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**Abstract.** The Ukrainian war has had profound effects on the nation's economy, impacting sectors across the board. Key infrastructure damage has disrupted major industrial activities and supply chains, leading to significant operational challenges for businesses. The conflict has also shifted economic priorities, necessitating a rapid adaptation to new market realities and enhanced focus on business continuity and resilience strategies. This environment has pushed companies to innovate and reconsider their strategic approaches to ensure sustainability and effectiveness amid ongoing uncertainties. Importance of organizational resilience and change management in crisis situations. Organizational resilience and change management are crucial in crisis situations as they enable businesses to respond adaptively to disruptions and ensure continuity. Resilience involves the ability to withstand and recover from crises, while change management facilitates the effective adaptation to altered conditions and challenges. Together, they help organizations maintain operations, protect assets, and secure stakeholder interests under adverse circumstances. The implementation of these practices can determine an organization's survival and success during and after crises, as they promote stability, foster innovation, and facilitate a strategic response to unexpected changes.

The objective of this research is on organizational resilience and change management amidst the Ukrainian war are designed to deeply understand how businesses adapt and maintain operations during severe disruptions. This includes identifying key resilience strategies used by Ukrainian companies, analyzing effective

change management approaches during crisis conditions, assessing the impact of these strategies on operational continuity and long-term business sustainability, and providing actionable insights and recommendations for global businesses to prepare and manage crises effectively.

Businesses in Ukraine have adapted to the conflict by implementing strategic changes across different industries. These adaptations include modifying production lines, revising supply chain logistics to avoid conflict zones, and shifting to online operations to maintain service continuity. Furthermore, companies have invested in scenario planning and crisis management to prepare for further disruptions. Leadership's role has been pivotal in upholding morale and steering organizations through periods of uncertainty, with a focus on effective communication strategies both internally and externally to safeguard operations and retain trust among stakeholders. To provide a detailed account of how companies adapted to the ongoing conflict in Ukraine, this abstract would include some analyses of how businesses restructured their operations and strategies.

The future of organizational resilience in war-torn regions looks to be increasingly dependent on the ability of businesses to anticipate, prepare for, and rapidly adapt to adverse conditions. The experiences of Ukrainian companies highlight the importance of resilience not just as a means of coping with immediate threats, but as a strategic imperative that encompasses the entire organizational ethos. Looking ahead, the integration of resilience planning into the core strategic framework of businesses will likely become a norm rather than an exception. This will involve a shift from reactive to proactive

resilience strategies, emphasizing pre-crisis planning and continuous adaptation. Furthermore, the role of digital technologies in enabling resilience will become even more pronounced, as businesses leverage these tools to create flexible, responsive operational models.

Ultimately, the lessons learned from regions like Ukraine can serve as a roadmap for businesses worldwide, demonstrating that with the right strategies and investments, organizations can not only withstand crises but can also emerge stronger and more adaptable.

**Keywords:** organizational resilience; managerial adaptation; corporate culture; Ukrainian war; change management.

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