TEAM MANAGEMENT FOR MODERN MANAGERS: FROM MODELS TO PRACTICE

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Introduction. The modern world is characterized by a significant increase in uncertainty, which is due to the rapid development of scientific and technological progress, as well as global challenges (digitalization, climate change, geopolitical fluctuations, pandemics, etc.). In particular, one of the global challenges today is digitalization. Cloud technologies, instant information exchange tools, automated project management systems, analytical services that use large language models, etc., help to overcome spatial and temporal barriers, but they require not only implementation, but also constant transformation of command-oriented management of modern organizations. In particular, the development of digital technologies and digital services based on the principles of interaction, collaboration, and integration are radically transforming modern management models and strengthening methods and ways of organizing teamwork using hybrid technologies, forming new requirements for the management competencies of modern managers. This necessitates scientific research in this area, as McKinsey research confirms that team-oriented transformations can deliver a 30% increase in efficiency in organizations that implement teamwork strategies [12]. P. Drucker, a classic of the American school of management, expressed the opinion that the organizations of the future will have a flat structure, work with information and '... will mainly be organized in the form of problem-solving teams' [13]. Given these trends, it is relevant and important to study teamwork using hybrid technologies in the management activities of modern managers, which allow them to create and implement new models of behavior and new values and ensure the sustainable development of modern organizations.

Analysis of recent research and publications. In conditions of constant change in the external environment, teamwork becomes a key factor in the success of organizations. However, despite significant scientific interest in the topic in the scientific works of Bezditko O. [1], Yeshchenko M. [4], Sazonova T. [6], Tymoshenko D. [8], Yarmolyuk D. [10], and Shportko G. [8], certain aspects of teamwork organisation in the context of digitalization are becoming increasingly relevant. In particular, this concerns the adaptation of traditional teamwork models to modern digital realities, as well as the identification of models for effective team management.

One of the key problems is the lack of a systematic approach to the implementation of digital technologies in teamwork, which often leads to fragmentation, insufficient coordination and a decrease in the overall effectiveness of collective activity. In addition, changes in organizational structures, in particular the transition to more flexible, 'flat' forms of organization, require managers to have a new level of competence – the ability to coordinate numerous employees and ensure a high level of communication and motivation in remote or hybrid working conditions.

Objectives of the article is to systematize contemporary theories and approaches to team formation, as well as to substantiate a scientific approach to the creation and development of teams in modern organizations.

The main material of the study. The ideas of teamwork and team technologies were formed in the process of the evolution of management thinking, as they are related to the search for effective ways of organizing

collective activities to achieve common goals. From the mid-19th to the mid-20th century, management theory and practice focused on individual work, a clear division of functions, hierarchical organizational structures, and finding ways to increase productivity through standardization of work processes and task control, interest then began to grow in group dynamics, motivation, and interpersonal interaction in the production process. Hawthorne's research in the 1920s and 1930s showed that productivity depends not only on technical factors, but also on social relations within the team. At this time, K. Lewin conducted the first studies of processes within a group (works 'Field Theory in the Social Sciences,' 'Resolving Social Conflicts'), and later group dynamics were considered by his followers: R. White, E. Mayo (the influence of interpersonal relationships on the effectiveness of group activity), L. Festinger, G. Kelly and other authors to describe all the processes of internal interaction between members of a small group. K. Lewin, researching group dynamics, also formed a three-stage theory of behavioral change and noted that a group is never in a state of equilibrium, but rather a process of mutual adaptation of its members is constantly taking place within it. Thus, his research sought answers to the questions: What is the nature of groups? What are the conditions for their formation? What is their relationship with individuals and other groups? What are the conditions for their successful functioning? This laid the foundation for future research on the process of organizational change, the life cycle of an organization, employee involvement in decision-making, and other aspects of intra-organizational dynamics.

In the 1950s-1970s, when organizational behavior theory began to develop, concepts of teamwork were developed, which are still evolving today and are the subject of interdisciplinary research (group structure, communication networks, types of interaction within a group, etc.). Therefore, in the literature, the concept of 'team' has synonyms such as "group", "collective", "gang", "brigade", "bunch", "company", "gang", "cartel", and "union" which reflects the ambiguity of this concept. However, when studying the essence of the concept of 'team' in management, it is advisable to understand this concept as a group of people who are united by a common goal, distribute work operations and responsibility for achieving specific results among themselves, have a clearly defined leader, complementary skills and abilities, and a high level of trust. The prerequisite for creating a team is a group, which is a simpler social formation characterized by the presence of a common goal, the ability to coordinate its activities, satisfy the need to belong to a social group, and the absence of restrictions on the number of members and accountability. A team, on the other hand, is a more complex social entity which, unlike a regular group, is limited in number, involves accountability (on an ongoing basis) and common goals, interdependence, division of responsibilities, and online and offline work. In addition, it is within a team that it is possible to ensure a positive sociopsychological climate through the organization of relationships characterized by trust, understanding, discipline, understanding of expectations, harmony, comfort, and emotional competence.

It is digital technologies that have made teamwork so important, as they focus on the effective management of routine processes based on interaction, which is impossible without trust. After all, to perform certain tasks (such as creating a report, analytical note, etc.), there will be a need for shared access to and editing of the document, when all participants will immediately understand the level of education and digital skills, competence and the ability to form trusting relationships. At the same time, the lack of trust, understanding, discipline, and a positive sociopsychological climate will not allow moving forward and functioning smoothly, but it takes time to form them. Therefore, at the present stage, in the context of digitalization, there is a need to form a scientific basis for teamwork, which will allow for the management of modern organizations in the context of global challenges and a high level of uncertainty in external factors.

The development of a team as a specific social entity that is formed through certain stages of relationship development was first described in one of the most famous team management theories, Tuckman's Stages of Group Development (1965) [16]. According to this theory, a team must go through four stages: forming, storming, norming, and performing. Over time, a fifth stage was added: adjourning (Table 1).

This approach made it possible to demonstrate in detail how relationships would develop and how the group would transform into a team capable not only of performing routine operations, but also of working cohesively under conditions of limited resources and time. At the same time, the level of conflict, cohesion and the ability to perform different roles were considered, which made it possible to demonstrate the development of the group through emotional and business activity. A similar approach was used by L. Umanksy, who demonstrated the development of a small group through the following stages: conglomerate, nominal group, association, cooperation, autonomy and collective (corporation).
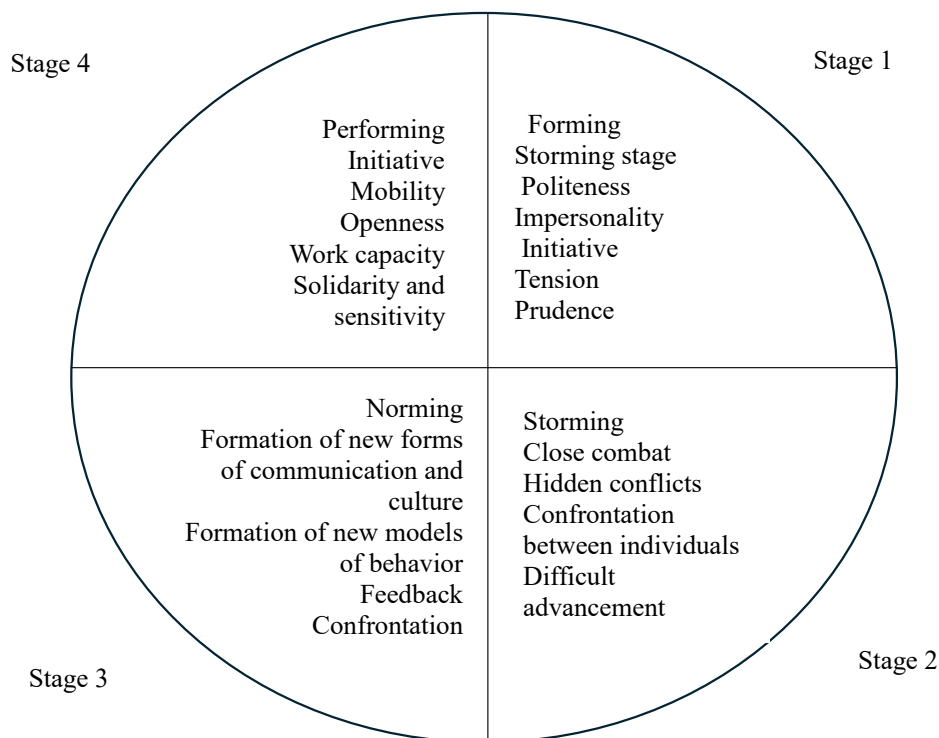
Table 1

Stages of team development according to Tuckman's group development theory

Stage of group development	Typical behavior of participants	Emotions	Needs	What they need
Formation	Avoiding conflict; needing approval and frequent feedback; trying to figure out tasks, processes, and how things work; talking about stuff that's not work-related; being polite and friendly.	Many feel excited, optimistic and full of anticipation; there is a sense of uncertainty and apprehension; what is expected of me? Why are these people here? Do I need to understand who is who?	Mission and overall vision; specific roles and responsibilities of all members defined; basic rules for interaction and decision-making established; operational guidelines and effective meetings.	Well-defined leader; decision-making by the leader; requires a clearly defined structure and tasks; ensures an atmosphere of confidence and optimism within the organization.
Conflict (emotional reboot stage)	Disputes between team members; obvious differences in views and personal style; lack of behavior aimed at finding consensus; concern about excessive workload; redistribution of roles, the team begins to organize itself.	Fluctuations in attitude towards the team; increased tension and jealousy; confusion and loss of interest in tasks may arise; uncertainty or resistance to the team's mission and goals; questioning the expertise of other team members.	Effective listening; building relationships; giving and receiving feedback; resolving conflicts, restoring roles and establishing ground rules; rules for interacting with team members who 'break the rules'.	Recognition of conflicts by the leader and facilitation of consensus building; encouraging team members to take more responsibility for task execution; development of a shared leadership concept; development of conflict resolution skills; providing support and praise.
Normalization (unity and responsibility)	The team agrees on common processes and rules; relationships become comfortable and trusting; all attention is focused on completing tasks; decisions are made jointly, considering everyone's opinions; conflicts are resolved calmly and effectively.	A sense of belonging to the team; high level of confidence in oneself and the team; acceptance of each team member as they are; general atmosphere of trust; freedom to express oneself and contribute.	Be open to new ideas and actively share your own suggestions; use all available resources to achieve common goals; accept feedback and take it into account in your work.	Flexibility in the team structure is required; encouraging others to make decisions; supporting a culture of contribution from every team member; continuing to develop strong relationships within the team.
Productivity (interdependence)	The team functions completely independently; independence is developing; it can organize itself without external assistance; participants work well both individually and in subgroups.	Empathy for one another; high level of commitment; strong bonds are formed; general sense of satisfaction from work.	Supporting team flexibility; assessing knowledge and performance; actively exchanging feedback and engaging in dialogue with managers.	Observation, task setting and meeting the needs of the team; minimal instructions and manager involvement in the organization of work processes; exchange of new information between team members.
Completion	Visible signs of sadness; slower pace of work; bursts of energy, usually followed by a sharp drop in energy levels.	Sadness: humor that may seem harsh to outsiders; a sense of relief that it is all over.	Evaluate the team's results; complete all unfinished tasks; reflect on the journey together.	Reflections and transfer of shared work experience to future opportunities; support in developing options for completing the work.

Source: compiled and summarized based on [7, 9, 16]

Each stage is described in terms of goals, motives, value orientations, the ability to organize and act together, the level of development of interpersonal contacts, stress resistance and the reliability of the group in extreme situations.

Based on this theory, Sorochan O. and Khakhuda I. [7] presented a team development clock (Fig. 1), which demonstrates the cyclical nature of these processes in a team when changes occur in the team structure. Therefore, the process of creation, functioning and development will occur cyclically. This is important, especially when there is an increase in staff turnover in an organization or department.

Stage 4

Performing
Initiative
Mobility
Openness
Work capacity
Solidarity and
sensitivity

Stage 1

Forming
Storming stage
Politeness
Impersonality
Initiative
Tension
Prudence

Norming
Formation of new forms
of communication and
culture
Formation of new models
of behavior
Feedback
Confrontation

Storming
Close combat
Hidden conflicts
Confrontation
between individuals
Difficult
advancement

Stage 3

Stage 2

Figure 1. Command development clock
Source: [7]

After all, each new team member will need time not only to adapt, but also to build internal organizational relationships. This, in turn, will affect the effectiveness of teamwork. Trust, emotional competence, a positive social and psychological climate, and other advantages will be the result of going through stages where time is a key factor. Therefore, the distribution of roles, i.e. who will do what and be responsible for what, will play an important role in teamwork. Other approaches and methods are used for this purpose.

The most well-known method is Raymond Meredith Belbin's, which divides all roles into three main groups: social roles (Chairman/Coordinator, Team Worker, Resource Investigator); action roles (Shaper, Implementer, Completer-Finisher); intellectual roles (Plant, Specialist, Monitor Evaluator) [3,11]. He provided not only a methodology for determining roles, but also the strengths and weaknesses of each. He also noted that the absence of even one role would negatively affect the effectiveness of the team role. In the process of interaction, situations may arise when several roles can be performed, but if there are more than three, there is a risk of overload (Table 2).

The main idea behind the model. A work team is most effective when it consists of people with different abilities, ways of thinking, and personal qualities. At the same time, it is important that team members not only differ from each other but also complement each other. Then the process will work like a conveyor belt, where each employee performs their specific functions in the project and then passes them on down the chain [11]. Thus, he developed a methodology for assessing and defining roles in a team among employees and identified factors that will influence the choice of role in a team: personal and intellectual abilities; internal and external motivation; previous experience; degree of mastery of the role in the team. Therefore, it is recommended to conduct comprehensive testing in three areas: motivation, intelligence, and personality.

This will allow you to balance the skills, abilities and competencies of employees, considering the complexity of the tasks that will be set for the team. For example, if the task is to 'launch a new product on the market' or 'develop an anti-crisis strategy,' then the intellectual roles will take the lead: Idea Generator, Analyst-Strategist, and Specialist. The Generator will put forward an idea, the Analyst will analyze the market and form a conclusion as to how viable the Generator's idea is, and the Specialist will give their recommendations on how to implement the idea [11].

Table 2

Characteristics of roles according to M. Belbin and their strengths and weaknesses

Role	Characteristics	Strengths	Weaknesses	The contribution of each role to the effectiveness of teamwork
1	2	3	4	5
People-oriented roles				
Chairman/ Coordinator	A natural leader who can bring together different team members to achieve a common goal. He clarifies work objectives, organizes the work process, sets deadlines, and distributes tasks within the team. Unlike the Shaper, he listens to all team members and tries to find a solution that is beneficial to everyone. He understands the feelings and emotions of his subordinates, is attentive to their needs and interests, and can clearly identify weaknesses and strengths. Traits such as high intelligence and creativity are not mandatory.	Maturity, confidence, good leader. Explains goals, encourages decision-making, delegates authority.	Often perceived as manipulative, it relieves personal workload.	Explain goals and priorities. Motivates colleagues. Creates an atmosphere of equality and participation. Helps to utilize everyone's strengths.
Shaper	A dynamic and ambitious person who likes to take responsibility for the team and lead it to achieve the project's goals. Usually, these are pronounced extroverts with strong assertiveness. They like to lead others and push them to action; their goal is victory. Shapers are energetic, active, emotional, capable of captivating those around them, inspiring them, stimulating them, and supporting them. Shapers push the team towards results, often in the face of resistance.	Searching, dynamism, overcoming pressure. Assertiveness and courage in overcoming obstacles.	Prone to provocation. Belittles other people's feelings.	Provides the team with momentum, energy, and focus. Pushes the team forward in difficult moments. Does not allow the team to get stuck in discussions. Resolves conflicts through action.
Resource Investigator	Easily finding new opportunities, being sociable, can quickly become inspired, but also lose interest. For him, the whole world is full of opportunities. He knows who to call, who to ask what to ask, etc. Easily negotiate with people outside the team. They are born to negotiate, explore new opportunities, and establish contacts. Although they are not generators of original ideas, they easily pick up on the ideas of others and develop them. They easily recognize what is available and what else can be done.	Extrovert, enthusiastic, sociable. Never misses an opportunity to expand his circle of contacts and sphere of influence.	Excessive optimism. Loss of interest if initial enthusiasm fades.	Provides access to external resources, connections, and opportunities. Brings new ideas and inspiration to the team. Easily establish contacts with partners and clients. Maintains a positive attitude and openness to new ideas.
Action-oriented roles				
Team worker	This is a person who cares not only about tasks but also about relationships. They are responsible for establishing relationships within the team. This is the person who, in the tensest moments, can defuse the situation, joke, and express their feelings. They are very polite and sociable. They know how to be flexible and adapt to any situation and different people.	Cooperation, gentle-ness, receptiveness, diplomacy. Able to listen, build relation-ships, and prevent disagreements.	Indecisiveness in conflicting situations.	Ensures cohesion and harmonious relationships. Smooths out conflicts, listens, supports. Help others adapt. Important during periods of stress and uncertainty.

Continue table 2

1	2	3	4	5
Implementer	A disciplined, task-oriented, thorough worker. Whatever you assign him, he will try to see it through to the end and do it on time. He is organized and methodical, implementing ideas that have been formulated, discussed, and approved. He likes to follow a pattern because he is used to always acting in a certain way. By assigning him routine, monotonous, or simple tasks, we ensure their effective and high-quality completion. However, it is not worth asking him to come up with ideas, analyze, learn new things, manage, or inspire others.	Discipline, reliability, conservatism, practicality. Turns ideas into reality.	Lack of flexibility. Slow to respond to new opportunities.	Implements ideas into practical steps. Ensure tasks are completed on time. Ensure stability, order, and discipline. Ensure consistency and organization.
Completer-Finisher	A person who compares what we achieve with what we planned to achieve. He makes sure that each task is completed in full, with high quality and on time. It is impossible to deceive or "bribe" a controller; he is precise, diligent, and meticulous. A controller looks for mistakes in the performance of a task. It is as if they have a certain standard in their heads how and when something should be done. Controllers do not accept or understand a playful, emotional attitude toward work. They are not inclined to delegate and prefer to perform tasks independently.	Diligence, conscientiousness, integrity, meticulousness. Finds mistakes and shortcomings, completes everything on time.	Prone to excessive anxiety. Reluctant to delegate authority.	Ensures quality, sees things through to the end. Identifies errors and shortcomings, does not allow "half-baked" solutions. Controls deadlines, standards, and details. Important in the final phase of projects.
Intelligent roles				
Plant	He puts forward new original ideas and offers solutions, is intelligent, intellectually gifted, quick to learn, loves non-trivial and complex tasks, and has a developed imagination. He tends to be introverted and reacts strongly to both criticism and praise. His ideas are often radical in nature, and he lacks practical effort. He is independent, intelligent, and original, but may be weak in communicating with people of a different level or direction.	Creativity, imagination, originality, uniqueness, solving complex problems.	Ignores coincidences, extremely busy to effectively exchange information.	Solves complex, creative tasks. Offers non-standard approaches. Generates innovative concepts. Needed at the stages of strategic planning and brainstorming.
Specialist	This is a person who takes pride in their technical skills and abilities in a narrow field. Their priorities are providing professional services, facilitating and promoting their field of activity. Demonstrating professionalism in their subject, they are rarely interested in the affairs of others. Specialists play a specific role in the team thanks to their rare skills, on which the company's service or production is based.	Dedication and commitment to your work. Provides knowledge and skills on specific issues.	Contributes only to a narrow field. Extremely focused on the technical side of things.	Provides expert knowledge in a narrow field. Raises the level of professionalism of the entire team. Solves specific technical or scientific problems. It is a source of deep expertise.
Monitor Evaluator	Rational, cool-headed, and in some ways pessimistic. This is a person who weighs all options and always looks for alternatives. He is always critical. Any proposal or idea must be analyzed in detail before being approved. He thinks strategically, builds plans, and understands that not every brilliant idea is productive. He is good at weighing the pros and cons of the proposed options. Compared to others, they seem harsh, boring, and overly critical.	Moderation, strategy, insight. Sees all possibilities. Able to give an accurate and objective assessment.	Lack of assertiveness, inability to inspire others.	Weighs options, makes objective decisions. Analyzes the strengths and weaknesses of ideas. Does not succumb to emotions – logic and strategy. Important in decision-making and risk assessment.

Source: compiled and summarized by the author based on [3, 11]

Thus, the use of M. Belbin's methodology will allow the manager not only to adjust and manage team activities, especially in the context of various projects, but also to increase the team's ability to adapt to complex and changing situations. The next, one of the most well-known and applicable models focused on forming effective teamwork, The Grove (The Grove's Team Performance System), is a model by Allan Drexler and David Sibbet, which was formed in 1970 [14] based on defining the tasks that teams need to solve at each stage. It serves as a methodological basis for forming teamwork or implementing a team management culture based on determining what needs to be done at each stage by finding answers to the following questions (Table 3).

The result of using this model is the formation of a teamwork algorithm that helps leaders act purposefully rather than intuitively, considering the real needs of the team at each stage: from building trust to achieving high productivity and renewal. Consistent completion of the stages – orientation, building trust, clarifying goals, commitment, implementation, high-performance activity, and renewal – creates a common mental space for both the leader and the team. This allows for effective communication, reduces resistance to change, maintains motivation, and ensures consistent results.

The application of this model also fosters a culture of responsibility, transparency, and reflection, promotes the development of a coaching approach to management, and enhances the emotional intelligence of the entire team. As a result, the team becomes not only effective but also adaptive, cohesive, and capable of sustainable growth. Thus, the formation of an effective team is based on a scientific foundation that allows one to develop the art of organizing interaction, identify the interests, strengths, and weaknesses of each participant, build a work algorithm, form a corporate culture of teamwork, and define tasks.

Table 3

The seven stages of the Drexler-Sibbet team effectiveness model and their characteristics

Stage name	Purpose	Characteristics
1. Orientation – "Why am I here??"	Shapes the vision of the mission, roles, and expectations; alleviates anxiety	This is the team formation stage, where team members come together for the first time and begin to explore their purpose. At this stage, people may feel uncertain or anxious. It is necessary to clearly understand the team's goals, expectations, and each person's contribution to the group. As a team leader, it is important to promote psychological safety and encourage questions. Addressing doubts early on builds confidence and creates a solid foundation for team development.
2. Trust Building – "Who are you?"	Building trust through familiarity, openness, reliability	At this stage, team members begin to establish relationships and get to know each other on both a personal and professional level. Trust is the foundation of cooperation. Without it, teams find it difficult to work together effectively.
3. Goal Clarification – "What we do?"	Managing goals, assumptions, priorities; creating a shared vision	Once trust has been established, the team refocuses on defining its goals and objectives more clearly. This stage ensures that everyone understands what the team is trying to achieve and how success will be measured. Team members align their efforts, reduce ambiguity, and form a shared vision.
4. Commitment – How will we do it?	Aligning processes, resources, roles, and responsibilities; setting accountability expectations; aligning values and work norms	Once the goals are clearly defined, the team works on developing a plan to achieve them. Participants take responsibility for their roles and responsibilities. This stage aims to build commitment through clear agreements on how the team will work together.
5. Implementation – "Who, what, when, and where?"	Plan implementation; task allocation, progress monitoring, adaptation to changes	The team begins to execute its plan. Participants coordinate tasks, manage deadlines, and respond to challenges as they arise. This is the most action-oriented stage, where collaboration becomes tangible and practical.
6. High Performance – "Wow!"	Synergy, spontaneous interaction, extraordinary results, constructive conflict resolution, shared leadership and accountability	At this stage, the team is operating at its highest level. Team members trust each other, communicate effectively, and consistently exceed expectations. Creativity, innovation, and productivity thrive.
7. Renewal – "Why continue?"	Reflection, celebration, review of goals, and motivation for a new cycle	The renewal marks a time for reflection, celebration, and planning for the future. The team evaluates past efforts, recognizes achievements, and considers new goals or directions.

Source: compiled and summarized based on [14]

Therefore, the combination of these three theories allows us to present teamwork as a structured management technology that encompasses: the development of a team as a system (Tuckman's theory), the optimization of team roles considering personal qualities (Belbin's model), and the management of the teamwork effectiveness process (Drexel-Sibbet's model). In the context of digitalization, when there is a need to form teams that will be able to use hybrid technologies, it is Takman's model that will allow us to determine and track the dynamics of team development from formation to highly productive collaboration – in conditions of limited physical interaction. After all, the importance of conflict management, behavior regulation, and maintaining focus is growing, which requires managers to develop new facilitation and online leadership skills.

M. Belbin's role theory allows us to rethink the distribution of roles in a team using hybrid technologies (a combination of offline and online). The use of digital tools makes it possible to more clearly identify the strengths of team members (in particular, through performance analytics, feedback, and self-assessment) and to individualize functional participation. This increases team engagement, motivation, and adaptability. The Drexler-Sibbet model of an effective team provides managers with a structured roadmap that considers the stages of building trust, aligning goals, making decisions, and self-management, even in a virtual space.

This allows digital and social tools to be integrated at every stage of team development to achieve goals. Thus, modern managers gain powerful management technology for managing modern socio-economic systems in the context of global change. It requires a set of different competencies for organizing team work offline and online, including digital ones (Table 4).

Table 4

Comparative analysis of digital competencies of managers for managing teams online and offline

Category of digital competences	For team management	
	Online	Offline
Project organization and management	Trello, Asana Jira, Microsoft Teams Planner for task distribution and control	MS Project, Notion, or corporate ERP for planning and reporting
Managing team interaction	Zoom, Microsoft Teams, Google Workspace for daily communication, Cisco Webex	Email, internal messengers (Viber/WhatsApp) and offline meetings with digital recordings
Data analysis and visualization	Power BI, Google Data Studio, Tableau for real-time performance monitoring	Excel, corporate BI systems
Document flow and information exchange	Google Drive, Dropbox, and OneDrive cloud services with access settings, specialized internal management systems	Electronic document management, scanning, archiving
Digital security and hygiene	Online account protection skills, two-factor authentication, encryption	Basic knowledge of data protection in corporate networks, antivirus systems
Communication and feedback	Assessment via Mentimeter, Kahoot, electronic forms, regular online surveys, etc.	Surveys via Google forms or printed forms with subsequent digitization
Coaching and development through digital platforms	Use of educational platforms (Coursera, Udemy, internal digital learning systems)	Organization of short workshops with digital elements, use of internal video lessons.

Source: compiled by the author based on [2, 5, 8–10]

Thus, in the context of digital technology development, effective management requires not only teamwork skills, but also digital competencies that enable setting goals and objectives, coordinating and monitoring the process of achieving goals, ensuring interaction, and forming a team culture within the organization. As digital technologies grow and become more prevalent in the organization of modern organizations, the role and importance of digital competencies will increase. These competencies can be grouped into three main areas: organizational work management (project management); self-organization and self-employment; and dialogue and team communication, considering ethical aspects. After all, it is the manager who can master modern management technologies of interaction, combining digital technologies, competencies, and teamwork, who will be able to make management decisions in the face of global challenges and form a sustainable model of organizational development.

Conclusions. Thus, team management at the present stage is based on scientific achievements, which allows creating communities in the form of teams that are capable of interacting in the context of global challenges, demonstrating results, achieving set goals, ensuring the competitiveness of the organization's management, and creating prerequisites for sustainable growth. Teamwork is a multidimensional management technology that combines behavioral models, social interaction, and digital tools.

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Alla Hliebova, Candidate of Economic Sciences, Associate Professor, Associate Professor of the Department of Management and Logistics, National University "Yuri Kondratyuk Poltava Polytechnic". **Team management by a modern manager: from models to practice.**

The article analyses the evolution of approaches to organizing teamwork in management activities, considering contemporary challenges that necessitate a rethinking of the role of the manager in the context of digitalization. Based on the disclosure of classical models (Tuckman, Belbin, Drexler-Sibbet), a systematic approach to team formation and development is proposed. This made it possible to reveal teamwork as a modern management technology, which, in conditions of high uncertainty and limited time, allows making management decisions and ensuring the stability of organizations. It has been proven that effective team functioning in the modern organizational environment is possibly provided that: taking into account the stages of team interaction development (time is needed for its creation and the efforts of the leader), distribution of roles according to R. Belbin (identification of strengths and weaknesses), and definition of clear tasks for the team (for its creation and functioning).

Key words: team, teamwork, model, digital competencies, manager.

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У статті проаналізовано еволюцію підходів до організації командної роботи в управлінській діяльності з урахуванням сучасних викликів, які обумовлюють необхідність переосмислення ролі менеджера в умовах цифровізації. На основі розкриття класичних моделей (Такмена, Белбіна, Дрекслера-Сіббета) запропоновано системний підхід до формування та розвитку команд. Це дозволило розкрити командну роботу як сучасну управлінську технологію, яка в умовах високого рівня невизначеності, обмеженості часу дозволяє приймати управлінські рішення та забезпечувати стійкість організацій. Практична цінність полягає в тому, що запропонований підхід може бути використаний як методологічна основа для оцінки стану розвитку команди, формування стратегії управління взаємодією команди, проведення тренінгів або коучингової підтримки лідерів команд у динамічному середовищі. Доведено, що ефективне функціонування

команд у сучасному організаційному середовищі можливе за умови: врахування етапів розвитку командної взаємодії (потрібен час на її створення і зусилля керівника), розподіл ролей відповідно Р.Белбіну (виділення сильних та слабких сторін), визначення чітких завдань щодо команди (для її створення та забезпечення функціонування). У контексті глобальних трансформацій, цифровізації та зростання гібридних форматів роботи, командна робота стає стратегічним інструментом, що формує основу організаційної адаптивності, інновацій та сталого розвитку. Використання технологій гібридної організації праці (цифрові технології для співпраці, онлайн-моделювання командних процесів, віртуальні кімнати для генерування ідей) підкреслює необхідність нових підходів до організації управлінської діяльності. Модель Такмана дозволяє відстежувати динаміку гібридної роботи та демонструє важливість врахування поведінкових моделей в управлінні. Теорія ролей Белбіна дозволяє обґрунтувати роль і значення сильних і слабких сторін кожного члена команди. Завдяки цифровим слідам можна генерувати аналітику продуктивності. Модель Дрекслера-Сіббета надає менеджерам структурований план дій для побудови команди з урахуванням довіри, узгодження цілей та можливості самоорганізації у віртуальному просторі. Це дозволяє інтегрувати цифрові та соціальні інструменти на кожному етапі розвитку команди.

Ключові слова: команда, командна робота, модель, цифрові компетенції, менеджер.