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NETOCRACY AND GLOBAL MULTIPOLARITY: ARCHETYPAL RETHINKING PUBLIC ADMINISTRATION

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Abstract

The article provides a conceptual analysis of the transformation of public administration in the context of the digital revolution and global multipolarity through the archetypal prism of netocracy – a new form of power based on control over information flows, digital platforms and algorithms. It is proven that in the 21st century, classical hierarchical models of governance are losing their effectiveness, giving way to flexible network structures and new archetypes of leadership and legitimacy. The phenomenon of algorithmic sovereignty, socio-technological resonance and digital public virtue as key mechanisms of the new governance paradigm is revealed. Particular attention is paid to the role of cognitive trust, strategic facilitation, reputational capital and moral programming in the process of public decision-making. Several political and managerial recommendations are proposed for the adaptation of state institutions to the new reality, in particular, the introduction of mechanisms of algorithmic audit, digital ethics, multi-actor co-management and mental digital sustainability. Ukraine is presented as a state with a unique window of opportunity to form a model of innovative network management that combines technological efficiency with humanistic values.

Key words

netocracy, global multipolarity, public governance, digital revolution, digital ethics, network leadership.

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1. Introduction

In the 21st century, the world system of public administration is entering a period of profound archetypal transformation, driven by radical changes in the structures of power, communication, and social influence. Two megatrends – the digital revolution and global multipolarity – are gradually dismantling the traditional model of statehood, bringing to the fore horizontal networks, algorithms, digital platforms,

new types of leadership, and unfixed legitimacy. In such conditions, public administration can no longer function exclusively as a bureaucratic system of decisions and regulations – it becomes a dynamic network architecture that is in constant dialogue with technology, society, and global data flows.

In the literature of international relations, sanctions have been used as a foreign policy tool for several centuries now. The first economic sanctions recorded in human history date back to the aftermath

of the Peloponnesian War (431–404 BCE), when around 432 BCE, the Greek city state of Anthen imposed economic sanctions on Megara import for their refusal to “join the Athenian-led League during the Peloponnesian War” (Alexander 2009).

The relevance of the study is determined by the need for a comprehensive understanding of these changes not only at the level of institutional reform but also at the level of value, ethical, symbolic, and archetypal reconfiguration of public authority. The witnessed changes are not just a technological upgrade of the administrative system, but a profound shift in the collective imagination of power, state, leader, law and social contract. Digital platforms, as new «institutions» of influence, are displacing classical mechanisms of representation, while the algorithmization of decision-making challenges legal normativity, procedural transparency and ethical accountability of power.

In this context, the concept of netocracy acquires special analytical importance. Proposed by A. Bard and J. Söderqvist, it serves as a tool for explaining new structures of the digital elite, as well as a framework for analyzing the transformation of public administration in conditions of information superiority (Bard, Söderqvist, 2002). Netocracy appears not only as a form of power of a new type, but as an archetype of power that is rooted in digital ecosystems and changes the logic of social governance: from control to facilitation, from mandate to reputation, from law to code.

The scientific problem is to identify and conceptualize these new forms of managerial rationality that arise as a result of the erosion of traditional hierarchies, the erosion of classical legitimacy, the personification of digital attention, and the growth of the role of non-classical actors of influence – algorithms, botnets, think tanks, IT platforms. This raises a key question: is the modern public administration system able to adapt to the conditions of network reality, while maintaining legitimacy, efficiency, and value stability?

The state of research on the problem demonstrates a significant accumulation of theoretical developments in the field of digital governance, political transformation, algorithmic regulation and information ethics (Castells, Bratton, Deibert, Fuchs, Harari). At the same time, the fragmentation of the interdisciplinary approach remains significant: research mostly focuses on the functional aspects of digitalization, leaving out of consideration the deep archetypal and cultural-semantic foundations of the transformation of public power. That is why the integration of political philosophy, C. G. Jung’s analytical psychology, digital theory and critical

discourse analysis becomes a necessary condition for creating a holistic analytical framework that explains not only how governance is changing, but why these changes are occurring at the level of collective imagination. The purpose of the research is to rethink archetypally public governance in the context of global multipolarity and the digital revolution through the prism of the concept of netocracy. The article aims to: identify key archetypes of power that are undergoing transformation in the digital age; analyze the mechanisms of algorithmization of managerial decision-making and legitimization of digital elites; identify symbolic shifts in the images of the leader, law, institution, and citizen; reveal the relationship between global multipolarity and polyvariance of managerial models in different civilizational spaces; substantiate political and managerial strategies for the transition from normative statehood to network meta-governance based on reputation, ethics, openness, and digital mental health.

The subject of analysis is both digital architectures (algorithms, platforms, interaction protocols) and public practices (leadership strategies, accountability, digital integrity), as well as meta-institutional challenges – the interaction of institutions, technologies, culture, and collective imagination.

Thus, the proposed research aims to develop a scientifically sound framework for the transformation of public administration in a non-democratic order, which will allow considering the state not only as an administrative machine, but as a facilitator of ethical, digital, and meaningful interaction with citizens in an age when the algorithm and platform are becoming no less decisive than the law and bureaucracy.

2. Research methods

The methodological basis of the is archetypal analysis, based on the provisions of C. G. Jung’s analytical psychology. This approach involves the identification and understanding of deep symbolic structures – archetypes, which are fixed in the collective unconscious and influence the formation of ideas about power, leadership, order, law and social justice. Archetypes in the context of public administration play the role of psychosocial matrices that set the framework for the expected behavior of leaders, determine the images of institutions and structure political interaction. In the era of digital transformation, these archetypes undergo profound changes, acquiring new forms that require interpretation taking into account the symbolic dimension. Such an analytical approach allows not only describing the phenomena of network power

but also reconstructing the mental foundations of the new managerial reality that arises in the conditions of netocracy.

Along with this, the study uses a systemic and interdisciplinary approach, covering the intersection of political science, sociology, philosophy, information technology, law and cultural studies. This provides an opportunity to analyze public administration as a complex socio-technical system that functions at the junction of technological infrastructure, legal environment, social narratives and collective consciousness. The systemic approach allows identifying structural connections between digital technologies (algorithms, platforms, big data), network interactions, global processes (fragmentation, multipolarity) and changes in public power. The key tool of qualitative analysis is critical discourse analysis, which is used to interpret managerial narratives, public communications and media representations related to the phenomenon of netocracy, digital leadership, algorithmic legitimacy and normative transformations. This method allows identifying discursive strategies that legitimize new forms of power and governance in the context of digitalization and revealing hidden ideologemes and mechanisms of symbolic influence. Particular attention is paid to the analysis of the language of regulatory acts, strategic documents, public speeches, digital codes of ethics that reflect the logic of post-bureaucratic governance.

The use of the comparative-civilizational method allows tracing how different archetypes of legitimacy function in political cultures of different regions of the world – the West, the East, the Global South. This opens a possibility of analyzing the adaptation of digital tools to local cultural and legal contexts, as well as diagnosing the level of sustainability and flexibility of public administration in the context of civilizational heterogeneity.

Elements of futurological forecasting are used to model future scenarios and assess potential risks and opportunities for the transformation of public administration. This approach allows outlining the contours of possible post-state governance models, in which platforms, algorithms and network structures can play the role of alternative centers of coordination of social processes. The forecasting is carried out taking into account current trends in the development of artificial intelligence, digital sovereignty, policy crowdsourcing and decentralized autonomous organizations (DAO).

The work also uses the case-study method, which allowed for an in-depth analysis of individual examples of digital institutions, strategic communications, regulatory approaches and public policies, in particular

in countries such as Estonia, South Korea, Canada, and Ukraine. This contributes to the specification of theoretical generalizations and their verification at the practical level.

The combined use of these methods helped to form a multidimensional analytical framework that combines the symbolic, institutional, legal, communicative and technological dimensions of public administration. As a result, such a methodological construct provides a deep, holistic and prognostically relevant understanding of the transformation of public power in the era of netocracy and also opens up space for the development of strategic scenarios for its adaptation to the conditions of the global network order.

3. Research Results

3.1. Power without a Mandate: The Symbolic Restructuring of Public Administration in the Age of Digital Elites

In the 21st century, public administration is undergoing a radical transformation under the influence of two interconnected megatrends – global multipolarity and the digital revolution. These processes not only change the organizational forms of power but also cause profound archetypal shifts in the collective consciousness, undermining traditional sources of legitimacy, institutional stability and political identity. The dominance of information networks, the blurring of hierarchical structures, the rise of new elites – all this necessitates a radical rethinking of the principles of public administration in the new global context. Of particular importance in this context is the concept of netocracy – a new form of power based on control over information flows, digital platforms and algorithms that replace traditional political mechanisms (Bard, Söderqvist, 2002).

Archetypes of power, as deep psychosocial structures formed at the level of the collective unconscious, play a key role in the construction of political institutions and governance models. According to C. G. Jung, archetypes are universal patterns of thinking and behavior that are fixed in the cultural memory of society (Jung, 1968). In the field of public administration, archetypes are manifested in symbolic figures of a leader, legislator, defender, sage or hero, who set an idea of the role of the state, the duties of managers and the expectations of citizens. Thus, the archetype of the «father» establishes the pattern of a paternalistic state, while the archetype of the «sage» personifies bureaucratic rationalism, and the archetype of the «tribune» is the ideal of popular representation. However, in the digital age,

these archetypes lose their relevance or undergo a deep mutation. Instead of a charismatic leader, an anonymous digital structure appears, an algorithm that controls access to knowledge, resources, and participation. Thus, public administration begins to function according to the logic of a new archetype – networked, fragmented, non-classical (Fuchs, 2020; Deibert, 2020). In this context, netocracy appears not only as a concept or a political-economic model, but as a new archetype of power, displacing the established symbolic constructions of the modern state. Netocrats are not politicians or bureaucrats in the classical sense, but representatives of the digital elite: technology owners, platform architects, knowledge managers and attention administrators (Bratton, 2015). Their power does not require formal legitimation – it is based on the ability to organize digital communications, filter information, and structure the agenda (Castells, 2010). This is the key characteristic of netocracy as an archetype of the «shadow ruler», acting indirectly but effectively. Such a ruler does not order – he directs; he does not manage – he sets up an environment in which decisions are made in a distributed, but not random, way.

The netocratic paradigm of governance shapes new types of social interaction in which vertical hierarchy gives way to horizontal networking, and public participation takes the form of a digital ritual – likes, signatures, memes, digital protests (Harari, 2018; Schroeder, 2018). This means that the legitimacy of power begins to depend not on a formal mandate or legal procedure, but on digital visibility, reputational weight and the ability to quickly adapt. As a result, new symbolic figures appear – the administrator-curator or the moderator instead of the leader, the community manager instead of the deputy.

The archetypal reconfiguration of public administration also includes a change in the principles of managerial ethics: the dominance of control gives way to facilitation, and centralized planning to decentralized orchestration of networks. At the same time, global multipolarity intensifies this process, complicating a single format of power. Different civilizational zones demonstrate their own archetypes of legitimacy – the Confucian ideal of harmony in East Asia, the rational-legal order in the West, messianic-expansionist models in Russia and Iran, as well as horizontal models of solidarity in Europe and the Global South (Beck, 2012). All of them respond differently to the challenges of netocracy – some try to regulate digital platforms, some adapt them to local orders, and some use them as an instrument of soft power (Kiss, 2022). As a result, a complex matrix of power archetypes is formed, where

network structures penetrate all spheres – from the legislative to the humanitarian – but operate within the framework of civilizational codes that have not yet disappeared.

Thus, public administration in a multipolar world cannot rely only on classical institutions. It must integrate the archetypes of the digital age – transparency, participation, flexibility, dynamic legitimacy. Netocracy – as an archetype and as a social reality – requires new forms of strategic thinking, where instead of political rhetoric, the ability to manage information flows, ensure digital trust and maintain a sustainable information environment matters. This is the essence of the archetypal rethinking of public administration in the age of digital globalization – from institutions to communications, from power to attention, from regulations to algorithms.

3.2. Digital normativity and new models of legitimacy: the transformation of public administration in the context of netocracy

In light of the above, one of the key challenges is the institutionalization of netocracy – that is, an attempt to integrate network archetypes into the institutional architecture of the modern state. Netocracy, by its very nature, is antithetical to the classical institution of statehood, built on the principles of stability, hierarchy, and legal predictability. Its dynamics require flexible, adaptive management mechanisms capable of functioning in real time, ensuring a prompt response to changes in the information environment. In this context, there is a need to create new institutional forms – digital councils, analytical hubs, moderation platforms, which not only coordinate but also algorithmically orchestrate data-driven decision-making processes (data-driven governance).

Legal regulation in the context of netocracy loses the function of a rigid regulatory constraint and is transformed into a soft regime of flexible standards, protocols, and codes of ethical behavior. In the digital space, law is giving way to API configurations, platform terms of use, algorithmic ranking systems, which effectively replace regulatory functions. This is how the phenomenon of algorithmic sovereignty arises – when power is not declared, but is built into the digital infrastructure (Bratton, 2015). At the same time, this creates an acute crisis of legal transparency and accountability, since normative logic does not keep up with the technological evolution. As a result, the state finds itself in a situation of dual governance: on the one hand, formal legal procedures and, on the other, informal digital protocols that actually determine the course of events. In such conditions, classic

mechanisms of legal regulation lose their monopoly on determining the boundaries of what is permissible, as algorithms, digital platforms, and corporate policies become the new arbiters of behavior, which are not always transparent or accountable. This leads to a blurring of legal subjectivity, as decision-making responsibilities are increasingly delegated not to individuals or institutions, but to technical systems powered by big data, artificial intelligence, and neural networks.

The very nature of normativity in the digital age needs to be rethought. Instead of traditional laws created through a political process and sanctioned by the state, protocols of action, user agreements, and technical specifications that are de facto normative but not subject to democratic consensus are increasingly gaining importance.

This creates a new legal dichotomy: between a «legal» state that relies on text, precedent, and law, and an «algorithmic» state that is governed by rules embedded in code, interfaces, and digital architecture. In such an environment, ensuring ethical, procedural, and cognitive transparency of digital norms becomes key: citizens must not only comply with the rules but also understand who, how, and why created these rules. Another challenge is the lack of effective mechanisms for appealing decisions made by algorithms. While in a classical legal system a citizen has access to judicial protection, in a netocracy he is often left without the ability to influence the digital infrastructure that evaluates, filters, or moderates him. Therefore, the task is to institutionalize new mechanisms of «digital law» that will allow users to challenge algorithmic decisions, initiate checks of digital interfaces, and participate in creating regulations for online interaction.

This is possible only if the principle of «algorithmic due process» is implemented – digital procedural justice, which ensures informed consent, access to the logic of the algorithm, as well as the right to human intervention in case of controversial situations. Such an approach creates the basis for a new generation of legal norms that not only ensure formal compliance but also guarantee digital dignity, autonomy and participation in the formation of the digital order.

In conclusion, the transformation of legal regulation in the conditions of netocracy requires the creation of hybrid normativity – a combination of classical law with algorithmic logic and ethical programming, where the law is supplemented by code, and legal responsibility – by reputational and technological accountability.

This requires a radical rethinking of leadership in public administration. The new type of leader is not a commander, but a curator of the digital ecosystem,

moderating the environment and ensuring emergent coordination through intellectual and communication mechanisms. At the heart of such leadership are cognitive trust, facilitation skills, empathic analysis, and strategic listening (Castells, 2010; Fuchs, 2020). Legitimacy no longer derives from a socio-political mandate but is built from below through the level of engagement, reputational capital, speed of feedback, and the ability to maintain cognitive synchronization with citizens.

This type of leadership is not based on a vertical distribution of power, but on horizontal practices of trust, co-creation, and resonance with public sentiment. The facilitator-leader does not impose decisions but creates the conditions for collective modeling of the future. His task is to manage the context, not the process, to shape an environment where ideas circulate, solutions crystallize, and resources self-realize in interaction.

This requires new cognitive and communicative competencies: the ability to work with big data, not only as a tool for analytics but as a means of understanding collective dynamics; the skill of strategic empathy, that is, conscious immersion in the logic of thinking and feelings of target groups; mastery of intellectual mediation as a way to reduce social friction in complex communication ecosystems.

A leader in the era of netocracy is not the center of decision-making, but rather the architect of open processes, a moderator of interaction between citizens, algorithms, platforms, expert communities. His power is not in the order but in the ability to create semantic frameworks that allow society to act in a coordinated manner in conditions of instability. In this context, reputational capital acquires special importance, which is formed not only on the basis of previous merits, but on the basis of real efficiency of interaction, transparency of decisions, ability to adapt and digital ethics. A new type of leader is an interface between the institution and citizens, between technology and values, between data and trust.

Thus, a radical rethinking of leadership in public administration means a transition from command to facilitation, from rhetorical charisma to cognitive sensitivity, from managing people to managing environments of interaction. Such a leader is the bearer of a new archetype of a public administrator – not a bureaucratic manager, but a curator of a digital ecosystem operating at the intersection of technologies, values and social expectations.

In this context, strategic management must transform into a mental orientation of society, where the key role is played by the ability of the state to navigate in a complex, multivariate and fragmented environment. Netocratic realities require the

development of an infrastructure of digital resilience, in particular, digital security systems, cyber hygiene, critical thinking and media literacy of the population. It is not just about technical security, but about the formation of an information ecology capable of resisting cognitive oversaturation, manipulation and fragmentation of collective consciousness.

In addition, the archetypal shift in public administration has a futurological dimension. Network society not only transforms current practices but also questions the very idea of a sovereign state as a centralized carrier of power. In the future, we can observe post-state models of governance based on alliances between platforms, communities and cloud structures, where the state will become just one player in a distributed governance landscape (Deibert, 2020; Kiss, 2022). In such a reality, traditional state functions – security, justice, education – can be delegated or competitively duplicated by private or network agents.

Thus, public administration in the 21st century is in a phase of profound archetypal transformation. It is moving from a model of centralized bureaucracy to a networked facilitative architecture, from hierarchical administration to coordination through algorithms, from legal coercion to reputational and digital legitimacy. This requires not only the renewal of institutional design but also the formation of a new managerial consciousness capable of functioning in a world where the key resource is not power over territory, but power over attention. This is precisely the challenge and at the same time the potential of a netocratic rethinking of public administration in the era of global digitalization.

In the paradigm of network management, the issue of value-based rebooting of public service is extremely relevant. If the traditional public service was based on such principles as impartiality, legal rationality, hierarchical responsibility, then in the conditions of netocracy its place is taken by flexible value-based and competency-based ethics, which implies the ability to dynamically assess situations, adaptability to changing environments and moral reflection on actions in the digital space. Thus, there is a need to form a new model of digital public integrity, which includes the categories of open source, transparent algorithmic design, as well as ethical data moderation.

Digital public integrity appears to be a complex system of ethical norms, technological standards and transparency procedures that ensure not only the legality but also the moral legitimacy of decisions made in the digital environment. It is based on three interrelated principles: algorithmic accountability, ethical interpretability of decisions and inclusiveness of digital interaction.

In this model, a civil servant turns into an agent of ethical programming, responsible not only for compliance with regulatory procedures but also for building trust in digital services and platforms. He must understand the logic of the algorithms, foresee their social consequences, and be able to explain the principles of functioning of digital tools to citizens. This means not just technical but also value-semantic mediation between authorities, citizens and digital systems.

In addition, the new integrity requires the introduction of institutional mechanisms of digital ethics – ethics councils, digital responsibility officers, data transparency control platforms, which should provide multi-level verification of decisions in real time. This is about the formation of an ethical-digital infrastructure that allows not only to respond to abuse but also to proactively form a culture of digital justice.

An important element is the codes of digital conduct, which record acceptable formats of actions of officials, platforms and citizens in the network space. These should be living documents – adaptive, contextually sensitive, open to public discussion. Such ethics, enshrined in digital regulations, become a new foundation of trust in conditions where anonymity, virtuality and transience of information complicate traditional forms of control.

Thus, digital integrity is not only a new ethical standard, but the core of managerial modernization that ensures dignity, justice and security of citizens in the digital space. In a new type of public service, it becomes not a supplement to professionalism, but its basis, because it is the stability of values that is the key to the legitimacy of public authorities in the network age.

At the heart of the new model of legitimacy is the principle of socio-technological resonance, that is, the correspondence of digital institutions to citizens' value concepts of justice, privacy protection, freedom of expression and inclusion. This means that the algorithmization of public administration must be accompanied by institutional mechanisms of verification, revision and human supervision – the so-called human-in-the-loop governance. Thus, legitimacy in the digital age is no longer just compliance with legal norms, but a complex socio-technical consensus formed on the basis of transparency, reputation, public feedback and constant updating of ethical protocols.

In this context, legitimacy becomes a dynamic process, not a static status, a process that requires constant interaction between citizens, institutions and algorithms. It is about forming a system of adaptive trust that is updated in accordance with

technological changes, social expectations and new ethical challenges. It includes periodic public evaluation of algorithmic decisions, transparency in the process of forming digital policies, as well as ensuring real user participation in the regulation of platform environments.

An important aspect is the transition from formal legitimation to procedural justice, when not only the result but also the way to reach a decision must be fair, inclusive and understandable. That is why the introduction of interpretable algorithms that can be explained to citizens in the language of values, and not just technical parameters, becomes crucial. This creates a new quality of accountability, where not only actions but also the logic of decision-making is subject to public audit.

Socio-technological resonance also involves the creation of a system of value correspondence – when digital institutions do not impose but reflect collective ideas about goodness, justice and acceptability. This is especially relevant in the context of global multipolarity, where technological solutions must take into account local ethical contexts, cultural codes and social expectations. Therefore, there is a need for platform pluralism, where there is no single digital truth, and each community can co-create the rules of its algorithmic environment.

Thus, legitimacy in the digital age is a complex interweaving of technology, trust, ethics and culture. It is formed in the space of the intersection of technical rationality with moral reflection, where digital public administration should become not only a tool of efficiency but also a mirror of civic values. This is the key to a new model of statehood, which is able not only to govern but also to resonate with society in conditions of information supercomplexity and global fragmentation.

All the above indicates the need to construct a meta-network governance that involves interaction not only between power actors and citizens but also between algorithms, platforms, ethical codes, artificial intelligence standards, digital identities, and environments of trust. Such governance is impossible without transdisciplinary expertise that combines political theory, cybernetics, institutional anthropology, cognitive science, and the ethics of new technologies. Thus, a new type of manager emerges – a digital facilitator of systems thinking who does not manage processes but creates the prerequisites for their synchronization in a complex environment of uncertainty.

Finally, an important aspect is the need for a global rethinking of the architecture of accountability. In a world where digital elites operate beyond jurisdictions, and governance decisions are increasingly made not

at the level of national governments but in the server rooms of transnational corporations or decentralized autonomous organizations (DAOs), the role of new forms of meta-legal accountability is growing – through the codification of digital standards, community participation in the development of platform policies, ethical review boards, and digital observatories. In this sense, there is a need to move from state sovereignty to the subjectivity of responsibility – when the main question becomes not «who has power» but «who is responsible for the consequences of its application».

Thus, the archetypal evolution of public administration in the 21st century is not only a transition from one institutional arrangement to another. It is a civilizational break that transforms the very anthropology of power, changes the logic of social interaction, redefines the categories of law, trust, representation. In this process, netocracy appears as an ambivalent form – on the one hand, it is a chance for innovative renewal of statehood, on the other – a threat to democratic balance and civil rights. Therefore, the main task of scientists, analysts and practitioners of public administration is not only to describe these changes but also to propose a conceptual and normative framework for fair, ethical and inclusive governance in a world where the archetype of the «algorithm» is replacing the archetype of the «law». In such a complex environment, the governance of the future cannot be based on simple adaptation to technological changes. Its main task is to foresee and shape an environment in which decisions are made not by chance, but within the framework of a value-oriented, flexible and dynamic logic. In view of this, the strategic focus should shift from normative regulation to the design of framework conditions of interaction: the architecture of digital ethics, algorithmic transparency, public feedback, reputational responsibility. Netocracy requires the formation of a new management paradigm, where management is understood not as domination but as facilitation, not as directive but as mentoring, not as rigid administration but as orchestration of multiple flows of knowledge, interests, and identities.

This, in turn, puts forward clear requirements for politics: to create a new system of institutional balance, capable not only of responding to the challenges of the digital society but also of ensuring the sustainable transformation of the state in the conditions of global multipolarity. In this context, the key role is played by the introduction of network mechanisms of co-governance, which provide for the citizens' active participation in the development and monitoring of digital policy, including open audit of algorithms, common codes of ethics and public platforms for discussing digital justice.

In addition, it should be emphasized that the archetype of the «algorithm» does not necessarily have to replace the archetype of the «law». On the contrary, the task of the new statehood is to integrate digital and legal models, to create an institutional and humanitarian balance between flexibility and responsibility, efficiency and ethics, technologicality and humanity. In this balance, a new normativity should be formed, based not only on formal prescriptions but also on trust, shared values, and the collective ability to coexist in a multidimensional world.

3.3. Strategic guidelines for the transformation of public administration in the context of netocracy

The policy and management recommendations arising from the study include several strategic actions. Firstly, it is necessary to institutionalize mechanisms for algorithmic public accountability. This involves the creation of specialized digital audit bodies that work at the intersection of jurisprudence, technological expertise and human rights. These bodies should have a mandate to verify, certify and oversee algorithms used in both the public and private sectors, especially where they affect public interests. Their functions include analytical expertise of algorithms, public reports on algorithmic transparency, setting standards for ethical programming, and appeal mechanisms for users. Such structures should be independent, open to cross-sectoral cooperation and accountable to society. The introduction of algorithmic monitoring in public digital services will increase trust in digital tools, prevent discrimination and ensure compliance with international standards.

Secondly, digital ethical standards should be introduced in public administration by including a module «Digital Integrity of Public Administration» in the State Code of Ethics, which will contain provisions on algorithmic transparency, data as a public good, and non-interference in digital privacy. This includes mandatory explanation of algorithmic logic, data openness, prohibition of unauthorized processing of personal information, and ensuring digital autonomy of citizens. Such standards should be legally formalized, enshrined in regulations, and implemented through control mechanisms, educational programs, and supervision by ethics officers. This will allow for the formation of a new managerial culture of responsibility in the digital age. The third direction is the implementation of multi-actor co-governance strategies. The formation of dynamic participatory networks that connect

the state, the public, platform companies, and the academic community creates prerequisites for polycentric and sustainable digital governance. These are digital public councils, platform parliaments, policy labs, which will develop rules, moderation, and recommendations on policies and technologies. Such a model avoids the dominance of one subject, ensuring equality of votes, algorithmic level of participation, transparency, and flexible horizontal feedback. The fourth condition for adapting public administration to the realities of netocracy is the modernization of the civil service training system. The integration of interdisciplinary modules, such as digital governance, digital ethics, attention management, media psychology, and sociotechnologies, will allow for the formation of the competencies of a new generation of managers. Education should not only transfer knowledge, but also form digital sensitivity, cognitive resilience, the ability to facilitate, and critical thinking. The introduction of a national digital governance hub, retraining of personnel, and adaptation of master's programs will lay the foundation for the intellectual sovereignty of the state.

The fifth strategy is to support digital sovereignty infrastructures. Investing in national software, developing open platforms and platform constitutions will contribute not only to preserving technological independence but also to building a new digital social contract. This is about the architecture of digital democracy, where interfaces, algorithms and data are public objects of shared governance. Inclusive infrastructures will allow citizens not only to use state services, but also to participate in their design and control, forming digital sovereignty not as a defense, but as a system of co-creation. The next direction is the formation of a new culture of digital participation. Through public digital assemblies, platform referendums, verified online consultations and real-time communication between authorities and citizens, it is possible to create a true network democracy. Participation should not be an imitation, but a functional practice – a tool for influencing digital policy and monitoring the implementation of decisions. Digital participation should not only be accessible but also meaningful, participatory, structurally protected from manipulation and algorithmic inequality.

Finally, it is necessary to lay the foundations of a digital mental health policy. The state's digital strategy should integrate blocks aimed at combating information overload, cognitive manipulation and digital anxiety. This includes educational campaigns, online psychological support tools, information load indicators, digital «sanitary certification» of work

environments and the creation of a National Center for Cognitive Resilience. Such a policy will ensure the emotional well-being of citizens, resistance to disinformation and improve the quality of public discourse.

Taken together, the proposed directions form a holistic framework for rethinking public administration in the context of digital globalization and the network order. They ensure not only technological adaptation, but also a value transformation – from a state that governs to a state that facilitates, supports, protects and co-creates a new generation of digital publicity with citizens.

4. Conclusions

In the 21st century, public administration appears to be a complex, multidimensional system formed at the intersection of digital technologies, global fragmentation and deep archetypal transformations of collective consciousness. Classical models of centralized, hierarchical statehood are gradually losing their effectiveness and legitimacy, as they are unable to adequately respond to the challenges of network reality, in which the key resources are not territory or population but information flows, digital platforms, algorithms and citizens' attention.

In this new context, netocracy acts not only as a form of power of the digital elite but as an archetype – a new mental structure of public power, which determines the logic of decision-making, the principles of legitimacy, the principles of managerial ethics and the norms of social interaction. The concept of netocracy, proposed by Bard and Söderqvist, allows for not just a description of socio-political changes but a deep analytical rethinking of the very foundations of statehood, taking into account the symbolic, technological and ethical dimensions.

The study identified a number of key vectors of public administration transformation: from algorithmization of legitimacy to socio-technological resonance – when trust is formed not due to a legal mandate but on the basis of transparency of digital decisions, value compliance and reputational capital; from normative regulation to facilitative management – where flexible protocols, ethical codes and strategic listening dominate instead of directives and rigid instructions; from vertical administration to horizontal co-creation – when citizens, digital platforms, state institutions and expert communities operate in a multi-actor interaction mode; from centralized identities to hybrid digital subjectivities that require new forms of legal recognition and institutional representation.

Of particular importance is the formation of a new ethical and institutional paradigm based on the principles of digital integrity, algorithmic transparency, reputational responsibility and the mental health of society. This means that successful public administration in the 21st century must ensure not only the effectiveness of policy implementation, but also the creation of environments of trust, inclusiveness, and resilience – both at the technical and anthropological levels.

Netocracy, despite its antinomy to classical statehood, does not deny the rule of law, but requires its deep rethinking and modernization. It is about building a hybrid normativity, in which the law coexists with the algorithm, and legal responsibility is supplemented by reputational accountability, public feedback and digital ethics. This is the strategic potential of combining the instrumental and the symbolic in public administration.

In such an architecture, the effectiveness of the state is determined not by the number of regulations or resolutions but by the ability to be a facilitator in the complex field of socio-technological interaction. This requires a radical renewal of management approaches – from the content of state policy to the preparation of a new generation of leaders capable of acting in conditions of uncertainty, polycentricity and constant technological shifts.

Ukraine, which is experiencing a difficult period of military, information and civilizational pressure, has a unique historical opportunity to lead the global trend of public power renewal. Its openness to digital innovation, high levels of civic engagement, and strategic momentum for post-traumatic recovery form the basis for a new governance course focused on combining technology, justice, and humanity.

This new governance model can be described as an «environmental state» – not just a government agency, but a facilitating infrastructure for the collective creation of the future. It envisions the coexistence of the «smart network» archetype with cultures of digital integrity, ethical programming, and strategic solidarity. It is such a state that will be able not only to survive but also to thrive in the context of digital globalization, providing citizens with not only services but also meaning, not only security but also trust.

In this sense, the archetypal evolution of public administration is not just a scientific hypothesis, but a necessary stage of a global civilizational transition. Its deep understanding, adaptation, and implementation will be the main challenge and at the same time an opportunity for the next generation of public administrators.

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