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"KARAZIN BANKING INSTITUTE"**

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**QUALIFYING MASTER'S THESIS**

on the topic:


**OPTIMIZATION OF THE COMPANY'S MANAGEMENT  
SYSTEM BASED ON TEAM MANAGEMENT**

student of higher education **Gu Cunzhou**


**The work is accepted for defence in the EC**

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25 September 2024

**TASK**  
**FOR A QUALIFYING MASTER'S THESIS**  
Gu Cunzhou

1. Topic of work: "OPTIMIZATION OF THE COMPANY'S MANAGEMENT SYSTEM BASED ON TEAM MANAGEMENT".

Scientific adviser Iryna Denchyk  
(full name, academic degree, academic title)

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- In Chapter 1: to explore the theoretical aspects of the team approach to enterprise management; to reveal modern approaches to the formation of management teams; to systematize and reveal team management methods at the enterprise.
- In Chapter 2: to provide organizational and economic characteristics of JSC "Citibank"; to conduct an analysis of the personnel potential of Citibank JSC; to analyze the current state of application of the command form of management at the enterprise.
- In Chapter 3: to investigate the issue of forming measures to improve the efficiency of enterprise management based on team management; to provide measures to improve the

competencies of managerial employees; to substantiate the optimization directions of virtual team management in the modern business environment.

4. Plan of qualifying master's thesis

№	Names of work sections
1	SCIENTIFIC AND THEORETICAL ASPECTS OF EFFECTIVE TEAM FORMATION
2	RESEARCH AND ANALYSIS OF THE CURRENT STATE OF THE ENTERPRISE MANAGEMENT SYSTEM
3	WAYS OF IMPROVING THE ENTERPRISE MANAGEMENT SYSTEM BASED ON TEAM MANAGEMENT

5. Date of issue of the task September 25, 2024.

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## ABSTRACT

The qualifying master's thesis contains 67 pages, 2 figures, 19 tables, and a list of 44 references.

**The object of research** in the qualifying master's work is the processes of team building in banking institutions.

**The subject of research** includes theoretical, methodological, organizational, and practical aspects of improving the bank's personnel management system based on the principles of team management.

**The purpose of the master's thesis** is to generalize theoretical and methodological foundations and justify practical aspects of improving the enterprise management system by introducing team management methods.

**Tasks of a qualifying master's thesis include:**

- to investigate the theoretical aspects of the team approach to management in enterprises;
- to reveal modern approaches to the formation of management teams;
- to systematize and explore team management methods in enterprises;
- to provide the organizational and economic characteristics of JSC "Citibank";
- to analyze the personnel potential of JSC "Citibank";
- to assess the current state of applying team-based management forms in the enterprise;
- to investigate measures for improving enterprise management efficiency through team management;
- to propose measures for enhancing the competencies of managerial employees;
- to substantiate directions for optimizing virtual team management in the modern business environment.

**According to the results of the study**, theoretical and practical principles were formulated and transformed by the author into concrete proposals for improving the enterprise management system through the implementation of team management methods.

**Practical significance:** The findings of this study provide actionable insights for banks and other enterprises to enhance their management systems through team management. By adopting the proposed measures, organizations can achieve improved performance, foster collaboration, and adapt to modern business challenges such as remote work and dynamic market conditions.

**Year of completion of the qualifying master's thesis:** 2024.

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## INTRODUCTION

In today's conditions of dynamic development of the business environment, effective management of the company requires new approaches that allow for flexibility, adaptability and increased productivity. One such approach is team management, which emphasizes joint work, synergy of knowledge and skills of employees, and creation of a favorable environment for collective decision-making.

Team management becomes a key tool for optimizing management processes, as it helps to increase staff motivation, communication efficiency and the level of employee involvement. It allows not only to quickly respond to changes in the external environment, but also to create conditions for innovation and sustainable development of the company.

This work explores the possibilities of optimizing the company's management system through the implementation of team management, analyzes its advantages and limitations, and also offers practical recommendations for the effective application of this approach.

The qualification goal of the master's work consists in summarizing the theoretical and methodological foundations and substantiating practical aspects regarding the improvement of the enterprise management system due to the implementation of team management methods.

The tasks of the qualifying master's thesis are:

- to investigate the theoretical aspects of the team approach to management at the enterprise;
- reveal modern approaches to the formation of management teams;
- to systematize and reveal team management methods at the enterprise;
- provide the organizational and economic characteristics of JSC "Citibank";
- conduct an analysis of the personnel potential of JSC "Citibank";
- to analyze the current state of application of the command form of management at the enterprise;
- investigate the issue of forming measures to improve the efficiency of enterprise

management based on team management;

- provide measures to improve the competencies of managerial employees;
- to substantiate the directions of optimization of virtual team management in the modern business environment.

The object of research of the qualifying master's thesis is the processes of team formation in banking institutions.

The subject of the study is the theoretical, methodological and organizational and practical aspects of improving the bank's personnel management system based on the principles of team management.

During the research, the author relied on the fundamental works of scientists, specialized publications, press materials, information from the Internet and other sources, which consider the problems of the formation and functioning of management teams at various enterprises of Ukraine and foreign countries.

The tasks set in the work were solved using the methods of theoretical analysis, the method of data processing with the help of modern computer technologies, etc.

The work consists of an abstract, an introduction, 3 chapters, conclusions, and a list of used literary sources.

Key words: staff, team, team management, team building, virtual teams, CRI.

# CHAPTER 1

## SCIENTIFIC AND THEORETICAL ASPECTS OF EFFECTIVE TEAM FORMATION

### 1.1. Theoretical aspects of the team approach to enterprise management

The team approach is a principle of organizational management, the main goal of which is to achieve maximum efficiency when working in a team. A team focused on efficiency and strictly disciplined is the most versatile organizational unit capable of solving the most complex problems. Team management is a relatively new approach to management that became widespread in world practice only in the middle of the last century.

Let's consider the historical prerequisites for its appearance. Specialists have been thinking about the effectiveness of teamwork for a long time. For a number of countries, work teams, in their modern interpretation, have deep historical and cultural roots: management hierarchy in Japan, guild associations of craftsmen, manufactories in Western Europe, etc. Many specialists in the field of management consider the beginning of the industrial revolution, when the need for industry in education became obvious and necessary, to be the starting point in the history of the development of the theory and practice of work teams. This is explained by the fact that education is one of the most important factors that determine the level of competitiveness of both countries as a whole and individual firms, as well as the fact that education itself is one of the important points in the concept of work teams.

Practically since the middle of the 18th century, companies were forced to train their workers to work with machines, mechanisms, and perform specific production functions. The German education system was considered the most authoritative during this period. German workers had good general and technical training, could work on complex equipment, and carry out stricter quality control.

At the beginning of the 19th century, the need for personnel training was met thanks to educational programs. One of the first "business schools" in the USA was a school created in New York by the Grand Masonic Lodge. In 1830, Columbia State University began offering its courses for people involved in business. Later, similar courses appeared in other universities [1, 2].

It is obvious that all this contributed to the emergence of management science at the beginning of the 20th century. The rapid development of educational programs in the 20s of the 20th century coincided in time with the formation of classical management. And although the establishment of certain management principles of the administrative school contradicts the concept of work teams (for example, the principle of the "scalar chain" put forward by A. Fayol), some of these principles (first of all, the principle of "corporate unity") reflect the current state of the issue.

It can be argued that by 1930 the issue of the importance of training, development of professional skills and motivation had been formulated and taken into action. At the current stage of the development of organization management, six main elements of the team approach to organization and personnel management are distinguished:

1. Only small groups (usually no more than 12 people) can work effectively as a team.
2. No team can succeed without a source of additional knowledge, that is, the team should not be isolated from other units of the enterprise.
3. The team must have a common mission, a common set of concrete ideas.
4. The team must have a coordinated approach to the case.
5. Team members should feel collective responsibility for the final result.
6. All team members must be motivated to work and to a common goal [3, 4].

Other aspects of teamwork are certainly important, but none are as important as these six basic elements. When choosing an approach to the case, the main guidelines should be efficiency and results, and not just the desire to become a team. The results of many years of experience are increasingly convincing that the only and most powerful engine for teams is a clear task that would inspire all team members. Without a focus on team effectiveness, everything else is practically irrelevant. Simply trying to "become a

team," that is, consciously or unconsciously pursuing it as an end in itself, is the most difficult way to achieve team effectiveness.

Teams are created, first of all, due to discipline, not cohesion. Discipline should be understood as precise regulations of work in a team and clear rules of communication between its members. The team leader is rarely the main factor determining team performance. Clearly, team leaders play an important role, especially in the early stages of teamwork. But over time, the focus of its members on the effectiveness and application of the above six basic elements becomes more important for the work of the team.

Quite a few people with very different personality traits are able to effectively lead teams. But this does not mean at all that it is not important who exactly occupies a leadership position, or that the role of a leader is relatively easy.

However, an effective leader is characterized mainly by his beliefs and position: the leader must be able to bear responsibility for the work of his team, must be responsible for the climate in the team, be able to protect the interests of the team, and, of course, have the appropriate status and respect in his team.

The primary task of a leader is to foster mutual commitment among team members, delegate the role of leader to other team members depending on the situation, and, in addition to making decisions, do real work alongside everyone.

Most organizations have a large untapped potential for team effectiveness. In any large organization, regardless of its field of activity, leadership philosophy, and management approach, there are a significant number of important tasks that require team efforts. Some of these problems are obvious, but many are not solved under the guise of judgments about the importance of individual responsibility. As a result, many opportunities to use commands are not taken into account. A strong and balanced performance ethic distinguishes organizations where effective teams are the norm from organizations where effective teams are the rare exception.

Team discipline can always be observed, and everything depends only on the mutual responsibility of team members. However, it is clear that some organizations use the power of teams much more often and more successfully than others [4, 5].

Team discipline should be expressed in many factors: the ability to listen to each other, hold group meetings, make effective and balanced group decisions.

The results of many years of experience in the practical use of a team approach to solving problems show its significant effectiveness, which is confirmed by many examples of the successful use of work teams in practice [5 ].

At 18 Procter & Gamble companies that use work teams, work productivity turned out to be almost 40% higher, compared to companies of this company that do not use work teams.

At the Sherwin-Williams company, the introduction of self-directed work teams made it possible to reduce the need for personnel by 20%.

Xerox Corporation businesses that use work teams are 30% more productive than the same company's businesses with a traditional human resource management system organization.

At the Textronix company, work teams spend about 3 days on the production of many products, while usually it takes an average of 14 days.

At GE Appliance, manufacturing teams reduced work cycles by more than 50%, increased product order processing by 6% and reduced inventory costs by more than 20% in the first eight months.

Hewlett-Packard created a division based on the principles of highly effective team organization, which became the leader in profitability among all its divisions. Motorola used high-performance teams to develop its supply chain management system. These teams achieved a 50% improvement in quality and reduced delivery delays by 70%.

There are many similar examples of a significant increase in the efficiency of enterprises due to the use of a team approach. This testifies to the relevance and perspective of using a personnel management system based on team management.

Next, it is advisable to summarize the principles of team formation and management, which differ somewhat from the principles of formation of primary and secondary teams (Table 1.1) [6].

Table 1.1

## Principles of team formation and management

Principles	Characteristic
Principle 1.	The leader's responsibility for the results of teamwork, for team members and its development.
Principle 2.	Management based on the delegation of authority, while the right to choose the field of specialization in the team remains with its member, and the leader's task is to support the development and deepening of skills in the direction chosen by the employee;
Principle 3.	Shared leadership – every team member influences the outcome by not only doing the work, but also by participating in the decision-making process on an ongoing basis.
Principle 4.	Situational leadership.
Principle 5	Determination of individual rules of the team, taking into account its specificity, stage of development, external factors. For example, goals should be formed according to the "smart" principle
Principle 6.	The people in the team and their interaction are more important than the processes.
Principle 7.	A quick response is more important than an approved plan.
Principle 8.	The need to achieve a high level of involvement of team members, while taking into account the following factors: common goal, degree of cohesion, communication, cooperation, recognition
Principle 9.	The need to achieve a high level of cohesion: When a team harmonizes its efforts by combining its strengths, a culture of high engagement forms itself. The stronger the ties between team members, the more actively they strive to combine their professional talents, the more efficiently the team functions
Principle 10.	The created atmosphere in the team should ensure a high level of self-organization of its members and their professional and psychological comfort.

Therefore, it is obvious that team members form a single effective mechanism for achieving organizational goals, combining their own potentials and efforts, while remaining self-managed microsystems that include self-organization, self-motivation, self-discipline, and self-control.

Superimposed on each other, external leadership (on the part of the leader) and self-leadership (on the part of each team member, in relation to himself) is such management always gives the effect of synergy.

## 1.2. Modern approaches to team building

The formation and development of the management team at the enterprise is a rather multifaceted process, which consists of several stages of the team's life, each of which has its own characteristics of functioning and development.

The following two main factors have a significant impact on the team's development process: the peculiarities of the individual development of its members and the dynamic trends of the success of the team's work.

The dynamic trends of team development success can be described by the "development success model". This model has several stages: formation, grinding, normalization and general integration [5]:

1. The team formation stage is characterized by the spontaneous formation of relationships between its members. At the beginning, the team members try to determine their role, which would, on the one hand, ensure the preservation of the individuality of the team member, and, on the other hand, meet the general requirements of the team.

Each member of the team tests himself for the ability to work in a team form, finds answers to the questions "Am I capable of working in a team?", "Am I a full member of the team?", "What kind of relationships can be formed in a team?", "Who is the most influential member of the team?" etc. Team members try to act cautiously, but at the same time expect similar behavior from other team members. Such a special psychological climate can be eliminated by the most active member of the team, who aims to manage the work of the team. However, such a team leader faces judgment and criticism from other team members who are treated more kindly because of their self-removal from problem solving. The described state of group positional negativism is eliminated by external influence. In this case, the process of uniting team members takes place at the expense of urgent work, which should be relatively simple, familiar to all team members. With this approach, team members will not have time to focus on psychological problems. For the effective performance of this work, it is necessary for

the team leader to formulate clear instructions. With this in mind, at this stage of team formation, an indicative management method is mostly used. During work, team members develop a psychological affinity.

2. The grinding stage occurs during the team's work on the problem, which involves the contribution of each of the team members to its solution. In this case, there are specific tasks that need to be solved. The effectiveness of the team's joint work can decrease due to the lack of defined goals, suboptimal division of duties and due to the presence of unfavorable external factors. At this stage, team members have questions about awareness of the team's immediate goals, about the idea of the most expedient ways to achieve them, about the effectiveness of work styles, etc. There is also the formation of relationships between team members, the development of which greatly contributes to effective cooperation.

These relationships include:

- mutual assistance and cooperation based on trust between team members;
- rivalry in some aspects of activity, which does not go beyond positive relations;
- distancing between team members, which occurs in case of lack of cooperation;
- mistrust and active rivalry, focus on personal goals in the process of solving team tasks together;
- negative attitude of some team members towards others, etc.

In order to direct the development of the team within the necessary limits, it is necessary to attract an authoritative employee-leader who would rally the employees and take responsibility. A leader employee must have such qualities as professionalism, competence, creative thinking, and significant experience. As a rule, several team members seek to take a leadership position, each of whom creates his own group of supporters. Such a situation causes the emergence of separate subgroups (factions) in the team. Rivalry between such factions ceases when the picture of leadership in the team is clarified. At this stage, the most appropriate way to manage the team is in a supportive way.

3. The normalization stage is characterized by the unity and integrity (although not ideal) of teamwork. At this stage, personal ways of working are established,

interaction between team members is formed, and a certain system of relationships is defined. Although the team is characterized by significant trunk productivity, the leader sets the goal of increasing it. For this, he looks for certain reserves, mostly in the field of motivation. The leader faces questions related to maintaining the achieved level of efficiency, increasing the level of cohesion between team members, and choosing the most effective type of motivation for team members. At the same time, even in the case of a fairly high level of benevolence in the team, a system of norms is formed in it, which ensures control by the team over the behavior of each of its members. Increasing the level of team cohesion causes an increase in pressure and control, and as a result, an informal hierarchy of relationships between its members is formed in the team. To effectively manage the team, the leader must take into account the peculiarities of the specified hierarchical structure of relationships.

4. The stage of general integration is characterized by recognition by team members of the value of each of them. At this stage of team formation, a safe and comfortable atmosphere of mutual relations prevails. Such a team can be called ideal. The activities of such a team are aimed at adapting to changes due to the realization of the futility of a static state. At this stage, the most appropriate management style is delegation.

A somewhat different model of development of the management team at the enterprise was proposed by V.M. Zhukovska and I.P. Mykolaichuk [7]. They identified 6 stages of management team development:

1. The stage of getting to know each other and joining the work group is characterized as the process of getting to know each other and forming the common goals of the team members, their responsibilities, and a mutual understanding of teamwork. At this stage, team members get to know each other and assess the acceptability of each team member's behavior. The basic rules of relationships are also determined and the preliminary formation of the team structure takes place. This stage is characterized by a low level of certainty of goals, formation of structure and leadership. This stage ends after each member of the working group realizes that they are part of a single creative team.

2. The stage of adaptation is, first of all, the stage of task analysis and mutual information. At this stage, members of the working group are searching for the most appropriate ways to solve the problem facing the team. Personal interaction between team members is characterized by caution and the formation of dyads. This stage is characterized by vigilance in the relationships between team members. At the same time, the effectiveness of the team's work is quite low. The reason for this fact is the low confidence of team members in each other.

3. The disturbance stage is characterized by a psychological clash between team members as a result of rather tense personal relationships. This situation is worsened by the fact that not all team members have fully passed the stage of adaptation and, as a result, try to solve the tasks personally. At the disturbance stage, as a rule, there is no complete unity between team members and certain not quite adequate types of interaction between them arise. Some team members have a desire to assert themselves as a leader. Frequent confrontations are characteristic of this stage of team formation. Although the members of the group are aware of the existence of the team, they resist the resulting control.

4. The stage of group balance is characterized by the formation of subgroups based on common interests and personal sympathy. This stage is characterized by resistance of team members to the requirements dictated by the goals of the task. This opposition arises as a result of the existence of discrepancies between the individual motivation of the group members and the tasks of the group as a whole. After the appearance of group balance in subgroups, group self-awareness emerges. It is in such groups that the first norms of teamwork are formed. However, such subgroups quickly realize the low efficiency of solving team tasks without interaction with other similar subgroups. As a result, intergroup norms of communication are formed and a fully formed group with a pronounced sense of unity emerges.

5. The stage of normal functioning is characterized by the formation of principles of interaction in the group, the emergence of mutual understanding, mutual assistance and mutual support. This stage of team formation is characterized by the fact that the group reaches a high level of psychological maturity. The group is characterized by a

fairly high level of readiness, and a high level of unity (organizational and psychological) is observed in it. The specified signs are characteristic of teamwork.

6. The stage of reorganization is characterized by the replacement of those team members who are unable to perform functional duties and strive to achieve the team's goals. At this stage, new employees are recruited to the team, social roles and statuses are exchanged between team members. The peculiarities of the individual style of interaction of its manager (or leader) with other team members also have a significant impact on team processes. In this regard, the possibility of a new leader appearing at the stage of reorganization is quite likely.

Analysis of the experience of practical use of work teams at IBM, Texas Instruments, Hewlett Packard and the results of research conducted by the Center for the Study of Teams at the University of North Texas and the Zenger Miller Research Center made it possible to identify and characterize five stages of the development of a work team:

1st stage - start. At this stage, managers help work teams to define new forms of organization of their activities. After identifying the areas of study, a purposeful educational process begins. Positioning of teams is carried out in order to adapt the full cycle of creation of the final product for them. A transition plan to work teams is being formed, taking into account the gradual transfer of powers for specific teams. The management system of the organization practically does not change at this stage.

Stage 2 is a state of uncertainty. At this stage, the process of redistribution of functions, responsibilities and powers begins. Workflows and processes are being redesigned, the basis of feedback with consumers is being created. Managers control almost the entire transformation process, help in achieving set goals and solving emerging problems, manage team development, clarify new roles and responsibilities, coordinate team efforts, help establish relationships with the external environment (suppliers, consumers, groups support).

In fact, managers at this stage can lead the team behind them in the adaptation process. Teams and team members at this stage have many problems related to new functions and responsibilities. After the initial enthusiasm, a stage of some disorder,

uncertainty begins. At this stage, the process of transition to working teams usually faces the strongest resistance from opponents of transformation, there is a high probability of conflicts within the team. This is one of the longest stages.

Stage 3 – orientation to the leader. At this stage, the redesign of measurement, cost analysis, and ranking systems is underway. Management transfers powers unrelated to cost indicators and human resources. At this stage, as a rule, managers train teams in decision-making methods and other skills and abilities, monitor and evaluate performance, and maintain discipline. Certain contact systems are formed both inside and outside the command. The first team leaders are also formed, although at this stage they most often act as coordinators and connecting links between specialists of various profiles.

The main danger of this stage is the appearance of team members who are not ready for leadership, but who want to perform the functions of a leader in the process of rotation. Support from various levels of management and various divisions of the organization is growing.

Stage 4 – rigidly structured teams. This stage involves the transfer of powers related to human resources. Managers help teams expand authority and responsibilities. Equal opportunities for self-development are created in the team. The team's attention is focused on the constant process of change, improvement, development both in relation to the team itself and its members, and in relation to the final product. As practice shows, at this stage there is a high probability of conflicts with managers on issues related to the provision of information.

Stage 5 – self-directed teams. At this stage, there is a transfer of powers related to value indicators, as well as information channels with the external environment. With the development of the team to the level of self-direction, the main functions of managers, in addition to strategic ones, become: training of new team members and control over their "acclimatization" in the team; support of the team in contacts with the external environment; search for new ways of team development.

Therefore, organizing the work of a team means creating an efficient and capable team, choosing the optimal leadership style for a given team and situation, activating the

team's creative potential, skillfully managing emerging conflicts. To do this, it is necessary to develop an adequate team building mechanism taking into account the specifics of the organization.

Today, continuous training of employees has become the norm in the world's leading companies.

Training programs should include not only technical aspects, but also social ones. A self-directed work team changes and moves workplaces and priorities to solve tasks according to needs. Various knowledge and skills of team members allow to vary the execution of tasks. These changes are the norm for the team's existence and functioning. And the process of training team members should be directed precisely with this feature of teams in mind.

Educational courses related to teamwork play a big role. Resolving conflicts, reaching consensus, creating a favorable psychological climate in the team, the ability to conduct dialogue, knowledge and skills in these areas, as shown by research results, significantly affect the effectiveness of various types of teams, including self-directed ones. Thus, a self-directed work team is itself a dynamic structural unit.

### 1.3. Methods of team management at the enterprise

Team management methods are based on general personnel management methods in the organization. At the same time, the management methods are based on the nature of the stages

influencing team personnel are those methods that are constantly used (purely and in combination) by all team leaders, thereby determining their own leadership style (Table 1.2) [8].

Table 1.2

## Classification of personnel management methods

Classification sign	Types of methods
According to the nature of the stages of management activity	– preparation methods; - approval methods; - organization methods; - methods of control over the execution of decisions
By the nature of the stages of influence on the performers	- economic; – organizational and administrative; - socio-psychological; - legal
By the nature of the influence on the performers	- methods of direct influence; - methods of indirect influence
By nature of application	- general; - specific
By the nature of the influence on the work behavior of people in the field of joint work	- stimulation methods; - methods of persuasion; - methods of administrative coercion; - methods of informing.

In table 1.3. a description of the content of management methods according to the nature of the stages of influence on personnel is given.

Table 1.3

## Characterization of the content of management methods by the nature of the stages of influence on personnel.

Type of method	Components, indicators	Characteristic
Administrative, or administrative legal	formation of the organizational structure, approval of administrative norms, standards, orders, orders, selection, placement of personnel, development of regulations, job instructions, standards, etc. and control over their implementation	- are direct methods of influence aimed at any employee through coercion to the implementation and application of norms and regulations in one's own labor activity; – are based and oriented on the following motives of employee behavior: self-awareness, discipline, awareness, sense of duty
Economical	planning, material incentives, economic norms and standards, pricing, lending, taxation, financing	- aimed at forming the economic interests of employees through their material stimulation; - form the material interest of the staff; – may have a side effect of managerial influence and difficulty in calculating the effect of their use

Social and psychological	social analysis, social planning, democratization of management, humanization of work, formation of a favorable moral and psychological microclimate, psychological influence on personnel, moral stimulation, development, stimulation of initiative and creativity	<ul style="list-style-type: none"> <li>– are based on the use of social mechanisms and means of influence;</li> <li>- social needs of individuals, development of intergroup and interpersonal relations, etc</li> </ul>
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During the stages of its formation, a management team acquires the following most important features: The structure of team responsibilities is a set of defined responsibilities and relationships between these responsibilities that are recognized and perceived by team members. It is formed as a result of role-playing episodes. After all, the current role is the function of the person. Ambiguity of responsibilities occurs when the guiding role is unclear and this can become a significant problem for the organization. Norms of conduct are standards of behavior that their teams accept for their members. Norms of one group cannot always be used for another. Compliance is an important aspect. Although it happens that an individual may ignore them, other group norms may be applied to him accordingly. Cohesion is the degree to which members are loyal and committed to the team. As teams become more cohesive, their members interact more freely, get used to norms, and become more satisfied with the team. Cohesion can also affect how well a team accomplishes tasks.

The management team is not a universal tool of the management system at the enterprise. To analyze its successful functioning, the criteria of the team's work efficiency are identified, which are given in the table. 1.4 [8-10].

Table 1.4

#### Criteria for team performance

Criteria	Characteristic	Content
Professionalism of team members	The deadline for achieving goals	A team of professionals needs time during which it is able to quickly and effectively solve the goals set before it.
	Flexibility and creativity	The team is able to develop non-standard solutions, as well as necessarily compromise
	Quality of work	The professionalism of each team member does not allow poor quality work to be done

Feedback	Relationship style	The team develops a style of cooperation and mutual support
	Communications and information	Team members actively carry out a two-way exchange of information: respond to messages, form useful ideas, provide information about deviations and suggestions for their elimination
Social orientation and responsibility	Enterprise image	The existence of the team forms the image of the enterprise, which inspires trust among customers and staff
	Prospective activity	The effective work of the management team contributes to the successful operation of the enterprise
Value-oriented unity of the team	Trust	Working in a team forms a system of trust in each team member
	Professional development	Working in a team always contributes to the personal and professional development of team members, which means that it increases the effectiveness of the team as a whole.

However, the team leader needs to take into account the possibility of such obstacles (barriers) appearing when creating it, which can reduce the effectiveness of its functioning: - low level of motivation of team members; - lack of effective methods of employee development; - unacceptable leadership style in the team; - an underdeveloped system of universal values in the team; - lack of "team spirit" between team members, which can lead to conflicts; - a low level of qualification and intellectual development is an obstacle to the formation of a management team; - lack of ability to constructively criticize the results of team members' performance evaluation.

Summarizing the main views of scientists [10-11] on the effective organization of the work of the management team, it is possible to formulate the following main components: - a clear idea of the goals (distribution of tasks, understanding of group values and advantages); - abilities of team members (the entire set of competences, knowledge, experience, talents are used during group work); - a clear division of responsibility (the team leader and each of its members is aware of the importance and value of their contribution to the common cause); - rational and effective work process (planning tasks and the process of their implementation, holding meetings, setting and

solving problems, making decisions); - constructive relationships (the safety of each employee in the team and the possibility of conflict resolution); - an effective reward system (for the team as a whole and for each of its members separately); - constructive relations with other types of social entities; - favorable psychological climate.

Summarizing the various points of view of scientists regarding the formation of a management team in an organization, it can be noted that the team form of work organization, in general, means the unification of a certain group of professional workers into an autonomous self-managed team with the aim of solving the task (production and intellectual) more quickly, efficiently and qualitatively, than with the usual, traditional organization of work.

Thus, as a result of the study of the theoretical foundations of the team approach to management at the enterprise, it was established that the team management method is a natural result of the development of traditional management methods and is the most effective of modern personnel management methods. The effectiveness of the team approach to management is confirmed by numerous examples of its successful application in global practice.

## CHAPTER 2

### RESEARCH AND ANALYSIS OF THE CURRENT STATE OF THE ENTERPRISE MANAGEMENT SYSTEM

#### 2.1. Organizational and economic characteristics of JSC "Citibank"

JSC "Citibank" is a legal entity under the legislation of Ukraine. The bank is part of the unified banking system of Ukraine and is a 100% subsidiary bank of the financial corporation Citigroup Inc. (Citigroup Inc.) (headquarters in New York, USA). The bank has no branches, representative offices, separate divisions and investments in subsidiaries or associated enterprises. In 1998, JSC "Citibank" was registered by the National Bank of Ukraine and received a license for the right to carry out banking operations, defined by the Law of Ukraine "On Banks and Banking Activities", which allows the bank to provide all basic banking services to its clients (residents and non-residents), focusing on serving corporate clients, large enterprises and international companies. The bank is one of the leaders in the field of providing banking services for the corporate segment in Ukraine [15].

Citi's commitment to the Ukrainian market is long-term, and corresponds to Citi's global mission to promote growth and progress, acting in three strategic directions:

- offering best-in-class global and local solutions that meet the needs of our customers;
- acting as a reliable advisor for clients and participants in the financial services industry;
- support of social programs and initiatives to promote progress in the community.

The senior management of JSC "Citibank" is always present among the representatives of members and the board, and heads of committees in many international and local business organizations, including:

- American Chamber of Commerce in Ukraine (ACC)
- American-Ukrainian Business Council (USUBC)

- European Business Association (EBA)
- British Council
- Independent Association of Banks of Ukraine (NABU)
- Trading system of the stock exchange (PFTS)
- Self-regulatory organization PARD, Committee of depository activities
- Forum of Leading International Financial Institutions (FLIFI).

During COVID-19, the bank moved more than 90% of its employees to work remotely and continues to maintain its ability to fully serve customers remotely, providing the safest working environment for the team and offering our customers relevant, including digital solutions.

Citibank JSC paid a one-time compensation to the 26% of workers in Ukraine who are the most economically vulnerable to COVID-19, and provided more than \$60,000 in charitable contributions and grants to help fight against COVID-19 for more than 20 hospitals in Ukraine [15].

For more than 15 years, Citi has held Global Community Day in all its countries of presence, when more than 100,000 employees around the world join their efforts to help society. Employees of JSC "Citibank" together with their families and friends provide volunteer support to the Medical Center for children with Down syndrome, the Kyiv Botanical Garden, the zoo, etc.

Environmental initiatives are also one of the main areas of work. The initiated initiatives include: recycling of waste in the office, replacement of conventional lighting elements with energy-efficient ones, etc.

According to the data of the National Bank of Ukraine, on January 1, 2024, JSC "CITIBANK" took 12th place among 63 banks in terms of total assets. The level of impaired or non-performing loans (NPL) in JSC CITIBANK as of January 1, 2024 was 0.07%, while the share of non-performing loans in the banking system of Ukraine as a whole as of January 1, 2024 was 37.35% [ 15].

Figure 2.1 shows the main performance indicators of JSC "Citibank" [15].

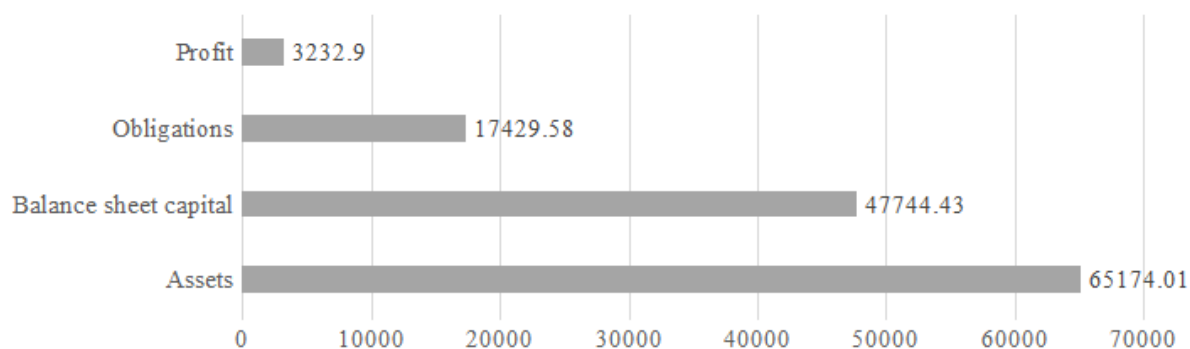


Fig. 2.1. Main indicators of JSC "Citibank" activity, mln. UAH

The financial indicators of Citibank JSC testify to its high financial stability and operational efficiency: assets amount to UAH 65,174.01 million, which indicates a significant scale of the bank's operations and effective management of resources; balance sheet capital in the amount of UAH 47,744.43 million demonstrates the bank's strong capitalization, which ensures its reliability and resistance to external risks; liabilities in the amount of UAH 17,429.58 million are at a moderate level relative to capital, which indicates high liquidity and the bank's ability to fulfill its obligations; profit in the amount of UAH 3,232.9 million confirms the effectiveness of the bank's activities and its ability to generate income. These indicators indicate high financial stability, effective asset management and profitable operations of Citibank, which provides it with competitive advantages in the market.

In the conditions of the war in Ukraine, the Bank continues its operational activities. To the full extent permitted by current legislation, the Bank provides financial services to clients in accordance with concluded contracts. The bank has the technical ability to support operational activities in terms and volumes that meet the requirements of the regulator and customer expectations. The impact of military operations on the Bank's loan portfolio is limited, as the Bank's clients are mainly subsidiaries of global multinational groups. The Bank's staff are provided with all the necessary conditions and opportunities for safe living and effective work. Also, the Bank continues to comply with all internal procedures provided for by the system of internal risks and controls. As of December 31, 2023, 65,663,219 thousand hryvnias (31 December 2022: 44,381,235 thousand hryvnias) of the Bank's assets consist of highly liquid financial instruments

(current accounts and deposits in foreign and state banks, OVDP, NBU certificates of deposit, debt securities US government). In addition, as of December 31, 2023 and December 31, 2022, the Bank complied with liquidity and capital adequacy standards. The Bank's management does not intend to terminate or liquidate the Bank's activities in Ukraine.

According to the Charter of Citibank JSC, the Bank's management bodies are:

1. The General Meeting of Shareholders as the highest management body of the Bank;
2. The board as an executive body. The Bank's control bodies are the Bank's Supervisory Board and the Bank's internal audit.

As of December 31, 2023, the Supervisory Board of JSC CITIBANK operates in the following composition [16]:

1. Chairman of the Supervisory Board of JSC "CITIBANK" - Elzhbeta Anna Sviatopelk-Chetvertynska;
2. Member of the Supervisory Board of CITIBANK JSC - Julie Ann Monaco;
3. Member of the Supervisory Board of JSC "CITIBANK" - Alexander Stiris;
4. Independent Member of the Supervisory Board of JSC "CITIBANK" - Kamen Zahariev;
5. Independent Member of the Supervisory Board of JSC "CITIBANK" - Allan Hirst;
6. Independent Member of the Supervisory Board of JSC "CITIBANK" - Steven Parker

The Supervisory Board protects the rights of the Bank's shareholders, and within the scope of competence defined by the current legislation of Ukraine and the Bank's Charter, monitors and regulates the activities of the Bank's Management Board, agrees on strategic projects and annual plans, and also makes decisions on issues referred to by the current legislation to the exclusive competence of the Supervisory Board. The General Meeting of Shareholders is held at least once a year. The Bank did not create an Audit Commission, and the statute does not provide for such creation.

As of December 31, 2023, the Management Board of JSC CITIBANK operates

in the following composition [16]:

1. Chairman of the Board of JSC "CITIBANK" - Alexander Grant McWhorter;
2. Deputy Chairman of the Board of JSC "CITIBANK" - Nataliya Ivanivna Pelikh;
3. Deputy Chairman of the Board of JSC "CITIBANK" - Artem Leonidovych Gerganov;
4. Deputy Chairman of the Board of JSC "CITIBANK" - Vladyslav Volodymyrovych Sochinsky;
5. Member of the Management Board of CITIBANK JSC - Bohdana Volodymyrivna Gavrilyuk;
6. Member of the Board of JSC "CITIBANK" - Pintev Svetoslav Stefanov;
7. Member of the Board of JSC "CITIBANK" - Tetyana Mykolaivna Agar;
8. Member of the Board of JSC "CITIBANK" - Olesya Sergiivna Pyatchanina.

The key goal of the Bank's Management Board is to effectively conduct business in the interests of shareholders and interested parties, ensure sustainable development, a sufficient level of profitability and constant control over the level of risks and their management. The fulfillment of the set goals is monitored through the assessment of the achievement of key financial and non-financial indicators. Determinant among them are the implementation of the financial plan, compliance with the system of internal controls and the level of satisfaction of the Bank's customers and employees. During the reporting year, there were no significant changes in the goals and achievements of the Bank's management. The Bank's internal audit department is headed by the head of the internal audit unit. The decision on the appointment/dismissal of the head of the internal audit unit is made by the Supervisory Board.

The bank operates a conservative business model and mainly serves subsidiaries of corporate clients of the Citi group in Ukraine and large Ukrainian companies. The main purpose of the Bank's activity is to make a profit by providing the Bank's clients with a full range of banking services, including, without limitation, banking operations related to commercial and investment activities, which may be allowed to banks in accordance with current Ukrainian legislation. The bank has built its reputation and

client base by providing innovative and high-quality products and services to leading companies, serving more than 500 transnational and the most progressive Ukrainian corporations representing almost all sectors of the Ukrainian economy.

On April 17, 2024, the RA Expert-Rating rating committee decided to update the credit rating of JSC "CITIBANK" at the uaAAA level on the national scale. A bank or a separate debt instrument with a uaAAA rating is characterized by the highest creditworthiness compared to other Ukrainian banks or debt instruments.

JSC "CITIBANK" is supported by the international financial group Citigroup, whose total assets as of January 1, 2024 were estimated at 2.412 trillion. US dollars, and the net income for 2023 amounted to 9.228 billion. US dollars. The scale of operations, results of work and current long-term credit ratings of Citigroup and Citibank NA indicate that the Group can, if necessary, provide JSC "CITIBANK" with the required amount of support [16].

As of December 31, 2023 and 2022, the minimum level of capital adequacy established by the NBU is 10%. The bank meets the regulatory requirements regarding the capital adequacy ratio as of December 31, 2023 and 2022. The Bank's capital adequacy ratio as of December 31, 2023 and 2022 exceeded the established norm and amounted to 28.97% and 32.57%, respectively.

Liquidity indicators of JSC "Citibank" for 2022-2023. are given in table 2.1 [16-17].

Table 2.1

Liquidity norms of JSC "Citibank" for 2022-2023.

Liquidity indicators	2023	2022
Liquidity coverage ratio for all currencies (LCRBB) The standard value of the LCRBB standard must be at least 100%	364.79%	273.05%
Liquidity coverage ratio for foreign currencies (LCRIB) The regulatory value of the LCRIB standard must be at least 100%	250.70%	265.20%
Foreign currency liquidity coverage ratio (NSFR) The regulatory value of the NSFR standard must be at least 90%	1029.31%	450.87%

The liquidity coverage ratio (LCR) for all currencies is 364.79%, and for foreign currency - 250.70%, which exceeds the regulatory value of 100%. This confirms the availability of sufficient liquid assets to cover liabilities, which indicates high financial stability of the bank.

According to the results of 2023, JSC "CITIBANK" received a profit in the amount of 3.589 billion. UAH (2022: UAH 2.721 billion). The key item of the Bank's income was net interest income, the volume of which increased by 76%: from 4.117 bln. UAH according to the results of 2022 to 7.225 billion UAH according to the results of 2023. Net commission income for the specified period increased by 12% and, according to the results of 2023, amounted to 0.213 billion. UAH Earnings per share decreased 1% year-over-year due to an increase in the number of common shares. Thus, despite the ongoing restrictions, JSC "CITIBANK" continued to generate significant volumes of income and profit.

The number of Bank employees as of December 31, 2023 was 205 (as of December 31, 2022 – 200). Experience, dedication and continuous professional development are the key to the successful operation of the Bank and the most important component of intellectual capital. About 29% of employees have been working at the Bank for more than 10 years. Also, according to the results of an internal anonymous survey, employee satisfaction with working conditions and corporate culture of the Bank is high.

Thus, JSC "Citibank" demonstrates a high level of financial stability, which is due to significant capitalization, effective asset management and a moderate level of liabilities. Citibank remains one of the most financially stable banks in Ukraine, which ensures its trust among clients and partners.

## 2.2. Analysis of personnel potential of JSC "Citibank"

Personnel potential is one of the key success factors of any organization, especially in the financial sector, where the quality of service, innovation and efficiency depend on the professionalism of the staff. JSC "Citibank", as part of the global financial group Citigroup, shows high attention to the development of human capital, which is the basis of its competitiveness and stability in the market.

Analysis of the bank's personnel potential allows to assess the qualitative and quantitative composition of personnel, identify strengths and areas for development. It also helps to understand to what extent the personnel structure corresponds to the bank's strategic goals, market challenges and modern trends in the field of personnel management. In this context, the study of professional qualifications, age structure, gender balance, as well as the level of motivation and productivity of employees is important for determining the development prospects of Citibank JSC.

The data necessary for the analysis of the enterprise's supply of labor resources are given in Table 2.2 [16-17].

Table 2.2

Assessment of provision of JSC "Citibank" with labor resources.

Indicators	2021	2022	2023	Deviation 2023-2022
1. Number of employees of the Bank, persons	186	200	205	+5
of them: women, (%)	78	85	89	+4
2. Employees who have been working for more than 10 years, (%)	25	27	29	+2
3. Employees with higher education, (%)	89	92	95	+3

The evaluation of JSC "Citibank" labor resources demonstrates positive dynamics in the personnel sphere for the period 2021-2023. The number of bank employees increased

from 200 to 205 people in 2023, which indicates the expansion of the bank's activities and the need to attract additional personnel. The share of women in the team increased from 85% to 89%, which indicates the bank's commitment to gender equality and the development of an inclusive environment. The number of employees with more than 10 years of work experience increased from 27% to 29%, which indicates the stability of the team and high loyalty of employees to the bank. The share of employees with higher education reached 95%, which confirms the high professionalism of personnel and their compliance with the requirements of the banking sector.

In general, the dynamics of key indicators indicate the effective personnel policy of Citibank JSC, which is aimed at developing the professional potential of employees, ensuring stability and maintaining gender balance. This contributes to increasing the competitiveness of the bank and its stability in the market.

The bank's staff costs are presented in Table 2.3

Table 2.3

Personnel expenses of JSC "Citibank"

Indicators	2021	2022	2023	Deviation 2023-2022
Ensuring proper living and working conditions for the Bank's employees under martial law	231802	254 364	368 11	
Personnel costs associated with business support	1 429	1 528	2 479	
Personnel training costs	459.0	321.0	584.0	

The analysis of Citibank JSC staff costs for 2021–2023 indicates an increase in investments in employee support, in particular, in conditions of martial law. Expenses for ensuring proper living and working conditions for bank employees increased from 254,364 thousand. UAH in 2022 to 368,110 thousand UAH in 2023, which indicates active support of employees in difficult conditions, which emphasizes the social

responsibility of the bank. Expenses for business support of personnel increased from 1,528,000 UAH up to 2,479,000 UAH (+ UAH 951,000), which shows the bank's desire to ensure the efficiency of employees in the period of changes and challenges. Personnel training costs increased from 321,000 UAH up to 584 thousand UAH (+ UAH 263 thousand), which confirms the bank's attention to the professional development of employees and improving their qualifications.

In general, the increase in personnel costs demonstrates the strategic approach of JSC "Citibank" to the management of labor resources. Investments in the creation of appropriate working conditions, support and training of employees contribute to increasing their motivation, productivity and loyalty, which positively affects the overall efficiency of the bank.

Also, according to the results of an internal anonymous survey, employee satisfaction with the working conditions and corporate culture of the bank is high (Fig. 2.2).

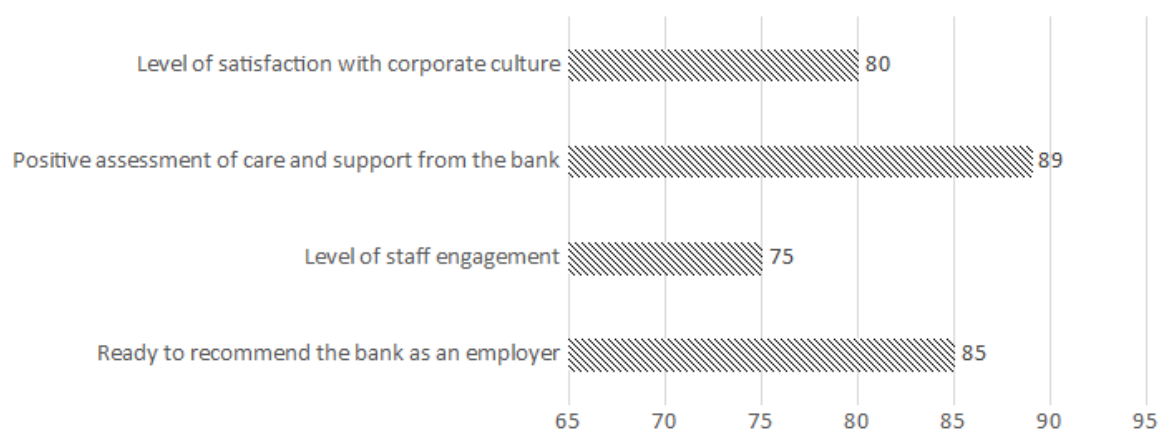


Fig. 2.2. The results of the employee survey regarding employee satisfaction with the working conditions and corporate culture of the bank, %.

The results of the evaluation of indicators of satisfaction and involvement of the staff of JSC "Citibank" demonstrate a high level of positive perception by employees of working conditions, which contributes to the strengthening of labor relations and the efficiency of the bank's activities: 85% of employees are ready to recommend the bank, which indicates a predominantly positive image of the employer, although there is

potential for further strengthening of reputation; the staff involvement level of 75% reflects the strong motivation of employees and their interest in achieving the bank's goals; 89% of employees positively evaluated the bank's efforts in creating comfortable working conditions and providing support, which is especially important in the conditions of modern challenges; the level of satisfaction with the corporate culture is 80%, which indicates its significant role in the formation of a positive working climate, although there are opportunities for further improvement.

In general, high indicators of staff satisfaction and involvement confirm the effectiveness of the bank's personnel policy. Further improvement of corporate culture and measures aimed at increasing loyalty will contribute to strengthening the status of JSC "Citibank" as an attractive employer.

### 2.3. Analysis of the current state of application of the command form of management at the enterprise

Based on theoretical knowledge about teamwork, it is obvious that certain rules and regulations must be established for coordinated work. Regulations allow effective training of new team members. Well-written regulations save the manager's time, because the employee can find the answer to the question "what to do next" in the regulations. The regulation allows you to define clear requirements for any process and increases the quality of the work performed. Most often, discipline in a team plays no less important role than motivation.

JSC "Citibank" uses a system of key performance indicators (KPI). These indicators make it possible to evaluate the effectiveness of actions performed by employees.

The use of KPI is possible not only for evaluating the work of the entire enterprise (or its individual divisions), but also for individual workers. By using the KRI system, it is possible to control and evaluate the performance of employees and create

an optimal system of remuneration. As you know, the main sign of the success of using any indicator used to evaluate the performance of employees is the possibility of its quantitative assessment.

The application of the system of formation of the variable component of labor remuneration based on KRI gives an incentive to the worker to strive for high personal results and to increase his individual contribution to the overall team work results. It should be noted that the KRI indicators used in the formation of the variable component of the salary should have such characteristics as transparency, comprehensibility and economic validity.

The main advantages of using the KRI system to increase staff motivation include:

1. Guaranteed focus on the final result - the worker receives a reward for solving tasks that lead to the desired result.

2. Controllability, which provides for the possibility of flexible adjustment of the efforts of workers without significant reformatting of the system in the event of a change in the external situation on the market.

3. Fairness, which involves an adequate assessment of the worker's contribution to the solution of the general tasks of the enterprise and the appropriate distribution of risks between the worker and the enterprise in case of a negative result of the solution of the task.

4. Clarity ensures that the employee is aware of the company's readiness to reward the employee for solving tasks. At the same time, both the amount of remuneration and the results of work for which employees are rewarded are clear to the management of the enterprise.

5. Immutability, which ensures a guaranteed high level of motivation of the company's employees to solve tasks.

Evaluation of the level of performance of KRI indicators is carried out using special tables, which are called KRI matrices. For effective and convenient use of the KRI indicator system, it is necessary to carefully and creatively approach the preparation of a set of evaluation criteria for a worker occupying a certain position,

taking into account the specifics of the enterprise's work. A possible list of such assessment criteria is called the "Corporate Library of the KPI", and it can be updated by the management of the enterprise after the end of a certain reporting period of its work.

The total value of the KPI weights  $w$  for the employee's KPI indicators should be equal to one.

It should be noted that in the described methodology for calculating KPI indicators, significant non-fulfillment of the plan by the employee should be taken into account due to the change of the corresponding KPI weight factor  $w$ .

For example, if the implementation of the plan according to some KPI indicator is below 75%, then the value of the weighting factor can be taken as equal to the KPI  $w=0$ . Also, by changing the values of the weighting factors, it is possible to stimulate employees to exceed the plan by setting the values of these weighting factors slightly higher than the normative ones. Below is an example of calculating KPI indicators and the effectiveness ratio of a sales department employee according to the KPI system. The initial data and calculation results are given in table. 2.4.

Table 2.4

Output data and results of calculation of CRI indicators and efficiency ratio of sales managers of JSC "Citibank"

The name of the KPIindicator	Specific gravity	Plan	Fact	CRI index
Sales manager #1				
KPI 1. Percentage of implementation of the plan by sales volume, %	0.5	100	120	0.6
KPI 2. Percentage of customer satisfaction, %	0.1	100	90	0.09
KPI 3. Percentage of new attracted customers, %	0.4	100	95	0.38
Efficiency coefficient of employee #1				1.07

Sales manager #2				
KPI 1. Percentage of implementation of the plan by sales volume, %	0.5	100	95	0.475
KPI 2. Percentage of customer satisfaction, %	0.1	100	100	0.1
KPI 3. Percentage of new attracted customers, %	0.4	100	90	0.36
Efficiency coefficient of employee #2				0.935

Thus, the value of the efficiency ratio of employee #1 is 1.07  $KPI > 1$ , which indicates that he overachieved the plan, the value of the efficiency coefficient of employee No. 2 - 0.935  $KPI < 1$ , which indicates that he did not fulfill the plan.

Knowing the amount of the employee's salary ( $O = \text{UAH } 15,000$ ) and the amount of the bonus ( $P = \text{UAH } 5,000$ ), it is possible to calculate the amount of wages:

1) for employee #1:

$$Z = O + Pr * I_{kpi} = 15000 + 5000 * 1.07 = 20350 \text{ UAH.}$$

1) for employee #2:

$$Z = O + Pr * I_{kpi} = 15000 + 5000 * 0.935 = 19675 \text{ UAH.}$$

In the company considered in the work, the KPI system is at the stage of implementation. The procedure for implementing the KPI system at the enterprise is as follows:

1. A selection of proposals from a group of team leaders is carried out.
2. A preliminary presentation of the system is carried out.
3. Collection and processing of feedback results and adjustment (if necessary) of "Regulations on the implementation of the KPI".
4. Coordination of project items.
5. Holding a general meeting of the company's employees to present the new "Regulations", explain the goals of its implementation to the employees, and explain the possible positive effects of its implementation for both the company and employees.

6. During a certain period (up to 10 days) after the presentation, the results of the feedback obtained through interviews or by the employee questionnaire method are processed to determine the level of comprehensibility of the system and the general attitude towards it.

7. After the first month has passed since the introduction of the new bonus system, a general meeting of employees is held, the purpose of which is to sum up the first results and clarify the issues that have arisen.

Thus, motivating personnel on the basis of KPI is a convenient element of team spirit formation at the enterprise, as it stimulates the employee to achieve high individual results, forms a transparent system of monetary rewards, and also increases employee loyalty to the company, activates individual efforts into collective results and achievements, joint work for the future and for the fulfillment of the company's strategic goals.

## CHAPTER 3

### WAYS OF IMPROVING THE ENTERPRISE MANAGEMENT SYSTEM BASED ON TEAM MANAGEMENT

#### 3.1. Formation of measures to improve the efficiency of enterprise management based on team management

The effectiveness of the work of the management team is based, first of all, on the interaction of team members among themselves. Therefore, increasing the effectiveness of team interaction is a very important task for every team. Having studied the work of the enterprise considered in the work, it will be appropriate to propose the following measures to increase team interaction:

- development of team effects;
- development of personnel motivation measures;
- clear goal setting;
- improvement of the social and psychological climate.

For the development of team effects, complex methods are used, aimed at the development of team spirit (in the English-language literature - team spirit) and the development of team work skills (team skills) [19-20].

Actions aimed at developing team spirit are an integral part of the company's motivation system and are aimed at solving the following problems:

- strengthening of the collective sense of "we";
- increasing the level of workers' loyalty to the enterprise;
- formation of meaningful informal relationships between company employees;
- increasing the level of informal authority of the company's management;
- increasing the level of motivation of employees to work together;
- formation of a more thorough understanding of the individual personality traits of employees, increasing the level of trust between employees;

- the formation of a meaningful and vivid joint history, which will contribute to the acceptance of the company's philosophy by employees.

In order to improve the effectiveness of team spirit development at the enterprise, the following actions must be taken:

- to ensure compliance with the company's philosophy, provided that it is the basis for the development of command management;
- to ensure a sufficient level of communication with the operational tasks and performance of the enterprise;
- ensure the active participation of the company's employees, especially members of the management team and middle managers.

To promote the development of the company's team spirit, it is advisable to use such informal events as corporate holidays, holding round tables, conferences, problem meetings and organizing corporate holidays.

Programs for the formation and development of teamwork skills are the basis of the team management implementation system and are aimed at the formation and development of the following skills:

- skills in forming a common goal and accepting responsibility for its achievement;
- skills of allocating leadership to the task and flexible measurement of the leadership style according to the specifics of the task;
- constructive interaction and self-management skills;
- skills of effective use of the team's strengths, taking into account the specifics of their role behavior;
- skills in creating procedures and interaction standards;
- skills of transferring knowledge and teamwork experience to subordinates.

The main method of developing teamwork skills is group training, since it is the one that maximally contributes to the creation and correction of the attitudes of the organization's employees to the leveling of competence in the field of team management. It should be noted that we are talking not only about team building training in various modifications, but also about any training program in which the skills

of joint activity are developed. The extent to which the training program will work for the development of team skills depends not on the name, but on how well it corresponds to the philosophy of teamwork. In the process of forming a list of measures that increase the effectiveness of teamwork, it is advisable to use a comprehensive approach to the process of training employees. At the same time, it is necessary to apply such forms of education as lectures, seminars, trainings, and cover all categories of employees of the enterprise.

Table 3.1 shows the developed program of measures for training bank employees for the period 2024-2025.

Table 3.1

Program of activities for the training of bank personnel for the period 2024-2025.

Type of training	Description	Category	Format	Cost
Training "Techniques of effective sales"	The training is aimed at acquiring work skills at the main stages of sales: establishing contact, identifying needs, presenting the banking product, dealing with objections, closing the sale	Managers, specialists	2 days	3000 hryvnias
Training "Effective Communications"	The goal of the training is to teach the participants effective communication	Managers, specialists	3 days	4700 hryvnias
Training business game "Conflicts and methods of their resolution"	Provide information on the nature and causes of conflicts. Teach participants to effectively resolve conflicts	Managers, specialists	1-3 days	2800 hryvnias
Training "Psychological comfort"	Relief of emotional tension of the participants, acquisition of stress coping skills	Managers, specialists	1.5 hour class once a week	3500 hryvnias
Training "Staff Motivation"	Familiarization with the motivation system in the bank and study of material and non-material motivation tools.	Managers, specialists	3 days	6800 hryvnias

Training "Time Management"	Determination of the optimal model of time organization.	Managers, specialists	2 days	5000 hryvnias
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It should be noted that even in the case when the training program was competently designed and carried out, without consolidating the skills acquired by workers at the workplace, it does not guarantee long-term results. Taking this into account, it is mandatory to consolidate knowledge by employees directly at the workplace.

At the same time, the following requirements must be observed:

- to achieve the overall goal, it is necessary to constantly use the acquired skills;
- the manager (leader) in the process of work must use his example to demonstrate the use of skills acquired by workers for their effective consolidation.

It should be noted that in order to achieve a high level of professionalism of workers, the training process by the manager of workers at the workplace should be regular in nature. The process of forming measures to improve teamwork skills should be systematic. At the same time, the manager should first of all pay attention to the issues of corporate philosophy, enterprise development strategy and increasing leadership potential among team leaders.

The model of teamwork skills development described above should be used as an approach to building an enterprise management system. This is due to the fact that this model is designed not only for the formation of a separate team from a certain group of employees, but for the formation of the team management system of the enterprise in general.

The main conditions under which this model of developing team skills will be most effective include the following:

- the head of the enterprise must constantly develop both his leadership skills and the leadership skills of his management team;
- members of the management team and senior managers (top managers) must develop as leaders of their management teams;

- the strategic and tactical goals of the enterprise's functioning must be quite ambitious; they should be known to all employees of the enterprise, which should be provided with two-way vertical and horizontal feedback;

- employee motivation should be transparent and direct all employees not only to individual performance, but also to the general performance of the enterprise as a whole.

The next very important measure to improve the effectiveness of teamwork is to increase the level of motivation of workers. This is due to the fact that the motivation of employees is the main driving force of the process of realizing the set goals. It should be noted that organizational measures that contribute to increasing the material and non-material motivation of the company's employees must be clearly linked to the work results of each employee.

At the same time, the more accurate this reference is, the higher the level of satisfaction with wages will be observed among the company's employees. It is obvious that in order to achieve a unified vision of the company's goals, the problems described above should be periodically identified and discussed at company management meetings. Special attention should be paid to solving problems related to the personal goals of each of the workers, which are inevitable and need to be solved. A rather important problem, the solution of which increases the effectiveness of teamwork, is the creation and maintenance of a normal psychological climate among employees.

As experience shows, in a team with an unfavorable social and psychological environment, there is low labor productivity and a fairly high level of staff turnover. In order to ensure a normal social and psychological climate in the team, it is necessary to achieve good relations both between the employees themselves and between employees and the management, to ensure the fulfillment of social guarantees of employees, etc.

In order to achieve a normal social and psychological climate at the enterprise, it is first of all necessary to monitor its current state (for example, by conducting a survey of middle-level managers of the enterprise). Next, it is necessary to conduct an analysis of the conducted survey and develop proposals for the further career growth of the

specified managers. Such measures will undoubtedly contribute to the improvement of the work of not only the employees themselves, but also the enterprise as a whole.

### 3.2. Measures to improve the competencies of managerial employees

Competence is a basic quality of an individual that has a causal relationship to effective and best performance based on performance criteria at work or in other situations [21].

The concept of basic quality means that competence is a stable part of the human personality and can determine human behavior in many situations and work tasks. A causal relationship means that the competence determines or causes a certain human behavior [3].

The conducted analysis of the management system of the enterprise considered in the work made it possible to identify the main problems that stand in the way of the formation of a highly effective management team:

- insufficient number of highly qualified workers who possess the qualities of mobility and adaptation to rapidly changing external conditions;
- a high level of management's mistrust of specialists, which causes the manager's reluctance to delegate duties, which, in turn, will significantly reduce the effectiveness of solving important tasks.

Taking this into account, the problem of developing measures to improve the level of competences of the company's managerial employees is certainly quite urgent. The process of increasing the level of competences of the company's managerial employees is dynamic in nature.

Therefore, improving the system of increasing the level of competences will increase the level of responsibility and productivity of employees, and, as a result, will create prerequisites for accelerating the development of the enterprise as a whole. The

main components of the system of increasing the level of managerial employees' competencies include:

- increasing the level of professional skills of employees; - development of employee career development fees;
- development of measures to create a personnel reserve. The implementation of an effective system of increasing the level of competencies of managerial employees will lead to the following positive effects in the company's activities:
- increasing the level of efficiency of management employees as a result of revealing their potential and professional abilities;
- acquisition by management employees of knowledge and skills that will ensure a high level of organizational activity;
- increasing the level of employee loyalty to the goals of the enterprise's functioning;
- ensuring the principle of imitation (succession) in enterprise management.

Professional development of management employees involves their acquisition of new competencies, improvement of their management skills and abilities. The main goal of improving the qualifications of management personnel is to prepare them to perform the necessary production tasks and duties.

The conducted analysis showed that the share of the salary fund allocated by successful foreign enterprises for personnel training can reach up to 10%. It should be noted that such qualities as flexibility and a high level of adaptability to production needs are characteristic of an effective system of increasing the competences of the company's managerial employees.

Taking this into account, it is possible to outline a number of priority problems to which the management of the enterprise should pay attention when forming measures to increase the level of competencies of managerial employees:

- development of an effective strategy for the formation of qualified management personnel;
- identification of the training needs of workers depending on their profession and specialty;

- determination of material and technical and scientific and methodological support for the training process of management employees;
- full financial support of the described types of personnel training.

The main directions of increasing the level of professional development of employees include: - primary training, which must take into account the tasks and goals of the enterprise's operation, as well as the specifics of its field of activity; - training aimed at eliminating the gap between job requirements, requirements related to the workplace and business qualities of employees; - training that will ensure an increase in the general qualification level of employees. Taking into account the fact that the level of professional development of senior managers significantly affects the work of the enterprise, it should be considered as one of the most important components of its activity.

Therefore, for the effective functioning of the enterprise, it is necessary to develop a program for improving the level of qualifications of candidates for the position of top managers. The purpose of development and implementation of these programs is: - improvement of leadership qualities of top-level managers of the enterprise; - acquisition of the necessary competencies by potentially promising candidates for these positions. Typical executive development programs aim to combine qualities such as strategic thinking, management leadership and interpersonal skills. To determine the model of employee competence, their general competence is divided into the following components:

- professional competence, which determines the level of the employee's theoretical knowledge and the ability to use it in practice;
- social competence, which determines the employee's ability to effectively interact and communicate;
- methodical competence is the employee's ability to independently solve problems and effectively organize his work;
- personal competence, which determines the level of responsibility of the employee, his work culture.

The following are the main directions of increasing the level of competences of managerial employees at the corporate level: - development and dissemination of corporate culture; - ensuring a high level of functioning of feedback; - implementation of measures to help structural units in planning and coordinating the work of the enterprise.

### 3.3. Directions for optimization of virtual team management in the modern business environment

Managing a team is not an easy task even in a regular office, and it can be even more difficult in a virtual one. After the pandemic, many teams remain virtual – the benefits of remote working have saved time and money for both employees and employers. The virtual workplace is gaining more and more popularity. More and more people want to work from home, and employers are recognizing the significant benefits of hiring remote workers. At the same time, the benefits of virtual collaboration are met with challenges that organizations must be aware of and quickly overcome.

The challenges of team management can be divided into four categories: motivation, interaction (team members with each other), communication and logistics (everything related to the organization and coordination of the team).

There are many potential challenges that can arise during team management, but all of these challenges can be overcome or their negative impact minimized. Leaders of such teams must approach their remote employees with different management methods than the traditional ones. Building trust is key among both leaders and participants. One way to build trust among team members is to encourage them to communicate openly. Encouraging open dialogue and candid communication is key, and managers can use modern technology to help their virtual teams experience not only equality in communication, but also things like spontaneous conversations and the energy of in-person collaboration. Managers also need to clearly assign responsibilities to team

members and ensure that everyone understands their responsibilities. It's also important to implement effective software that every team member can use. Summarizing the scientific literature on team management allows us to conclude that the indicators of the effectiveness of virtual teams are: trust, information exchange and communication. They help the virtual team member stay focused to achieve work efficiency. Since virtual teams provide an opportunity to bring together talented, motivated and experienced people to work together on a specific professional task or project, these indicators can be used by organizations to analyze the collective effectiveness of teams.

Each enterprise and organization has its own specifics for organizing work and evaluating the effectiveness of virtual teams.

The following are suggestions for measures that can be used by organizations to address the identified need for improving team management, as well as strategies for their implementation and recommendations for virtual team managers regarding their implementation.

1) Measures to solve the problem of setting goals in virtual teams. In our opinion, to solve this problem in terms of setting a general team goal, we can offer several strategies that managers of virtual teams can use to set team goals, listed in the table. 3.2 [22-24].

Table 3.2

Recommendations for managers of virtual teams to solve the problem of setting goals

Problem solving strategies	Recommendations for managers of virtual teams
Setting realistic goals:	Managers should not let their ambitions exceed the capabilities of the team. They can start with small goals that help their teams focus their energy on a common goal without overwhelming them. These "quick wins" can boost morale and motivate teams to start working toward more ambitious goals.

Visualization of goals:	Employees should write down their goals and post them in a prominent place. This serves as a visual reminder of the goal and helps their team stay focused.
SMART goal setting:	Managers must work with their team to develop goals that are specific, measurable, achievable, realistic, and time-bound.
Continuous review of goals:	Achieving goals requires constant time and effort, which means managers need to follow up with their employees, schedule meetings with team members to find out what they need, what obstacles they're facing, what questions they have, and more.
Stimulating the virtual team:	Managers should provide certain team and personalized incentives, such as a career promotion, team bonus or additional vacation
Celebration of victory and achievements:	Team goals are made up of small milestones. Whenever they reach one, they should be celebrated. For virtual teams, this needs to be done in a digital environment. Managers can arrange an informal online meeting or an online team lunch.

To solve this problem in terms of setting individual goals of team members, which will be an integral element of the team goal, managers can develop individual plans personally or ask virtual team members to develop goals independently, taking into account the overall team goal.

Note that it is advisable to also use SMART, a technique for setting a goal that should be specific, measurable, achievable, realistic and time-bound.

Equally important is identifying the problem points the team is facing; outlining the area where they would like to develop professionally and formulating the corresponding goals.

2) Measures to solve the problem of contextualizing the work of virtual teams. Businesses should implement additional measures to help contextualize the work of

virtual team members. To do this, it can be effective to assign tasks to team members taking into account their strengths. In our opinion, to solve this problem, several strategies can be proposed that managers of virtual teams can use to form a general vision of the activities of members of virtual teams and publicize its results (Table 3.3.).

Table 3.3

Recommendations for managers of virtual teams to solve the problem of  
contextualization of work

Problem solving strategies	Recommendations for managers of virtual teams
Assessment of the extent to which the general picture of the virtual team's activities is formed among its members.	Under such conditions, you need to make sure that everyone clearly understands the goals and the "big picture" of the virtual team's activities. At the same time, it is worth understanding that employees can perform daily functions for years without thinking about common goals, that is, why and for what they do it.
Evaluation of the current division of labor in virtual teams:	Managers need to get a clear answer to the question of whether people are working on what they have the highest level of competence in. Managers should look for opportunities to align team members' responsibilities with their strengths and interests.
Create a shared view or virtual dashboard of the team's progress and celebrate the victory	Managers can provide each virtual team member with a view of how well the team is progressing toward its goals. It can serve as a source of motivation, if each victory or achievement is accompanied by recognition of merit, and measures of material stimulation or non-material motivation of personnel

3) Measures to solve the problem of goal achievement assessment: In this direction - goal achievement assessment - for virtual teams there are reserves for improvement that can be achieved through strategies (Table 3.4).

Table 3.4

Recommendations for managers of virtual teams to solve the problem of evaluating the achievement of goals

Problem solving strategies	Recommendations for managers of virtual teams
Reconciliation of goal achievement evaluation indicators based on retrospective analytics.	Managers should design a list of indicators for each specific goal they have developed. Then, among the selected metrics, based on the use of data from past periods of activity, choose and set optimally appropriate KPIs. For example, if an employee's goal is to "acquire 3 new clients by the end of the fourth quarter," their manager might expect the goal setter to talk to a certain number of leads per day, book a certain number of demos per week, and send a specific number of offers to month. Therefore, employees will not have to wait for the end of the term. They can see in advance whether they have achieved their goals.

Solving this problem is quite time-consuming, however, it is really achievable with the use of team management software. It is desirable that this program uses artificial intelligence for the analysis of CRI of the virtual team.

4) Measures to solve the problem of organization of regular review and verification by managers of KPI and productivity. KPI should not be set as a constant value when setting goals. Instead, they should be reviewed regularly. For this, the strategies described in the table can be used. 3.5.

Table 3.5

Recommendations for managers of virtual teams to solve the problem of organizing regular review and verification by managers of KPIs and performance

Problem solving strategies	Recommendations for managers of virtual teams
Planning and organizing regular team meetings to discuss team performance and KPI achievement	Managers should fix such meetings in the team's common electronic calendar on a regular basis. All members of the virtual team must be informed in advance about the rules of such meetings. Managers need to be clear that the purpose of this meeting is not to blame team members for not achieving goals, but a chance to focus on whether the team is achieving its goals and at what pace; if the team is not achieving its goals, it is a sign to understand what needs to change to make

	it happen, to identify and promptly eliminate problems in the team's activities.
Visualization of the progress of achieving the goals of the virtual team	Managers should create a visual representation of progress (for example, a virtual visual board, a virtual dashboard, etc.) where the performance indicators of the virtual team will be displayed in real time. This will be the team's shared daily reminder of where they are. Team-wide access to work results in real time will increase the mutual responsibility of team members for their achievement.
Checking the clarity of goals	Managers need to make sure that goals are clear. During each review, managers can remind the team of its purpose and why it is doing what it is doing. Reminding team members of the goal can help them prioritize their work more effectively.

If KPIs are for a team goal, it's important that the team gets together regularly and discusses their progress. After all, managers want their team to do meaningful work, not stressful work. Stressful work can make top performers feel bored and demotivated, which can cause engagement and retention problems.

The solution to this problem is possible through the creation of a virtual digital environment for analyzing and publicizing the results of the team's work. This functionality is available in many software products for team management. It is desirable that this program has the ability to build team dashboards online.

5) Measures regarding the development of regulations for working with obstacles in the activities of the virtual team. The best teams work together to identify obstacles and find ways to overcome them. These barriers can be technical or technological, lack of skills or anything else that prevents them from achieving their goal (Table 3.6).

Table 3.6

Recommendations for managers of virtual teams to solve the problem of regulation of work with obstacles in the activities of a virtual team

Problem solving strategies	Recommendations for managers of virtual teams
Regulation of operational meetings in the event of obstacles	It is important for managers to create opportunities for employees to remove obstacles. A quick way to do this is to implement daily stand-up meetings. These are 15-minute meetings where everyone outlines what they plan to accomplish that day and identify barriers to getting the job done.

6) Measures to stimulate collective decision-making in virtual teams. This problem can be caused by two reasons: the wrong behavior of the virtual team leader, who does not encourage collective decision-making, and the lack of competencies of team members to use collective decision-making tools. Based on the experiences and opinions of many people, collective decision-making is useful. In addition, such decisions will be more valuable and produce effective results, and will be easier to implement than individual decisions, because team members have been involved in the decision-making process.

7) Measures for recognition of merit in the team and creation of team spirit. Showing recognition and appreciation to team members makes good business sense as it can increase engagement and reduce turnover. Therefore, the use of recognition of merit in the team and the creation of team spirit can become an additional reserve for increasing the effectiveness of managing virtual teams at the enterprise (Table 3.7).

Table 3.7

Recommendations for managers of virtual teams to solve the problem of recognition of merit in the team and creation of team spirit in virtual teams

Problem solving strategies	Recommendations for managers of virtual teams
Organization of recognition of merit in the team	Appreciation and recognition of merit in the team should not necessarily come only from managers, but also from other team members. However, managers should assess their team's energy and willingness to work, to what extent team members are happy for their colleagues when they achieve their goals, whether they are resentful or indifferent.
Promoting the formation of team spirit	Determine how an individual's contribution brought the entire team closer to achieving the team goal. Create an atmosphere of team spirit. If there is a team incentive for a team goal, there will be more real excitement when people go above and beyond.

8) Actions to involve team members in the decision-making process: This is an effective way to get buy-in from the team. Involvement in the decision-making process gives the team an understanding of the chosen course of action (Table 3.8).

Table 3.8

Recommendations for managers of virtual teams to solve the problem of involving team members in the decision-making process

Problem solving strategies	Recommendations for managers of virtual teams
Transition from individual to collective decision-making style	It is recommended that the manager use one of the proposed decision-making methods: the team prepares proposals from a list of jointly developed and agreed solutions, and the manager makes the final decision; the team makes a decision after the manager has analyzed the problem and defined the framework for its adoption; the team makes decisions, and the leader acts as a coordinator within and outside the group.

Some of the benefits of involving team members in the decision-making process include: involving the team early in the process, before it has to implement the decision; increasing the involvement of employees; creation of conditions for better cooperation and communication; identifying the manager's own prejudices. Modern practice

confirms that increasing the participation of team members in management processes contributes to the growth of the effectiveness of their activities.

9) Measures for planning the development of team members: this is an effective tool, thanks to which it is possible to achieve compliance of team skills with the requirements that the changing external and internal business environment puts before the team's activities (Table 3.9).

Table 3.9

Recommendations for managers of virtual teams to solve the problem of planning the development of team members

Problem solving strategies	Recommendations for managers of virtual teams
Comparison of the team's competencies and their areas of development to achieve the team's goals	Team managers need to assess what are the obstacles to accomplishing team tasks and effective team functioning. Then ask the team to create a list of the skills or resources they would like to have, ranked in order of priority.
Development of team development plans	Team managers should choose methods and tools for professional development or educational opportunities for teams in the form of online or remote resources, seminars, trainings, courses, etc., that allow them to continue learning independently.

Team development requires nurturing, intention and inclusive leadership. It also requires a certain level of self-awareness from both the leader and each team member. When developing his team, it is important for the leader to look at each team member as a whole. Each person has a unique perspective combined with a unique skill set. to be effective, it is essential that team members can work well together to maximize their contribution to the team's desired outcome.

10) Measures to stimulate team leadership and constructive team interaction. Team management is the management of a group of people united to achieve a common goal (Table 3.10).

Table 3.10

Recommendations for managers of virtual teams to solve the problem of stimulating team leadership and constructive team interaction

Problem solving strategies	Recommendations for managers of virtual teams
Development of team leadership competencies	Team managers should pay attention to self-development and use modern opportunities to improve their own leadership style. Comprehensive programs to improve management efficiency are also recommended.
Development of effective team interaction skills	Team managers should use any training, the program of which contains tasks for the formation of skills in the field of team management; team building trainings and others that form general competencies of joint activities.

To make all members work as a team, the leader must motivate and inspire them. Team leadership involves assigning task responsibilities, providing emotional support to members, and constructively overseeing projects. Project tracking in team management situations means taking responsibility and being able to respond quickly to changes. A leader must be adaptable and flexible when things don't go according to the original plan. He is responsible for ensuring that all processes are in place and that the team works effectively together to make the project a success.

11) Measures regarding the use of modern digital technologies to improve the effectiveness of managing virtual teams. Of course, in addition to traditional socio-psychological and management tools for improving work, the virtual team significantly depends on one more factor that is related to the features of the environment in which all the main processes of the virtual team are carried out, which is digital technologies. The following are some steps that can be implemented in a digital environment to ensure that virtual teams remain highly productive and perform at their best (Table 3.11).

Table 3.11

Recommendations for managers of virtual teams to solve the problem of using digital technologies in team management processes

Problem solving strategies	Recommendations for managers of virtual teams
Scheduling regular meetings with the team	During these meetings, you not only need to talk to your teams/teammates, but also study their body language and eye contact, which can lead to better interpersonal communication and higher levels of trust. If offline meetings are objectively impossible, you can use video chat
Creating a project management system	Ensuring the availability of reliable software for project management. There are many web applications available. You need to choose the one that best suits your business needs. This can work very well with virtual teams as it makes it easier for them to collectively complete tasks in the cloud. From project idea to implementation, full coverage is provided. For each project, there will definitely be documents that will need to be read or edited by other team members.
Organization of control and tracking of working hours	Time tracking is critical not only for better process management, but also for being able to correctly pay team members, especially if they work hourly. Quality project management software can ensure that the manager is aware of the presence of team members and their individual contributions to the project.
Organization of labor activities in flexible working hours	Team members who work from home prefer to work during certain hours of the day when productivity is high. Along with allowing some flexibility in timing, defining the time period when all team members must be online and working together is also vital to the success of a virtual team. Collaboration is important because it reduces communication gaps, prevents delays, and speeds up tasks, thereby allowing the team to meet deadlines.
Choosing the right technology for better communication	Whether team members communicate through chat windows, phone calls, or video calls, different communication technologies can be used to ensure better communication.
Creating a database for knowledge sharing	Such a database allows team members to have access to the same information. This ensures that every team member is equally aware of and has access to the information provided. It can contribute to the prevention and resolution of communication issues, as well as speed up the completion of the project

Organization and maintenance of the open chat room	To ensure a flawless flow of communication, it is desirable that each team has its own chat, which is open at all times. The discussions that take place can be both work-related and unrelated. It is important to ensure that these chats do not become a source of disruption or distraction for team members and/or significantly reduce their productivity.
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So, working virtually does not necessarily mean problems and obstacles. In fact, virtual teams can function no less efficiently than regular ones. All that is required is the application of project management best practices to meet deadlines and achieve objectives, and the selection of appropriate digital technologies capable of implementing these practices in a digital environment. In order to meet the requirements for productivity, change management and innovation, to overcome the challenges of modern conditions, business is increasingly organized around virtual teams that must meet high professional and socioeconomic requirements and coordinate work in extreme conditions. Companies can attract the world's best talent for less, offering their professionals greater flexibility and autonomy. There is no doubt that the digital evolution is changing the future of work. However, the benefits of virtual collaboration come with challenges that organizations must overcome.

Project coordination, building relationships, establishing trust, and achieving effective teamwork are just some of the aspects that distinguish virtual from traditional teams when examined in detail. Poor communication, lack of trust and conflict are the main reasons for failure in virtual collaboration. With this in mind, the study offers approaches for organizations to better understand today's virtual team management.

Thus, recommendations have been developed for solving the problem of setting and evaluating the achievement of goals, contextualizing work, organizing regular review and checking of KPI and productivity by managers, developing regulations for working with obstacles in the activities of a virtual team, stimulating collective decision-making, recognizing merit in the team and creating team spirit, involving team members in the decision-making process, planning the development of team members, stimulating team leadership and constructive team interaction, using modern digital technologies to improve the effectiveness of managing virtual teams.

## CONCLUSIONS

As a result of the conducted research, the following conclusions and recommendations can be drawn:

### 1. Theoretical Foundations of Team-Based Management

The analysis of the theoretical foundations of the team approach to management at the enterprise highlights that this method represents a natural evolution of traditional (classical) management approaches. Team-based management is recognized as one of the most effective modern methods of personnel management due to its adaptability and efficiency in addressing contemporary organizational challenges. Numerous examples from global practice underscore the success of this approach, demonstrating its ability to foster collaboration, innovation, and resilience in diverse organizational settings. The team-based method integrates core principles of shared responsibility, collective problem-solving, and enhanced communication, which contribute to superior organizational outcomes compared to conventional hierarchical models.

### 2. Evaluation of Employee Performance

The study of employee performance evaluation systems identified the Key Performance Indicator (KPI) system as a highly effective tool. This system not only facilitates monitoring and assessment of employee actions but also provides a transparent framework for designing an efficient compensation structure. Calculations of KPI indicators and performance coefficients for the sales department employees revealed significant advantages, including increased motivation, reduced workplace conflicts, and enhanced team cohesion. By enabling flexible and merit-based compensation, the KPI system fosters a positive work environment, minimizes unnecessary competition, and accelerates the adoption of team-oriented values within the organization.

### 3. Challenges in Team-Based Management Implementation

The evaluation of the effectiveness of the team-based management system at the studied enterprise identified several challenges, including insufficient motivation, issues with discipline, and professional rivalry among team members. Addressing these

challenges requires the implementation of targeted strategies, with the principle of collective responsibility being a central solution. This principle ensures that team members share accountability for the optimal use of collective resources, thereby strengthening trust and unity within the team. By embedding collective responsibility into team culture, enterprises can mitigate internal conflicts and enhance overall team productivity.

#### 4. Measures to Enhance Team Interaction

The research emphasized the importance of fostering effective team interaction as a cornerstone of successful team-based management. Key measures to enhance team dynamics include:

- **Development of Team Effects:** Encouraging team spirit and collaboration through targeted activities and initiatives.
- **Motivation Strategies:** Creating and implementing measures to inspire and sustain employee engagement.
- **Clear Goal Setting:** Establishing transparent and achievable objectives for teams to work toward.
- **Improving Social and Psychological Climate:** Ensuring a supportive and inclusive workplace environment.

To achieve these goals, an integrated training program was designed for company personnel, combining lectures, seminars, and hands-on workshops. This program focuses on building teamwork skills and reinforcing team-oriented attitudes, ensuring that employees are well-prepared to operate effectively within a collaborative framework.

#### 5. Enhancing Managerial Competencies

Improving the enterprise management system based on team management necessitates prioritizing the development of managerial competencies. This involves the following components:

- **Periodic Professional Training:** Regularly updating the skills and knowledge of managerial staff.
- **Career Planning:** Providing structured pathways for employee growth and advancement.
- **Creating a Personnel Reserve:** Establishing a pipeline of qualified candidates for future leadership roles.

By investing in these areas, organizations can ensure that their leadership is equipped to foster a strong team culture and drive sustained organizational success.

## 6. Managing Virtual Teams

The study also explored approaches to enhance the management of virtual teams, which have become increasingly prevalent in today's digital economy. Key recommendations for optimizing virtual team performance include:

- Clearly defining and evaluating goals.
- Contextualizing tasks to ensure clarity and relevance.
- Conducting regular reviews of KPI achievements and productivity.
- Establishing protocols for addressing obstacles in team activities.
- Encouraging collective decision-making and recognizing team achievements.
- Involving team members in strategic decision-making processes.
- Planning professional development for team members.
- Promoting team leadership and constructive interactions.
- Leveraging modern digital tools to streamline communication and collaboration.

These strategies aim to overcome the unique challenges of virtual teamwork, such as geographic dispersion and potential communication gaps, by fostering a cohesive and engaged virtual workforce.

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