The New Roles of Executives in Business

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Abstract

The purpose of this study is to comprehend the stages in the executive's (manager's) evolution specifically in terms of the logic of enterprise organization as a structure and the security of the system being shaped. It considers the security aspect of both the manager (and CEO) and the overall organization, since the organization cannot function at a decent level without the leader. The laws of nature, the substitution of a superior for another strong and courageous one, the factors of natural selection, etc. do not apply in business, as this system is constructed and functions according to other principles and is an artificial structure, not a natural one. Yuval Noah Harari (2014), in his book 'Homo sapiens: A Brief History of Humanity', points to Peugeot as an example. The author indicates that any company, an enterprise as a relational entity is itself a fiction invented by people (Harari, 2014). An enterprise without people cannot function as a structure, and people without proper organization, which implies a leader, do not organize themselves either. This essay focuses explicitly on the evolution and developmental stages of the demands imposed on managers by both the external environment and the internal organizational dynamics.

Keywords

Introduction

> Be careful of technology looking for solutions. Look for problems that can be solved with technology. Very easy to say – much harder to do.
> - *Philip Hult, Chairman EF Education First*

By the onset of the 21st century, a plethora of publications focusing on the structuring and management of enterprises had emerged (Ansyori et al., 2018; Foss & Saebi, 2015; Gurianova & Mechtcheriakova, 2015; Madsen, 2020; Vernadat, 2020). As a result, the information landscape has become saturated with a multitude of approaches aiming to educate on effective enterprise organization, encompassing the delineation, arrangement, assessment (Mirsalari & Ranjbarfard, 2020), and equipping of managerial practices. Diverse techniques and strategies for enhancing managerial efficacy and aligning the intentions of hired staff with those of the manager have

been presented. Various models of management have been explored, including perspectives that view employees as slaves (Crane, 2013).

However, up to the present time, the realm of research has yet to produce a study dedicated to the practical analysis of the developments and accomplishments in the prior stages of the evolutionary journey of shaping and testing different methodologies for company management. The absence of systematically compiled knowledge regarding previously successful solutions and approaches precludes the aspect of objectivity in evaluating current occurrences (a rational perspective inherently leads individuals to unconsciously compare the qualitative aspect of the dichotomy "what-was" with the present). Consequently, a prejudiced or fragmented apprehension of the current landscape obstructs the capability to objectively anticipate the future.

Changes in the roles, structure, and organizational aspects of management are instigated not solely by internal processes within an enterprise, but also by external dynamics, including external threats (Purpura, 2019; Saebi et al., 2017). These threats materialize independently of the enterprise's internal workings and can be influenced by the economic and financial landscape in which the enterprise operates, the state apparatus, its legal framework, and the broader societal relational dynamics. Business, fundamentally, is a pursuit geared toward profit generation. Nonetheless, it is imperative to recognize that the pursuit of profit encompasses not only its accrual but also its preservation, i.e., the keeping of earned resources.

The criminogenic environment beyond the enterprise compels managers to incorporate this factor into their considerations, necessitating the introduction of innovative solutions and the crafting of strategies that regulate managerial approaches. These measures are aimed at upholding the viability and profitability of the enterprise (Blume et al., 2020; Niemimaa et al., 2019) and, most critically, securing the ownership of the enterprise for its founder. Grasping the evolutionary trajectory of enterprise management functions plays a pivotal role in preemptively mitigating errors, even during the initial construction of the management framework. This proactive approach ensures the enterprise's functionality amidst its operational milieu and forestalls the perpetuation of errors, thereby preventing current misguided decisions from reverberating into future consequences. In the course of this study, our examination will not solely adopt a historical vantage point to comprehend the tangible evolution, but will also encompass a scrutiny of the models employed in configuring business management practices.

Methodology

The methodology outlined below was devised within the framework of a study exploring the evolving roles of managers in the business landscape. In the contemporary landscape, while artificial intelligence furnishes individuals with more information for making decisive choices, ultimate decisions still rest in human hands. Artificial intelligence serves as a support mechanism in the decision-making process, with the final decisions entrusted to the new cadre of "super leaders of artificial intelligence." The exponential growth method is one such approach.

Exponential growth, characterized by an increase in size or volume in a geometric progression, denotes a situation where the value augments as a percentage of its preceding value. In developmental contexts, it implies the utilization of strategies that facilitate substantial growth or progress in a relatively brief timeframe.

The Big Data method delineates the volume, variety, and velocity of data prevalent in today's information society. It also encompasses the methodologies and technologies employed for processing, storing, and analyzing these extensive datasets. Key aspects of the Big Data methodology include:

- Data Collection: The initial step in working with Big Data involves collecting data from diverse sources, such as sensors, IoT (Internet of Things) devices, social media, and transactions.

- Data Storage: Given the sheer volume of data in Big Data applications, specialized storage systems like distributed databases, data warehouses, and cloud-based solutions are essential.
- Data Processing: Traditional data processing methods may prove inadequate for handling Big Data, necessitating the use of distributed data processing systems like Apache Hadoop and Apache Spark.
- Data Analysis: Extracting valuable insights from large datasets is a crucial aspect of Big Data, employing various analysis techniques, from statistics and machine learning to complex natural language processing algorithms.
- Data Visualization: A pivotal step in understanding Big Data involves data visualization, where tools aid in presenting analysis results in an easily comprehensible manner.
- Data Security: The processing of Big Data requires addressing security concerns, ensuring protection against unauthorized access, and compliance with data privacy laws.

Big Data finds extensive applications across various fields, including business, medicine, science, technology, and more. Effectively leveraging Big Data can unveil trends, predict behaviors, and facilitate informed decision-making.

Modeling and forecasting play a crucial role in business decision-making, representing integral components of data analysis and strategic management in today's corporate landscape. These methodologies empower business leaders to make well-informed decisions by leveraging data analysis and predicting future trends.

Here are key elements of this approach:
- Data Collection: Initiate the process by collecting data reflecting the current state of the business and its environment. This encompasses internal company data, such as financial and production metrics, as well as external data, including market trends and competitor information.
- Mathematical Modeling: Develop mathematical models to describe relationships between different variables. Utilize statistical methods, machine learning, and other analytical approaches to identify patterns in the collected data.
- Predictions: Build predictions of future events or trends based on the established models. Forecasts can pertain to sales, demand for goods and services, financial performance, and other critical parameters.
- Scenario Modeling: In addition to forecasts, conduct scenario modeling to assess various development options and prepare for different business scenarios.
- Risk and Opportunity Identification: Modeling and forecasting help identify potential risks and opportunities. This aids in developing risk management strategies and capitalizing on business opportunities.
- Data-Driven Decision Making: Base informed decisions on the outcomes of modeling and forecasting. These decisions can span strategic planning, marketing campaigns, inventory management, investments, and other facets of business operations.
- Monitoring and Adjustment: Continuously monitor results and adjust strategies in response to changes in the business environment.

Leveraging modeling and forecasting techniques enables businesses to enhance adaptability, improving management efficiency and overall competitiveness.

General approaches to researching the new roles of executives may include:
- Interviews, Focus Groups, and Case Analysis: These methods can help identify the evolving functions and roles of executives in contemporary businesses.
- Data Collection on Managers: Utilizing surveys and questionnaires to gather information on time allocation, responsibilities, and competencies of managers.
- Trend Analysis: Examining changes in the business environment, technology, and societal expectations that may impact executive roles and functions.
- Technology Impact Study: Assessing how the introduction of new technologies influences

the roles and functions of managers.

- Cross-functional Research: Investigating how managers' interactions with various functional areas impact their roles.
- Network Analysis: Examining organizational networks to identify key players, interactions, and influences that broaden the understanding of executive roles.
- Global Labor Market Analysis: Exploring changes in labor market demands and in-demand skills for executives across different regions and industries.
- Resilience and Innovation Research: Analyzing how executives adapt to resilience challenges and how innovation affects their functions and strategies.
- Multidisciplinary Approach: Collaborating with experts from diverse fields, such as psychology, sociology, and technology, for a deeper understanding of executive roles.

Successful research on new executive roles necessitates a combination of different methods and approaches. By integrating qualitative and quantitative data and considering contextual factors, a more comprehensive understanding of the dynamics of modern business leadership can be achieved.

Results

The crux of the research task outlined for this study revolves around an examination of the historical functions undertaken by managers, spanning up to the year 2020. Specifically, the aim is to discern and comprehend the significant evolutionary milestones that have shaped the roles of managers. Over the past century and a half, the nature and manifestation of managerial functions have undergone a discernible evolution. The inception of this concept originated with the notion that the executive's role is to orchestrate, inspire, and steer the company's endeavors with a forward-looking perspective—essentially, to foresee the future (it is the first function). This initial function was established as the paramount leadership function within a company: guiding individuals towards future endeavors. Even in contemporary American textbooks, this function remains prominent. The manner in which this function is realized, the motivations behind it, and the tools employed are topics covered in US university teachings, albeit practical and effective content remains limited in these textbooks.

This situation persisted until roughly the 1990s of the 20th century. During this period in America, there was a shift in focus within the leadership function, ushering in a **second function**. While not entirely novel, this secondary function garnered attention, drawing from historical precedents as far back as the 1930s. It became a subject of active discourse, documentation, and publication. This function is characterized by its emphasis on "people," encapsulating the triumphant emergence of Human Resources management during the 1990s—a function that can be aptly described as the pinnacle of HR-management's success.

In terms of chronological alignment, it would indeed be more accurate to switch positions of these two functions (the first with the second). However, contrary to this sequence, the described position is found in textbooks, when the first function is to organize, the second is HR (Tracy, 2001; Ivanova, 2008). Fundamentally, the cornerstone for both companies and managers is the presence of individuals capable of delivering results, along with the capacity to retain them within the organization. This constituted the primary essence of the leadership function. This concept, albeit not novel, was articulated in various ways by Dale Carnegie (1935) during his interviews with American business figures. Strangely, in the early 2000s, this function began to not merely experience a resurgence, but rather an explosive surge, akin to the detonation of an atomic bomb. Businesspersons, senior executives, "coaches," and proponents overtly began proclaiming that "people are paramount," emphasizing that the absence of individuals capable of achieving results undermines the establishment and capital accumulation of a business.

The author of this article has consistently held the conviction that the primary managerial function is to foster and cultivate individuals, equipped with appropriate skills, abilities, and psychological traits—not solely generating motivation and rallying calls to action. People con-

stitute the foremost capital. This is substantiated by global practices observed in the formation of specialized services and military forces: the absence of individuals translates to diminished prospects for realization and achievement.

The subsequent managerial function in the realm of business emerged during the turn of the 1990s and 2000s. Surprisingly, this **third function**, although implicitly aspired to by many, has never been formally articulated in textbooks, and scholarly discussions or significant works concerning it are lacking. This function revolves around the ability to engage in conflict (make a war)—fully encompassing the act of eliminating individuals, commissioning assassinations, targeting law enforcement personnel, orchestrating vehicle explosions, collaborating with criminal factions, and more. The essence of this period, particularly evident in the TV series "Hunting for wapiti", was essentially the function of safeguarding and expanding, preventing the redistribution of existing assets (Karpykov, 2005). This phenomenon not only characterized the post-Soviet landscape but also found resonance within the United States, further reinforcing and consolidating this function.

The 2000s marked a pivotal shift in the function of leadership (**the fourth function**). During this era, the manager assumed the role of an owner of a phantom structure. In essence, the approach to enterprise management underwent transformation. Functions involving inspiration and the organization of individuals lost their prominence on the list of priorities. Instead, the primary role of the manager evolved into the stewardship of this phantom entity. Let us delve deeper into the mechanics of how this role materializes. The affiliation of management with an elusive and intimidating entity, referred to as "X," a structure about which very little is known beyond whispers and rumors, hinges on the anticipation that individuals will autonomously speculate about its power, peril, and its capacity to exert influence "far and wide," both within and outside the enterprise. This function, among other aspects, instills in employees an appropriate disposition toward management: they recognize that missteps are unacceptable due to the potentially unconventional repercussions.

Concerning this structure "X," nobody possesses substantive knowledge; employees remain ignorant about the individuals constituting it. Only isolated instances of its actions are discernible, such as the appearance of masked figures who abruptly infiltrate the enterprise or its premises, execute their objectives, and then vanish. It is important to note that this is not referring to a criminal syndicate; rather, "structure X" remains an elusive, anonymous enigma.

Instances of these occurrences can be traced back to the late 1990s, but the widespread integration of "phantom structures" fully unfolded during the 2000s. Moreover, numerous managers did not create tangible entities; they instilled fear in their employees by fabricating a concoction—an anecdotal legend concerning the existence of such a structure. This legend propagated through the enterprise via rumors, and whenever an incident transpired (perhaps unremarkable in nature), employees attributed causality to the constructed or fabricated phantom—a "ominous entity in the capital," "sinister foreign forces," or "shadowy figures behind the changes." Curiously, no one had ever encountered the members of entity "X" in person or been acquainted with them. In this context, employees followed orders unwaveringly, and external adversaries refrained from antagonizing the company. The proficiency in devising, establishing, or conjuring such structures greatly bolstered the manager's authority within the enterprise, both in the eyes of their employees and their partners. In employee discussions, the manager might be depicted as exceptionally benevolent and honorable, while the enigmatic figures behind them were attributed with an array of ominous traits. This mode of organization held sway over others during a specific period.

The subsequent managerial (**the fifth**) function involved the transformation of the enterprise into a marionette, effectively relegating control of the enterprise to external forces. Those managers capable of achieving this feat were highly esteemed: the control center shifted outward. A certain clandestine office was established—an enigma in terms of location, never traversed by any staff member. This office was rumored to house the manager and an enigmatic figure. Appointments within the company were occupied by phantom entities, constructs of "alien scenarios," essentially

puppets. Through the manipulation of these figures, the company was steered. Concurrently, the genuine managerial control remained concealed, rendering the company a puppet. As articulated in the work "The System of Objects" by Jean Baudrillard, "If the simulacrum is so well designed that it becomes an effective organizer of reality, then surely it is man, not the simulacrum, who is turned into an abstraction. It was already apparent to Lewis Mumford that 'the machine leads to a lapse of function which is but one step away from paralysis'" (Baudrillard, 1996, p. 57).

What prompted this shift? Business leaders faced threats of assassination, incarceration, and the like, giving rise to the necessity for an imperceptible stronghold. Hypothetically, unknown individuals could eliminate anyone within a visible, identifiable enterprise. However, this solution proved futile as new employees would merely fill the vacated roles. The visible employees held negligible influence—they were mere semblances, puppets occupying positions and executing directives from above. The imperceptible puppeteer possessed "hands," which subsequently directed the visible "hands" within the enterprise—the heads of hired employees seated in offices behind the director's desk. The actual director of the enterprise remained an enigma; the company's manager remained anonymous. This construct emerged as an invisible fortress, an ingenious method of managing the enterprise, particularly under high-threat circumstances. The true owner of the company was concealed, as the core functions of security and management were strategically positioned outside the enterprise's perimeter, detached from its immediate environment.

Subsequently, the company found itself with an office and employees who had never laid eyes on the actual CEO. These employees genuinely believed that the person occupying the office next to theirs was the true director. However, this individual was never the genuine director of the enterprise and held no acumen in management; instructions were relayed via phone or alternative means, while meetings served as venues for dispensing directives relevant to various situations. Externally, it appeared that the director was incessantly occupied with citywide travels and meeting engagements, without entrusting such tasks to others. Essentially, the enterprise's manual management was transferred to an external locus.

The sixth function can be tentatively labeled "two personas." The legitimate CEO of the enterprise occupied a distinct position within the organization, potentially unrelated to management—for instance, leading the HR-management department. Unbeknownst to all, he remained the general director. Within the enterprise, he functioned as an observer, attending all meetings, enjoying influence and esteem, drawing a salary, and partaking in company events. Yet, his true identity as the CEO and owner of the enterprise remained concealed, for he was a salaried employee within his own company. This function essentially mirrors that of an intelligence operative positioned within the enterprise—while the company operates like a puppet, the CEO scrutinizes internal affairs, while the head of the security unit monitors external matters surrounding this enigmatic construct. This organizational form, akin to the preceding one, draws inspiration from intelligence services. The concept is explicitly depicted in Viktor Suvorov's book "Soviet Military Intelligence": "In everyday life, a person not privy to the secrets of Soviet military intelligence saw only what the GRU wanted to show him. The resident could have a very low diplomatic rank or hold one of the lowest positions in the embassy, but this did not prevent him from giving a blow-by-blow to the military attaché at every meeting - even if in public he carried the attaché's briefcase behind him or was his chauffeur" (Suvorov, 2016).

The emergence of **the seventh function**, a digital paradigm, is a direct consequence of the development of the preceding two functions. In this organizational structure, the identity of the general director remains shrouded in obscurity. Two deputies are present, both within the enterprise: one overseeing security and the other managing organizational aspects of work (which could also be adapted from practices in special services). The general director's office, as indicated by a sign, is located on the enterprise premises; however, it perpetually remains closed and inaccessible. In actuality, no director is physically present; furthermore, the workforce within the company remains unaware of the director's identity, as management is executed digitally. Essentially, the setup involves a computer, an internet connection, and a nominal representative. Some of the

EVOLUTION OF THE FUNCTIONS OF A MANAGER

① Organize, motivate, and lead people towards the future (pre-1990s)

② Possess and identify individuals capable of delivering tangible outcomes. Human resources stand as the primary asset

③ The ability to fight (make a war) is a pivotal facet of leadership

④ Owner of a phantom structure (connecting directorship with an enigmatic and ominous structure). The phantoms of the director come forth

⑤ Transformation of the enterprise into a marionette. The locus of control shifts to the periphery

⑥ **TWO PERSONAS**
HR MANAGER — CEO
The true CEO remains concealed among employees

⑦ DIGITAL PARADIGM
Evolution of the preceding two functions. The identity of the genuine CEO remains veiled

The director was never seen

The door to the office

The security deputy   Deputy Chief of Staff
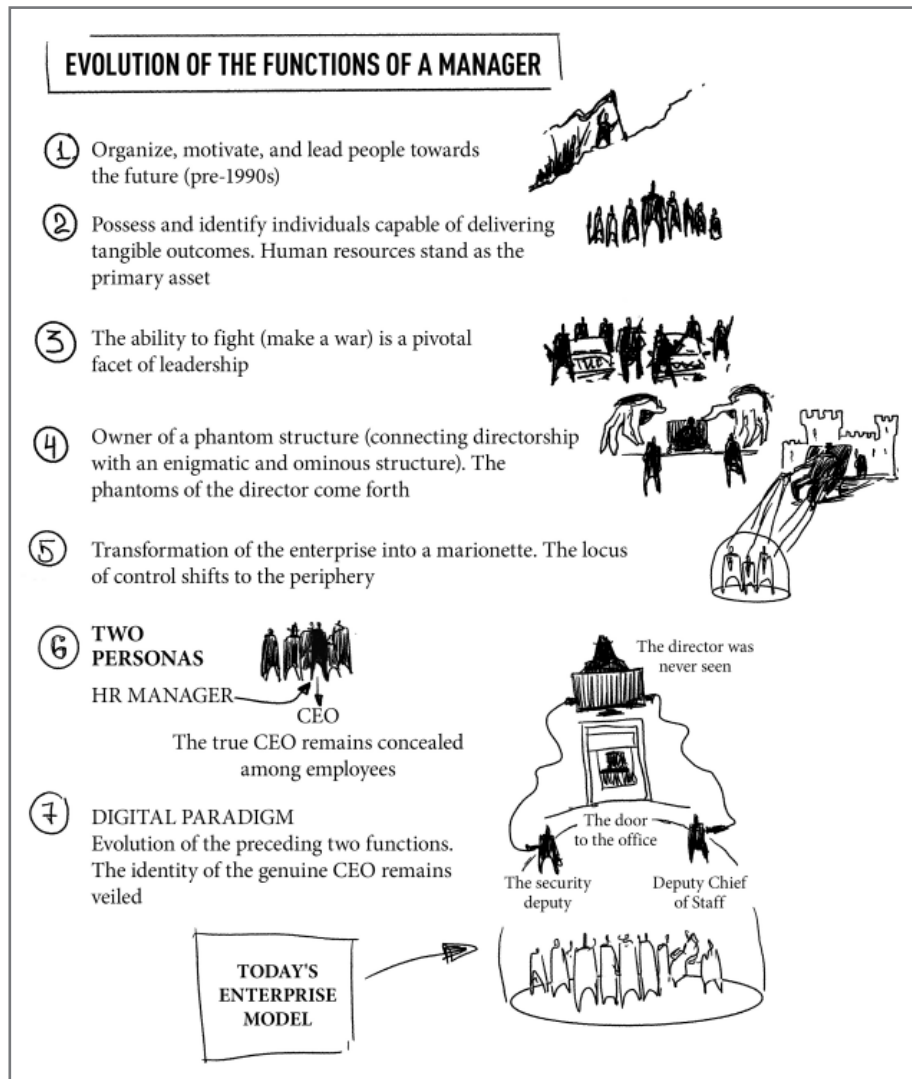
TODAY'S ENTERPRISE MODEL

Figure 1. Evolution of the functions of a manager

founders are occasionally visible to employees; they visit the enterprise, circulate around, and convey judgments on what is deemed "good" or "bad." However, the director himself is never seen, often not even by his immediate deputies. The manager's capabilities are only discernible through consequential alterations.

Discussion

The outlined shift in functions represents a chronological overview of management development, spanning from the 1930s to 2020. This chronicles the retransformation along the evolutionary stages of managerial function development, illustrating the changes in management functions over time. It is crucial to focus on the current state of management functions in the present day. Modern businesses, immersed in subculture and transpersonal psychology ideals, seem to overlook global enterprise management experiences and have become susceptible to exploitative power dynamics and private intelligence services (Rzayev, 2002).

Presently, the turquoise management model is being adopted within enterprises (Laloux, 2014). This implementation involves owners effectively leasing their enterprises, with the promise of illusionary security and a monthly share of profits. In this scenario, politicians guarantee security and profit-sharing commitments, restraining intelligence agencies from meddling in the firm's operations. However, politicians, akin to any form of authority, are transient and consistently replaced by new figures—individuals with whom no prior agreements exist. Concurrently, "turquoise" enterprises rapidly lose their capacity to withstand external threats, becoming vulnerable targets for influential entities, be they competitors seeking to exploit weaknesses or

entities aiming to diversify their business portfolios with fresh assets and avenues.

The paramount step toward ensuring safety is the comprehension of prevailing circumstances. The historical progression of business management elucidated in this article furnishes an objective foundation for assessing the current state of enterprise management, identifying potential adjustments, and strategizing against the jeopardies of business destruction or seizure by external actors. It is crucial to underline that past methodologies have been refined, encompassing not solely external perils but also internal vulnerabilities within enterprise operations. The implementation of the "turquoise" paradigm provides an illusory sense of detachment from day-to-day operations, affording managers the semblance of a carefree existence. Nevertheless, this approach is inherently transient, ultimately liberating both managers and owners from the enterprise itself in an unexpectedly brief time frame.

Psychologist McClelland (1975) from Harvard University proposed that job performance quality is influenced by worker attitudes, cognitive abilities, and characteristics, laying the foundation for the concept of "competencies." Subsequent developments in the US and UK introduced various definitions and explanations of competency. In 1993, the widely embraced "iceberg model" by Spencer and Spencer conceptualized competencies in their book "Competence at Work," emphasizing both visible (knowledge and skills) and potentially hidden aspects (self-esteem, personality traits, motivations). These embedded traits are seen as crucial keys to personal understanding and significantly impact job performance (Spencer & Spencer, 1993).

Attributes have a substantial causal connection with both positive and negative job performance. Based on this conceptualization, attributes are delineated to include:

- Motives: Personal intentions and desires.
- Character Traits: Pertains to an individual's inherent physiological characteristics and their consistent responses to situations and information.
- Self-Concept: Refers to an individual's attitudes, values, or thoughts about themselves.
- Knowledge: Denotes the information or expertise an individual possesses in a specific area.
- Skills: Encompasses the ability to perform specific physical or mental tasks, which may involve analytical and conceptual thinking.

The amalgamation of the aforementioned components equals knowledge + skills + attitude. Currently, functions are broadly categorized into three groups:

1. Professional Functions.
2. Core Functions.
3. Management Functions.

Management functions encompass the skills required for individuals in managerial roles, including leadership and team building. Core functions represent the skills essential for every member of the organization, evolving with organizational strategy and culture, such as customer focus and innovation. Professional functions entail the skills necessary for employees to undertake specific professional work within their respective departments.

In establishing functions within the industrial benchmark context, consideration should be given to the prospective nature of industrial development. It should also account for the common requirements of different enterprises in the industry for professional talents, reflecting the ability to engage in professional tasks.

Functional tests, in this context, extend beyond specific job tasks. Instead, they are structured around functional test blocks, categorizing occupations or job categories, generalizing job scope descriptions, and representing the industry as a whole.

Building on McGrath's (1964) I-P-O model, three main aspects are identified: (a) demand (Input); (b) process (Process); and (c) result (Output). Each with its key requirements.

The analysis should encompass the following dimensions:

1. **Demand side.** Examine the rationality of the demand for the development of functional benchmarks. Assess if functional benchmarks align with industry and labor force needs, considering future application advantages. Define based on the importance of

the industry, aligning with domestic or regional industrial policies. Evaluate the impact on related industries, international integration, talent flow, transformation needs, and talent shortage.

2. **Procedural aspect**. Check the systematicity and fairness of the control procedures in the development of functional benchmarks. Examine if suitable functional analysis methods are employed based on competencies, the nature of professional work, and work procedures. Assess the suitability of planning and design tools used in the analysis process. Evaluate human participation and practical experience in the development process. Verify the appropriateness of developed verification methods and procedures.

3. **End result aspect**. Check the completeness of the functional test results. Assess if the output of the production functional benchmark is comprehensive. Ensure that "job description" and "job tasks" in the functional benchmark align with the actual status of the occupation. Confirm consistency of each "functional benchmark" with the occupation's important attributes. Evaluate if "behavioral indicators" specifically reflect the degree of ability and serve as a basis for assessing achievement.

Develop audit indicators for each quality dimension, including descriptions, requirements, attached documents, and key points for verification by the quality review team. To make informed decisions, companies must maintain a steadfast focus on business goals and understand that artificial intelligence (AI) serves as a tool to support, not an end in itself. The process of defining business goals is made more efficient with AI, allowing organizations to allocate more time to goal achievement. As technology evolves, the relationship between humans and technology will be redefined, requiring a shift in enterprise architecture and key performance indicators (KPIs). HR and L&D leaders play a crucial role in ensuring the rapid adoption of best practices and methodologies.

As AI capabilities become commonplace, the differentiation between enterprises will lie in how they use AI to define and achieve business goals. Enterprises must prepare for unprecedented levels of data requirements to unlock the full potential of AI. Establishing robust data infrastructure and equipping employees with the necessary skills are essential. AI super leaders will emerge as communicators, collaborators, and change agents, making bold decisions while embracing uncertainty and continuous change. The future distinction among enterprises will be centered on their adeptness in leveraging AI for strategic goals.

In the current business landscape, technology is not always the primary differentiator, underscoring the heightened importance of precisely defining business goals. There is a call to shift focus from "business solutions based on past technologies" to a broader emphasis on comprehensive business solutions. Achieving this necessitates a profound understanding of technology across the entire organization. Accurately identifying business goals and challenges is crucial for maintaining competitiveness. While AI excels at standardized tasks, a cautious approach is required, emphasizing the selection of technology tailored to specific solutions.

Recognizing the role of AI in problem-solving and business support is pivotal. Success in the AI domain demands resolute goal-setting and decision-making that is AI-driven, contingent on having the right data. The imperative to systematize data has arrived as AI and machine learning introduce a new scale of data requirements. Adaptation of KPIs and enterprise architecture to swiftly changing circumstances is essential. Managers must fundamentally transform these metrics to effectively navigate the rapid changes brought about by artificial intelligence. Performance analysis should shift from past-centric KPIs to a predictive approach that links performance appraisals to future events.

Conclusions

Throughout its evolutionary trajectory, the systemic framework of business management has undergone multifarious adaptations to counteract external and internal threats. The business

environment has never been—and will never be—a sanctuary; the very essence of this endeavor, denoted as operating at one's own risk, inherently entails an assertive disposition. Over time, the methodologies employed by adversaries to assail businesses have grown progressively sophisticated, warranting heightened vigilance and timely strategic recalibrations by management. The evolution has traversed the methods delineated in the preceding stages, furnishing contemporary stakeholders with the knowledge to deploy these approaches in mitigating potential threats. Ultimately, a nuanced comprehension of historical developments empowers current practitioners to adeptly respond to and preclude forthcoming challenges, reinforcing business resilience and sustainability in the face of a dynamic landscape.

- The decision-making system in modern business undergoes constant evolution driven by technological, social, and economic changes. Several key shifts are influencing the implemented management model:
- The active utilization of big data, modern analytics tools, machine learning, and artificial intelligence has become integral to decision-making processes, providing valuable insights.
- Technologies like cloud computing, the Internet of Things (IoT), and blockchain are transforming the way data is collected, stored, and processed, thereby impacting decision-making approaches.
- Many companies are adopting agile methodologies for project management and product development, fostering a more agile decision-making system that can swiftly respond to environmental changes.
- Digital transformation not only alters the technological aspects of business but also influences management structures and culture, shaping the way strategic decisions are made.
- Increasing emphasis on customer experience is making companies more customer-centric in strategic decision-making, incorporating customer feedback and actively using customer journey design techniques.
- Stakeholders, including employees, customers, and society, are actively participating in the decision-making process, necessitating new methods of engagement and communication.
- Growing attention to ethical issues in business requires the integration of ethical standards into decision-making systems to ensure responsible management.
- The global economy and markets are influencing decision-making systems, necessitating consideration of diverse cultural, economic, and legal contexts.

These changes collectively shape a new landscape for business decision-making systems, making them more adaptive, data-driven, and capable of responding rapidly to variable conditions.

With the digitalization of modern business, executives face new challenges and opportunities, leading to emerging roles in digital transformation:

- Executives need to be digital leaders, understanding technology, creating digital transformation strategies, and fostering innovation.
- Successful executives must analyze big data and use business intelligence for informed strategic decisions.
- Given the rise in digital threats, executives should focus on cybersecurity, developing data protection strategies, and securing digital business processes.
- Executives must understand AI and business process automation to optimize operations and enhance efficiency.
- Foster a culture of innovation, encouraging creative thinking and innovative approaches to business.
- With increased remote work, leaders need to effectively manage hybrid teams, including remote employees.
- Implement digital transformation internally and in customer experience, using technology to enhance interactions.
- Ability to quickly adapt to changing market conditions and technology trends, revising strategies in response to new opportunities and challenges.

- Create training programs for employees to successfully use new technologies and participate in digital initiatives.
- Incorporate ethical use of technology and ensure social responsibility in digital transformation processes.
- Integrate technology into the business's strategic goals rather than treating it as a separate element.
- Knowledge and use of cloud technologies to optimize data storage, resource management, and operational flexibility.
- Develop and implement digital risk management strategies, including prevention of data breaches and other digital threats.
- Engage with external innovation entities, including startups, to identify new ideas and opportunities.
- Develop and maintain talented leaders internally, preparing them for digital challenges.

Digital transformation requires executives not only to have technical understanding but also to be flexible, adaptive leaders who continuously learn. Companies need to experiment, make assumptions, and use testing methods for rapid decision-making. The right enterprise architecture is crucial, moving from hierarchical structures to decentralized decision-making structures. Future-oriented enterprises trust in autonomy, delegation, and deeper transformations in resource allocation.

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