# Applied Leadership in Public Administration

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**Abstract:** This paper presents an analysis of case studies involving individuals holding leadership positions in public administration organizations and other public institutions.

The hypothesis of the analysis assumes that the role of the administration and its leaders in public organizations is not unambiguous. Their influence is context-dependent, shaped by the specific organizational culture, political landscape, and public expectations inherent to each unique administrative environment. However, the competitive advantage depends on their ability to consolidate all parties concerned in favor of achieving their common, valid, and meaningful goals.

In any environment (stable or unstable, crisis), regardless of the circumstances, the administration has a constant role in the competent implementation of policies. However, their role can never be reduced solely to executive activities based on their competence. The paper problematizes the role of individuals with leadership positions in public organizations in the context of various situations. The analysis focuses on the opportunity to perform in a leader-like manner while occupying an executive/supervisory position in public administration. Categories of analysis come from leadership theory and public management. The data on which the case studies are based comes from different periods in the Bulgarian context and on interviews with executives and team members.

Conclusions are made in regard to leadership profiles in public organization units understood as dependent on the ability to be recognized by all possible parties concerned - not only subordinates, but also other officials involved at the same management level, senior employees, and participants in other institutions. This multifaceted perspective emphasizes that effective public leadership transcends mere hierarchical control, demanding a nuanced understanding of interpersonal dynamics and strategic stakeholder engagement. The conclusions refer to the main theme of the conference in relation to the challenges for public administration to contribute to the quality of life in conditions of uncertainty and changing social environments. It is focused on long-term goals and meaningful achievements through a strategic perspective based on human concerned approach that goes beyond immediate concerns, contributing to sustainable improvements in public administration.

Key words: applied leadership, public administration, role of the individual, factor of stability