and offline work, which creates both new opportunities and additional challenges. The combination of digital tools and traditional working methods enables flexibility and efficiency in team interaction but requires special attention to ensuring equal access to information for all team members (Coronado-Maldonado et al., 2023). The leader needs to avoid situations where office employees have an advantage in communication, while remote workers remain less integrated into work processes. The use of digital platforms becomes strategically crucial for coordinating actions and maintaining a unified corporate culture. Managing a hybrid team requires new skills from the leader (Hämäläinen, 2022), namely, ensuring effective synergy between online and offline employees, stimulating productivity, and building trust regardless of physical presence.

Team management in the context of Leadership 4.0 depends on a spatial-organizational approach to interaction. Each of the methods (online, offline, or hybrid) has its own advantages and challenges, defining the specifics of the leader's role. Table 1 compares the characteristics of these teams.

Table 1. Features of Team Management Depending on the Work Format

Indicators	Online Teams	Offline Teams	Hybrid Teams
Advantages	global mobility; flexible schedule; access to expertise from different countries	fast communication; strong team spirit; spontaneous exchange of ideas	combination of online flexibility and offline corporate culture
Challenges	lack of emotional connection; trust difficulties; need for high self-discipline	limited schedule flexibility; office distractions	risk of "unequal access" to information; need for coordination through digital tools
Leader's Role	establishing transparent communication systems; supporting informal interaction	balancing control and trust; maintaining motivation	ensuring equal conditions for interaction and integration of all team members; developing corporate culture

Source: compiled by the authors

As shown in Table 1, Leadership 4.0 entails the flexible management of teams in various formats and the utilization of modern technologies for their effective coordination. Online teams provide global mobility and autonomy but require special approaches to motivation and maintaining cohesion. Offline teams contribute to rapid decision-making and the development of corporate culture but may be less adaptive. Hybrid models combine the advantages of both formats but require a high level of organizational skills from the leader. A 4.0 leader in modern conditions must utilize technological capabilities, maintain transparent communication, and adapt management methods to a dynamic work environment.

4.2. Components of Leadership 4.0

In the context of digital transformation and the challenges of Industry 4.0, leadership requires a new set of competencies. A 4.0 leader must combine strategic vision, systems thinking, digital awareness, emotional intelligence, and developed skills in interacting with employees. Figure 2 illustrates the components of Leadership 4.0, which serve as the foundation for managing teams in high-dynamic, complex, and uncertain environments. Each element ensures development, innovation, and employee engagement.

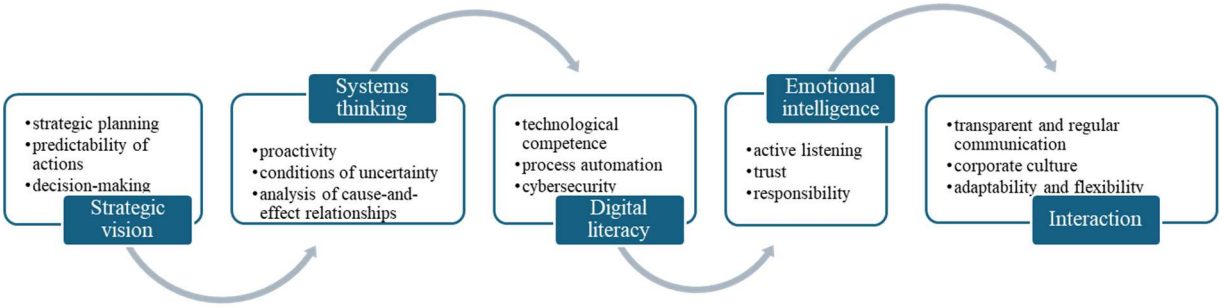

Figure 2. Components of Leadership 4.0
Source: compiled by the authors

The concept of Leadership 4.0 in team management is based on five key elements that ensure a leader's effectiveness in a modern, dynamic environment. The first element is a strategic vision, which demonstrates the leader's ability to formulate a strategy, anticipate potential challenges, and take a responsible approach to decision-making. The second important element is system thinking, which involves proactivity and the ability to coordinate processes in conditions of uncertainty, taking into account cause-and-effect relationships. The next element is digital literacy, without which it isn't easy to imagine a modern leader today. In modern conditions, technological competencies and automation of project implementation processes are the driving forces that significantly simplify the work of the leader and the team, allowing for much routine work to be performed using artificial intelligence, and enabling decisions based on multifactor calculations and large data sets. At the same time, the technological nature of processes requires the leader to utilize cybersecurity tools to leverage cloud technologies, reliably protect confidential information, and establish secure communication channels. It is impossible to imagine a leader without another essential component: emotional intelligence, which plays a crucial role in the leader's interaction with team members. A high level of emotional intelligence contributes to active listening, creating an atmosphere of trust, and establishing effective communication. A leader who possesses emotional intelligence can understand the needs of his subordinates, motivate them, and maintain the emotional stability of the team even in difficult situations. Responsibility for the decisions made allows the leader not only to maintain a high level of productivity/efficiency within the team, but also to ensure its long-term stability. The next generation of Leadership, 4.0, fosters effective teamwork and supports a strong foundation for corporate culture. Transparent and regular communication, flexibility, adaptability, and support for team spirit are characteristics of the interaction between the leader and the team. A leader who actively works to improve interaction within the team contributes to an increase in the level of involvement of all team members, positively affecting the productivity and achievement of the organization's strategic goals.

The relationship between these five elements is cyclical, allowing them to reinforce one another. Strategic and systems thinking determine the directions of development, which are reflected in the interaction with the team. Digital literacy and emotional intelligence help simplify routine work, establish effective communication, and create an atmosphere of trust, allowing you to make informed decisions based on a proactive approach. The ability to make decisions in uncertain conditions and quickly adapt to changes contributes to flexible interaction within the team, which completes the cycle and returns the process to an updated strategic vision.

Thus, the concept of Leadership 4.0 demonstrates that a modern leader must possess not only a strategic vision but also a high level of emotional intelligence, digital literacy, systems analysis, and effective interaction. The complex application of the elements allows you to adapt to the challenges

of the modern business environment and create high-performance teams capable of achieving ambitious goals.

4.3. Features of remote team management

Modern organizations are increasingly implementing a remote work format, which is due to both the development of digital technologies and changes in the global business environment. This approach requires managers to develop new strategies for organizing work, taking into account the specifics of remote interaction, which directly affects the effectiveness of communication and the overall productivity of the team.

One of the essential characteristics of remote team management is the use of specialized digital platforms for communication and collaboration. Tools that facilitate online communication enable not only constant communication between team members, but also effective workflow organization, task distribution, and task monitoring (Ilag, 2021). Digital platforms become the basis for creating a transparent management system that compensates for the lack of physical interaction.

Remote work involves a flexible schedule, which allows employees to independently plan their working day (Dias et al., 2023). This approach provides greater autonomy and increases job satisfaction but requires a high level of coordination skills from the leader, including the ability to adapt to the individual characteristics of team members.

To ensure the effective operation of a remote team, it is essential to establish clear expectations regarding tasks and deadlines (Winkler-Titus et al., 2025). A structured system of evaluating work results helps to avoid misunderstandings, maintains transparency in the task performance process, and ensures control over the timely completion of tasks.

A special role in remote management is played by fostering an atmosphere of trust and team unity (Dinh et al., 2021). One effective mechanism for supporting team culture is holding regular video meetings, organizing informal communication, and involving employees in the decision-making process. Such measures contribute to the formation of strong professional relationships and enhance staff involvement.

It is also essential to consider that the lack of physical presence in the office can affect employee motivation in different ways (Cakula et al., 2021). That is, it is advisable to implement a system that recognizes achievements, supports career growth, and promotes professional development.

Therefore, effective management of remote teams is based on the flexibility of the manager, a high level of development of communication skills, and a strategic approach to maintaining employee motivation. The use of modern technologies and the integration of best practices for remote interaction enable the achievement of stable efficiency and high results, regardless of the physical location of team members.

4.4. Combining the digital transformation of management and the humanity of the leader in teams

Digital transformation significantly changes the principles of team management through process automation. The use of artificial intelligence, cloud technologies, big data, and analytical tools provides 4.0 leaders with new opportunities for effective decision-making, forecasting results, and increasing team productivity. However, despite technological progress, the human factor remains crucial in building an effective team (Haleem et al., 2024). A leader must not only implement digital tools but also develop a culture of trust and mutual support and create a comfortable environment for employees.

In modern management, it is essential not only to implement innovations but also to understand the emotional and social aspects of teamwork, which makes Leadership 4.0 a harmonious blend of technology and humanity.

Humanity in Leadership 4.0 implies that the leader possesses emotional intelligence, the ability to empathize, and create an environment where each team member feels valued (Ertiö et al., 2024). In the era of digitalization, when a significant portion of communication occurs through screens, it is essential not to lose the live connection between people. The leader must find ways to maintain the emotional tone of the team, ensure transparency of work processes, and stimulate informal

interaction. In a virtual environment, it is essential to create opportunities for informal communication, as this fosters team cohesion and reduces feelings of isolation in the online work environment.

In addition, effective leadership in humanity is manifested in taking into account the individual needs and characteristics of employees. Flexible working conditions, a personalized approach to talent development, and the creation of a favorable psychological climate provide an individualized approach to employees. A leader 4.0 must not only ensure the effectiveness of task performance but also understand the emotional state of their subordinates, support them in moments of professional and personal difficulties, and promote a balance between work and personal life.

A separate issue of modern management is the development of ethics and social responsibility in the context of digital transformation (Buonocore et al., 2024). A leader 4.0 must not only implement technologies but also understand their impact on corporate culture, moral values, and team interactions. Therefore, it is essential that the leader not only explains the importance of new technologies but also helps the team adapt, learn, and discover new opportunities for professional development.

So, Leadership 4.0 is not only about management using digital tools, but also about maintaining lively, emotionally rich interactions with the team. The combination of technological progress with humanity allows not only to achieve high results, but also to create stable, motivated, united teams that are ready for the challenges of the future. The modern understanding of Leadership 4.0 entails a systematic approach to organizing teamwork in a complex and dynamic environment. For effective implementation of projects, leaders must combine strategic vision with the ability to quickly respond to changes and ensure the consistency of actions of all participants in the process. This situation necessitates the development of conceptual models that facilitate the integration of various factors and provide guidelines for effective management practice. Figure 3 presents a conceptual model that reflects the aspects of leadership in the context of digital transformation.

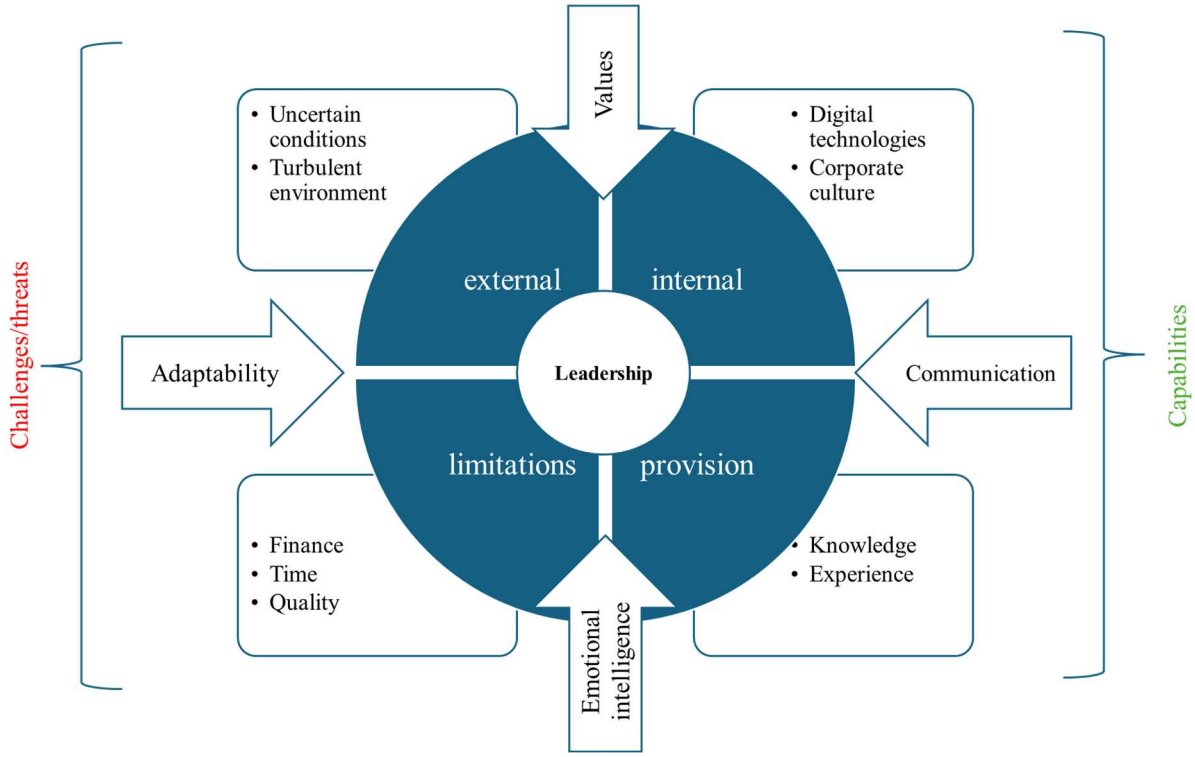

Figure 3. Conceptual model of Leadership 4.0 in the context of team work on project implementation
Source: compiled by the authors

The conceptual model of Leadership 4.0 reflects the complexity and dynamics of modern team management in the context of digital transformation and high variability of the external environment. At the center of the model is leadership as a driving mechanism that ensures a harmonious balance

between challenges and opportunities. Leadership is a process of constant interaction, decision-making, and adaptation to changing circumstances. Modern project teams operate in an environment characterized by uncertainty and turbulence, which requires flexibility and adaptability not only from team members but also from the leader, who creates a space for effective interaction in such conditions. Special attention is paid to the limitations associated with financial, time, and quality resources that affect the pace of project implementation, requiring the leader to have the ability to plan and prioritize tasks strategically. It should be noted that, in addition to time, cost, and quality constraints, the scope dimension is implicitly embedded in the conceptual model through the definition of project goals, tasks, and expected outcomes. Thus, the proposed framework reflects the full set of classical project management constraints, including scope, as an integral component of project implementation.

The leader should guide the team in identifying and utilizing available opportunities, particularly digital technologies, which significantly expand the tools for optimizing processes and fostering an effective corporate culture, the foundation for the team's stable development. Knowledge and experience are integral to such a process, as their systematic accumulation and exchange within the team contribute to the growth of professional competence and enable the practical solution of atypical tasks in conditions of constant change.

Values play a crucial role in this model, as they define the framework of acceptable solutions at both internal and external levels of interaction, ensuring trust and moral and ethical consistency in the team's actions. A special place in the model is occupied by emotional intelligence, which is considered a critically important leadership competence in the context of Industry 4.0. A high level of emotional intelligence enables a leader to effectively manage the emotional climate of the team, maintain a high level of motivation, and contribute to the constructive resolution of conflicts, which is essential for working on projects in a complex and changing environment. Communication in the model serves as a strategic tool for exchanging information, coordinating actions, and ensuring the transparency of processes. It enables the integration of knowledge, experience, and digital solutions into a single space for team interaction, which improves the quality of decisions made and accelerates the achievement of project goals.

Thus, the conceptual model of Leadership 4.0 outlines modern approaches to team management in the process of project implementation, emphasizing the importance of the balance between adaptability to external challenges and the ability to use internal capabilities, based on values, emotional intelligence, and effective communication as the basis for the successful functioning of a team in the digital age.

4.5. Application of Leadership 4.0 in agriculture

The practical relevance of Leadership 4.0 can be demonstrated through the analysis of modern digital transformation cases in agriculture, where team management increasingly relies on data-driven decision-making, the integration of digital technologies, and the coordination of hybrid work formats.

One of the most illustrative examples is John Deere, which actively implements IoT in precision agriculture. The company has developed an integrated digital platform that connects agricultural machinery, sensors, and analytical systems into a unified ecosystem. This enables real-time data collection and processing, allowing managers to make operational decisions based on accurate information about field conditions, equipment performance, and resource usage. A feature of this system is end-to-end integration, which ensures seamless coordination between different elements of the agricultural production process. In such conditions, leadership shifts toward managing distributed teams, including machine operators, data analysts, and technical specialists, which require high levels of digital competence, systems thinking, and strategic coordination (Datanext, 2025).

Another example is the implementation of a Smart Farm Management System based on artificial intelligence and IoT technologies. This solution enables real-time monitoring of soil conditions, weather, and crop health, as well as automation of agricultural processes. The system uses cloud

analytics and predictive models to optimize decision-making, including yield forecasting and risk prevention, such as pest outbreaks. As a result, agricultural enterprises achieved a 20% increase in crop yield and a 30% reduction in water and fertilizer consumption. From the perspective of Leadership 4.0, this case demonstrates the importance of combining technological capabilities with managerial flexibility, as leaders must coordinate digital tools, ensure transparency in processes, and maintain effective communication within hybrid teams (4Labs Technologies, n.d.).

In addition to practical cases, scientific research also confirms the growing role of digital leadership in agriculture. In particular, studies on smart farming emphasize that integrating IoT, artificial intelligence, and data analytics fundamentally changes the management of agricultural systems. Smart farming technologies not only collect data but also use it proactively to predict crop conditions, optimize resource use, and increase productivity. This requires new leadership approaches focused on innovation, adaptability, and the management of complex socio-technical systems (Navarro et al., 2020).

Thus, the analyzed cases demonstrate that Leadership 4.0 in agriculture is manifested through:

- coordination of interdisciplinary and geographically distributed teams;
- use of digital platforms for real-time decision-making;
- integration of technological and human factors in management;
- focus on sustainable development, efficiency, and productivity of agricultural systems.

The application of Leadership 4.0 principles in agricultural contributes to increased resilience, optimized resource use, and sustainable development in the context of digital transformation.

5. Conclusions

Leadership 4.0 is a modern management paradigm that was formed in response to the challenges of the Fourth Industrial Revolution and the digital transformation of organizations. Its essence lies in the harmonious combination of technological capabilities and humanity, which allows not only team productivity but also to ensure their sustainability in a dynamic and unpredictable environment. An essential characteristic of Leadership 4.0 is its complexity, which encompasses strategic vision, systems thinking, digital literacy, emotional intelligence, and constructive interaction.

Analysis of various forms of teamwork (online, offline, and hybrid) reveals that there is no single, universal approach to management. Each format has its own advantages and challenges that determine the specific role of a leader. The online format opens global opportunities but requires maintaining trust and emotional connection. Offline teams promote cohesion but limit flexibility. Hybrid models combine the advantages of both approaches, while also increasing the requirements for the coordination and communication skills of the leader. In such conditions, the leader's ability to integrate digital management tools with traditional forms of interaction becomes crucial, providing equal opportunities for all team members.

The combination of technological progress and human team management determines the uniqueness of Leadership 4.0. Process automation, which utilizes artificial intelligence, big data, and cloud technologies, creates new opportunities for enhancing decision-making efficiency and predicting outcomes. At the same time, it is emotional intelligence, empathy, and attention to the individual needs of employees that allow for maintaining cohesion, trust, and stability within teams. The social responsibility of the leader is also important; that is, in the digital age, he must not only introduce innovations but also ensure their ethics, compliance with values, and support for corporate culture.

The conceptual model of Leadership 4.0, which focuses on managing teams in the context of digital transformation, emphasizes the need for a balance between adaptability to external challenges and the effective use of the organization's internal capabilities. It focuses on strategic planning, task prioritization, fostering an atmosphere of trust, developing emotional intelligence, and promoting open communication as the primary conditions for achieving high results. It is the integration of technological awareness with humanity that enables leaders to create teams ready for future challenges.

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