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MODELS OF TEAM BUILDING IN THE PERSONNEL MANAGEMENT SYSTEM

The article examines the features of the impact of team building technology on the effectiveness of personnel management in the civil service; the content of the main models of team building is revealed, which are presented within three approaches: activity-oriented, subject-oriented and integrative. The peculiarities of activity-oriented, subject-oriented and integrative models of team building are highlighted, the results of studying the role profiles of the members of the researched teams are offered.

Key words: team; teambuilding; teambuilding models; team role structure; personnel management.

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МОДЕЛІ КОМАНДОТВОРЕННЯ В СИСТЕМІ УПРАВЛІННЯ ПЕРСОНАЛОМ

У статті досліджено особливості впливу технології тимбілдінгу на ефективність управління персоналом у сфері державної служби, розкрито зміст поняття «командотворення», суть якого полягає у створенні необхідних умов для формування навичок ефективної роботи в команді, формуванні команди та виробленню командного духу, вмінні працювати в команді, виявленні лідерів і створенні атмосфери неформального спілкування. Акцентовано на перевагах використання технології тимбілдінгу та розкрито зміст основних моделей командотворення, які представлено в межах трьох підходів: діяльнісно-орієнтованого, суб'єктно-орієнтованого та інтегративного. Висвітлено особливості діяльнісно-орієнтованих, суб'єктно-орієнтованих та інтегративних моделей командотворення та запропоновано результати вивчення рольових профілів членів досліджуваних команд.

Ключові слова: команда; командотворення; моделі командотворення; рольова структура команди; управління персоналом.

Постановка проблеми

The effectiveness of organization management in today's economic, market and social conditions largely depends on the ability to manage the institution and processes on the basis of team management. Since the process of civil service reform requires new modern approaches to personnel management and employee motivation, new knowledge of employees, one of the promising areas for improving the human resources management system in the civil service is team building – a management model that ensures the full development of the organization.

Аналіз останніх досліджень і публікацій

Problems of team formation and development are constantly in the field of view of both foreign and domestic scientists, in particular M. Armstrong, T. Bazarov, R. Belbin, D. Bohinya, V. Vasilchenko, O. Gavrish, M. Goncharenko, V. Gorbunova, I. Dolzhansky, O. Dolzhenkov, P. Drucker, L. Karamushka, L. Krychevsky, O. Krushelnyska, D. McKen, C. Margerison, T. Peters, G. Simon, O. Phil, O. Chizhikova etc. In the works of D. Ashirov, M. Gellert, K. Novak, V. Otenko, B. Takmen and others. The process of team building is considered; L. Dovhan, J. Rempel, G. Sappa, A. Svetsytsky pays

much attention to the types (models) of teams and so on. Instead, the issues of creation and development of teams in the field of state power or local self-government have been the subject of research only recently (T. Kamok, P. Krysh, O. Kondratenko, N. Shveda) and need detailed study.

Мета

The purpose of the article is to study the theoretical aspects and reveal the content of team building models, the impact of team building technology on the effectiveness of personnel management in the civil service.

Виклад основного матеріалу

Given that the improvement of the modern civil service of Ukraine requires the use of management technologies aimed not only at modernizing existing relations, but also the introduction of new values and standards of professional activity of civil servants and local government officials [6], the use of team building is an urgent prospect, which has a number of advantages: cooperation as opposed to competition; increasing the capabilities of each team member; decentralization of decision-making as a mechanism for «error correction»; ability to take risks, not

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to control; collegial relations as opposed to authoritarianism (V. Bokovets, L. Kravchyk, L. Kucheruk) [3].

Modern scientists propose to consider the concept of «team building» as: building an effective team, creating a group of people aimed at achieving a single result, working in harmony as a single organism (M. Pryshchak, O. Lesko) [9]; the process of forming a team, the members of which are united by a common goal, have well-established procedures for coordinating their actions in achieving specific results, are mutually responsible for the results of their activities based on a common vision of the situation (G. Khalyna) [10]; system of measures for the formation and development of groups to the level of teams (V. Gorbunova) [4]. The main purpose of team building is to provide, create and develop such conditions that would contribute to the growth of productivity and overall efficiency of teams. Teambuilding, according to V. Bokovets, L. Kravchyk, L. Kucheruk, are measures aimed at creating a certain atmosphere in the team, which will contribute to the achievement of common goals and staff cohesion [3].

As it becomes clear, the process of team building (or team building, from the English. Team building – team building) presents a wide range of actions aimed at forming and creating a team of employees of the organization to achieve certain goals, in order to increase their efficiency. The essence of team building is to create the necessary conditions for the formation of skills of effective teamwork, team building and team building, the ability to work in a team, identify leaders and create an atmosphere of informal communication.

There are various models of team building, the use of which allows the organization to achieve success and desired results. Consider the models of team building, among which, according to V. Gorbunova, there are three tendentiously different approaches. The first covers models that focus primarily on the performance of teams and the technology to achieve it, the second – on the subjects of activity (team relationships and the realization of the potential of each of its members, which contributes to productivity growth). In the third option, the approaches are integrated, and team-building models are built at the intersection of the planes of performance and harmony of relationships and the realization of the needs of personal growth [4].

As for activity-oriented models of team building, they focus on the ultimate goal of team building, for example, the growth of creative ideas, the list of services and so on. Accordingly, technologies based on the goal of increasing the productivity of teamwork should be popular. The most well-known of the activity-oriented models is the command wheel model of C. Marguerison and D. McKenn, in which the management process is divided into eight work functions: consulting, innovation, incentives, development, organization, production, control, support, and one comprehensive area of coordination – «communications» [7]. Eight main types of team roles are defined according to the eight main functions, while a specific team role is not allocated for «connections», as this type of activity can be performed by any team member with developed communication skills and relevant communication guidelines. The main idea of the Margerison-McKen team wheel is to establish effective solutions to the problems and connections between the people who perform them.

The Marguerison-McKen model is used for both diagnosis and impact: the team goes through stages of evaluating, discussing, designing, and planning their own activities, clearly understanding which fragments of this activity are currently suffering and which are being performed relatively effectively.

Subject-oriented models of team building are completely abstracted from the subject of the team's activities and do not take into account what and for what purpose the team is doing. In the first place, harmonious relationships, a sense of comfort, meeting the needs of communication, a positive climate are put forward. Subject-oriented models include the model of strengths «SDI» developed by E. Porter [15], which involves building relationships in a team through the analysis of motivational and value systems (strengths and weaknesses of people) and the organization of joint work between those people, whose systems are compatible.

One of the most popular is the theory of team roles of R. Belbin [2], which is to develop the role structure of the team. The scientist, analyzing management activities and summarizing empirical experience, analyzed successful and unsuccessful teams and came to the conclusion that there is a need for a successful team of such pairs of roles: «hard-working managers», «leading managers», «intellectual managers» and «managers-parliamentaries». Thus, the group of roles of «working managers» consists of «implementers» (consistently and stably working for the benefit of the team, consider its interests above their own) and «controllers» (in their absence, the team, working successfully for a long time, may fail because that «throws» the raw product on the market). A pair of roles of «managers-leaders» form the roles of «leader» (able to push to the background their own ambitions, make optimal use of internal group activity and work with strong personalities, not to fight against them) and «motivator» (ambitious, gambler, competing). for victory at any cost, excites the team and moves it to the goal, is characterized by irritability, impatience and is not always able to bring to a logical end their activity, especially if he is alone or in the company of his peers). There is a need in management to solve unique and complex problems, offer non-standard solutions and ensure continuous self-development requires high creative, creative and intellectual potential of the management team, so R. Belbin identified a couple of roles of «intellectual managers» responsible for innovation in the team – «generator of ideas» and «analyst». No less important is the pair of team roles in R. Belbin's model – «inspirer» and «researcher», ie «managers-parliamentarians». «Inspirer» is a team role, the activity of which is directed mainly inside, not outside the team. The inspiration is a team member who knows how to listen, anticipate and smooth out conflicts and contradictions. Unlike the «inspirer», the «researcher» directs his activity outside the team and is able to create a competitive advantage for the team and introduce a new idea, which can be compared in its significance with the author's development of «idea generator» [2]. According to R. Belbin, the balance of all roles is a prerequisite for team success: if one of the roles is not performed, there is an overstrain, which provokes conflicts and reduced productivity.

Because the interaction of different characters is important for successful teamwork, and one way to

determine the effectiveness of each team member is to determine the socio-psychological role he plays in the team, the system of its functions in the team environment, a study was conducted to determine potential roles of team members. According to the method of «Team Roles» by R. Belbin, the role profiles of each member of the studied teams were determined. The generalized results testify to the presence of the overwhelming majority in the teams (23,8%) of the roles «worker bee», as well as (19%) – «controller» and «motivator». Slightly less (14,3%) revealed the roles of «leader» and (9,5%) «inspирer», as well as the roles of «idea generator», «researcher», «analyst» (4,8%) (Fig. 1).

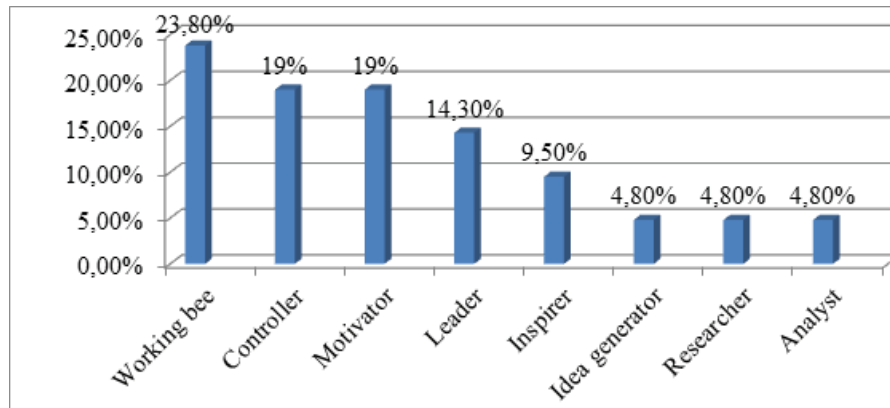


Fig. 1. Distribution of Roles in Teams (according to team members)

Thus, the results of the analysis of R. Belbin's questionnaire show that all roles are represented in the teams, but the following prevail the most: «worker bee» or «implementer» (transforms concepts and plans into work procedures, systematically and productively fulfills its obligations. However, the representatives of such roles are characterized by a lack of flexibility), «controller» (eliminates, if possible, the team of errors related to both activities and inaction; identifies aspects of activity that require special attention; encourages the team to be persistent in achieving the goal, but the representatives of this role are prone to worry about the little things); «motivator» (gives the team's actions an orderly form, directs the attention of team members to the tasks before them and sets priorities, seeks to streamline group discussions and clarity of team results) and «leader» or «coordinator» (chooses the path of the team to common goals, ensuring optimal use of team resources, identifies the strengths and weaknesses of the team and achieves the effective use of personal potential of each team member; the lack of representatives of this role is underdeveloped creative abilities). It should be noted that the pairs of roles «worker bee» and «controller», «motivator» and «manager» are in the same group by functional purpose, ie «worker bee» and «controller» are the roles of workers – «workers», and «motivator» and «leader» – employees-leaders. We emphasize that the full role structure of the team creates the preconditions for effective partnership, ensuring the results of activities that meet the common interests of the team.

Integrative models of team building are that when building teams, both the relationships and individual characteristics of each team member are taken into

account, as well as the content of what team members will do and why it was created. The most well-known of such models, however, mainly in working with project teams and volunteer teams, is the theme-centered interaction of R. Kon [13]. It is based on a triangle inscribed in a circle, which symbolizes the balance of things that are balanced for the team: me (personalities), we (relationships) and the theme (subject of work). Based on this scheme, discussion and training technologies for team building are developed through the balancing of personal needs, the desire to communicate and through one's own activities. In team-building practice, the concept of activity-centered leadership of J. Adair is conceptually close to

integrative models, as well as scientific theories: strategic theory of A. Petrovsky's team [8], program-role approach to leadership of M. Yaroshevsky's scientific team etc. [11]. Each of them deals with three planes of team formation and development, without the interaction of which team building is impossible, namely: the task on which the team works, its activities, the relationship between the participants and the individuality of each of them.

The models of T. Bazarov, B. Coopers, and others also deserve special attention. Thus, the main idea of the team development model «C-R» (duty, reactivity, result) B. Coopers [14] – analysis of team results and the establishment of such a system of response to managerial influences, in which the results increase. In the model of T. Bazarov [1], which is based on the model of management activities of G. Shchedrovitsky, to characterize the management process, four main types of tasks are identified, united by a common logic «from general to specific». The most generalized type of tasks – actually «managerial» – strategic planning and changing the state of the organization in the market. A more specific level is «organizational tasks» – is the design of business processes and organizational structure (both of the first types are related to innovation). «Administrative» tasks are related to the planning and allocation of resources in the mode of operation. The most specific level – the task of leadership – provide the human factor: training, motivation, mentoring, conflict management [1]. T. Bazarov's model has two strongest strengths, which allow to outline the conditions of its most successful application for team building: equipping with advanced psychodiagnostic tools (specially developed set of qualities / competencies that characterize the ability to different types of tasks); the model can be used to analyze the management system of the organization as a whole, especially if a general organizational and personnel audit is conducted before the formation of the team. Using the model of T. Bazarov, you can form a team that will successfully cope with management tasks of various types and determine the limits of its powers.

Therefore, to organize teamwork in the organization, you must first:

- know the peculiarities of the formation and basic models of teams, because not all types of teams are suitable for a particular organization [5];
- the team must be represented by a full «range» of roles that will ensure the effectiveness of its activities;
- for the formation and development of an effective team it is important to use a set of tasks and exercises – a kind of team building training that will allow the leader to direct the work of the team in the direction of successful development.

ВИСНОВКИ

Since the staff of modern public service is required to be effective in every management decision, action and action, the idea of team building is actively used in the model of new public management [6]. The analysis of the main models of team building, in our opinion, allows us to emphasize that each of them has both advantages and certain limitations, as it focuses on one aspect. At the same time, knowledge of the basic models of team building makes it possible to properly plan work and expected results. We see the prospect of further scientific research in the study of the readiness of modern managers to work in teams and their formation and development.

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