

MANAGEMENT TEAMS: PSYCHOLOGY OF INTERACTION DURING THE PROCESS OF INNOVATIVE PROFESSIONAL ACTIVITY

GESTÃO DE EQUIPES: PSICOLOGIA DA INTERAÇÃO DURANTE O PROCESSO DE ATIVIDADE PROFISSIONAL INOVADORA

Andrey Cherkassky 

Odessa National Technological University
Odessa, Ukraine
academy_@ukr.net

Vira Baryshnikova 

Odesa National Maritime University
Odessa, Ukraine
verabrshnk@gmail.com

Svitlana Bykova 

Odessa State Academy of
Civil Engineering and Architecture
Odessa, Ukraine
bykovas@ukr.net

Larysa Lisina 

Berdiansk State Pedagogical University
Zaporizhzhia, Ukraine
la_lisina01@ukr.net

Tetiana Hrytsiv 

ChNNIPB of Western Ukrainian
National University (ZUNU)
Ternopil, Ukraine
hrutsivtanya@gmail.com

Abstract. The article examines the essence of the psychology of interaction in the process of innovative professional activity. The authors define the essence of the "management team" concept, the stages of its formation, and the features of the management team. In addition, the causes of conflicts in management teams, their characteristics, and the consequences for effective teamwork on the project are considered. The study describes the mechanisms of interaction in management teams and the ways to solve their problems. The authors describe the essence of disagreements in management teams, where the group members are both managers with a long history of holding a certain position and also newly appointed managers. The article also examines the essence of conflicts in management teams. The main factors of the appearance of conflicts are determined, where the character is given to such factors as the location of all team members on the same management horizon, the desire for leadership, the presence of experience in some team members compared to others, the relationship of the problematic issue to a certain department, the essence of the project. At the same time, the characteristics of interaction in the team are carried out.

Keywords: interaction, managers, company, conflict, management team.

Resumo. O artigo examina a essência da psicologia da interação no processo de atividade profissional inovadora. Os autores definem a essência do conceito de "equipe gestora", as etapas de sua formação e as características da equipe gestora. Além disso, são consideradas as causas dos conflitos nas equipes de gestão, suas características e as consequências para o trabalho eficaz em equipe no projeto. O estudo descreve os mecanismos de interação nas equipes de gestão e as formas de solucionar seus problemas. Os autores descrevem a essência das divergências nas equipes de gestão, onde os membros do grupo são tanto gestores com um longo histórico de ocupação de determinado cargo quanto também gestores recém-nomeados. O artigo também examina a essência dos conflitos nas equipes de gestão. São determinados os principais fatores de surgimento de conflitos, onde o caráter é dado a fatores como a localização de todos os membros da equipe no mesmo horizonte de gestão, o desejo de liderança, a presença de experiência de alguns membros da equipe em comparação com outros, a relação da questão problemática com um determinado departamento, a essência do projeto. Ao mesmo tempo, são realizadas as características de interação na equipe.

Palavras-chave: interação, gestores, empresa, conflito, equipe gestora.

INTRODUCTION

Today, it is a common phenomenon in the functioning of any enterprise and institution to create teams that deal with certain types of issues. These teams usually consist of multiple participants who are knowledgeable about the problem at hand and ready to propose solutions. The more complex the issue, the more frequently employees from different departments and structural units are involved in such teams. Often, these people have diverse expertise, age, work experience, practical skills, and approaches to problem-solving. As a result, such teams often face challenges in terms of collaboration as the participants struggle to find common ground. Difficulties arise when some team members fail to understand why others have been included. Consequently, achieving effective interaction becomes a complex task even for management teams, where all participants hold leadership positions but may not always be ready for collaboration.

According to the research aim, there are the following tasks:

- to examine the essence of the "management team" concept;
- to characterize conflicts within a management team;
- to identify the peculiarities of interaction within a management team.

LITERATURE REVIEW

Various Ukrainian researchers have studied the psychology of interaction in management teams during work related to professional innovation activities. In particular, the studies by Bileha O. (2020), Borshch V. (2018), Horbachenko S. (2019), Pomaz O. (2016), and Shportko H. (2021) are worth noting.

In her work "Conflict Management in the Project Team," Bileha O. emphasizes that forming a management team is a long and complicated process (Bileha, 2020, 6). Consequently, conflicts often arise among the members of a managerial team since all group members strive to create a quality project and offer their colleagues the most optimal solutions. Each person tries to contribute maximum effort towards positive changes. This can lead to disagreements, as all participants have an equal right to express their opinions, potentially affecting the level of interaction among team members.

Shportko H., in her article "The Research of the Formation of an Effective Management Team," pays attention to the process of forming such a team (Shportko, 2021, 3). According to her, one of the most challenging stages is adapting team members to work in a team. Often, team members are unfamiliar with each other or know each other only indirectly, making it difficult for them to interact effectively. At this stage, personal antipathy can arise, with some team members evaluating others based on personal qualities rather than professional competence. Therefore, the organization's leader should focus more on acquainting the team with each member's personality and achievements at this stage.

Horbachenko S., in the article "Management Teams," focuses on the structure of the management team (Horbachenko, 2019, 125). According to him, each group member should have the following qualities:

- to be competent in management;
- to be competent in their field;
- to adapt to external changes;
- to have an equal job status with other participants;
- to be able to solve business issues and propose practical solutions;
- to be creative and offer non-standard approaches to solving professional problems.

She identifies an equal job status as one of the key characteristics of management teams comprising people of the same managerial level.

Overall, management teams are still relatively underexplored in the literature, considering that the interaction problem in ordinary teams has been addressed in many works. It indicates that further detailed research is needed on this issue, particularly regarding conflict and interaction in management teams.

MATERIALS AND METHODS

The following research methods were employed in this study: description, analysis, synthesis, comparison, generalization, and modeling. The descriptive method was applied to elucidate the essence of the concept of "management team," uncover the specifics of the term, and explore its functioning in the current stage. The analysis and synthesis method was employed to describe existing research on the subject, study and analyze authors' opinions, and highlight the most significant concepts. The generalization method was utilized to summarize the research findings. The comparison method is used to align the main causes of conflicts and mechanisms for improving cooperation.

The modeling method was employed to depict the behavioral model of participants within the management team during various approaches to improving collaboration. The positive and negative aspects of each approach were illustrated, and the adverse consequences of pressure and influence on group effectiveness were characterized.

RESULTS

The leading trend of human existence in the historical context is social development. Society is the subject of creation and development of society. In its development, humanity has moved from fatalistic philosophical views, when a person does not influence the development of humanity, to progressive revolutionary views, when the driving force is considered to be people united in classes. During the evolutionary development of this theory, we see the effectiveness of these views. Individuals who are co-operated in small structures have the opportunity to influence the general social development of mankind. Not only does the success of the team depend on how effective each member of the cooperative is, but also its ability to perform certain tasks and achieve results.

This practice has found wide application in the work teams of large organizations. Today, the concept of a working team has been transformed. In both large corporations and small businesses, people prefer to be called a

team. A team can be called, for example, a group of advertising managers. They work in the same office, have certain traditions, and communication styles, and celebrate corporate events together. But it is impossible to characterize them as a team. First of all, because as professionals, they do not interact during work. A team is defined as a group of specialists united specifically to solve a specific task or to achieve a clearly defined goal. The members of such a group actively interact with each other and are aimed at obtaining a result. Created in this way, the team will not have common traditions and will exist only for a short time, which will end when the set goal is achieved. Communication in such a team is mostly professional, aimed at improving the organization of the work process. Each member of the command group must clearly understand and fulfill his role in the group, as well as realize that the expected results to which the team is heading depend on the quality performance of his role. The activities of large organizations consist of a large number of similar teams. They can be called structural units, or departments of the organization, but this will not change their team status. Each unit or department of the organization is a collection of small teams working to achieve a common goal. It can be the development or growth of the organization, the increase in the profits of the organization, or the increase in the scope of its influential capabilities.

At the current stage, the effective functioning of any organization is only possible with continuous interaction between its various departments. Consequently, success cannot be achieved if each structural unit performs only the tasks set before it without understanding the situation in the sphere where another structural unit of the same enterprise or institution operates.

Organizational-managerial projects are essential and important nowadays and their development should be ensured by the teams of managers. Accordingly, any team must work on its field competitiveness with the aim of its project successful implementation. Therefore, the marketing department's involvement is essential for the own position strengthening.

Moreover, projects' managerial mechanisms, based on the development and analysis of the projects organizational management mathematical models can be considered as a subdivision of the general mathematical theory of the organizational and social-economic theory of management.

Therefore, to obtain the necessary information, there should be close interaction among the enterprise and institutions' employees, which significantly affects the overall efficiency of the work (Prokhor, 2016, 8).

Consequently, there is an increasing focus on management teams. In a general sense, a "management team" is a "group of managers of the enterprise and institutions structural units who understand the common goal of the organization, possess modern management methods, and carry out the complete cycle of management activities while demonstrating a non-standard approach to solving the set tasks" (Borshch, 2018, 39). Essentially, these are specialists who manage a specific structural unit and have complete information about their own area of activity, as well as knowledge of the market and its trends. They are capable of managing personnel and are ready to interact with experts from other departments to effectively solve the existing problem that concerns the entire organization (Shportko, 2021, 3).

Forming such a team is a complex process that involves six interconnected stages (Moskalenko, 2014, 80). These stages are demonstrated in Figure 1.

The first stage, which involves the awareness of the management team's role, entails defining the mission of this team. The organization's leader should determine the purpose for which the management team is being created, the tasks assigned to it, the functions of its members, and the desired outcomes of its functioning within a certain period. It is also necessary to determine whether the resources are available for its creation and what expenses are envisaged, as well as its position within the enterprise and institutions' organizational structure. Since the management team is often an informal entity, the organization's leader should determine how its activities will be regulated and how its funding will be carried out.

Managerial teams are mostly formed to develop the enterprise and institutions' strategy. Often, enterprises and institutions operate in a sphere that is significantly influenced by external factors. Therefore, it is necessary to form a group of people who, having comprehensive information from various functional areas of the institution, can determine the further stages of its development, tasks and forecast future events. Moreover, such a team can effectively address crises and propose measures for the enterprise and institutions' adaptation to new conditions (Borshch, 2016, 21).

The subject of management is revealed in the interaction of the external and internal surrounding, in contrast to its secondary nature traditional understanding relatively to the object of its activity is characterized as its primary source. It leads to the alternative developmental process knowledge (Yapulov A, 18-20).

The formation of a management team is a crucial stage, as the organization's leader must decide whether the management team will include all department heads or only specific ones. It depends on the management team's mission, the resources allocated for its development, as well as the professionalism of the heads of certain departments. For instance, if the management team is tasked to develop the competitiveness strategy, the heads of the accounting and personnel departments may not be involved as this matter is not related to their expertise. However, suppose the issue pertains to employee training and development. In that case, the head of the personnel department and the accounting department should actively participate in the team process since they possess information about the staff and understand the costs related to administrative needs (salaries, bonuses, insurance, and training) (Dovhan, 2018, 32).

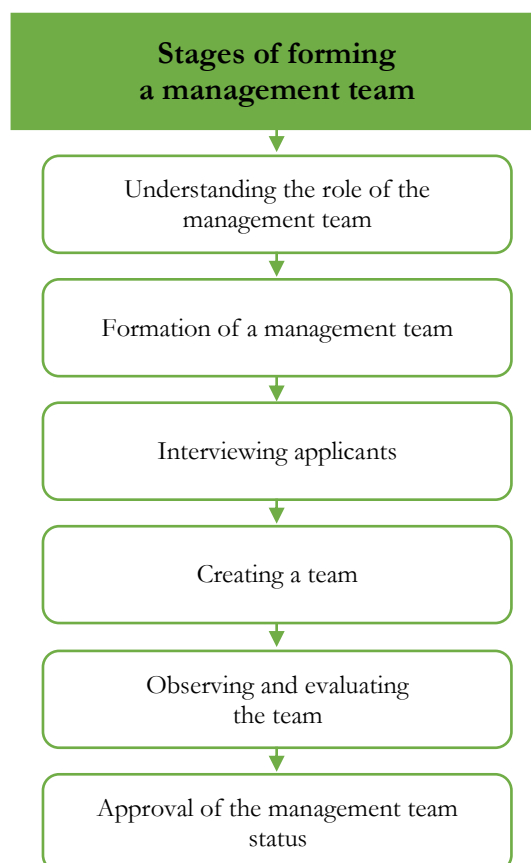


Figure 1. Stages of forming a management team

Conducting interviews with applicants is the third stage, which allows determining whether a particular individual is ready to be a management team member. The team formation is voluntary, and a leader may decline for personal reasons. However, if they agree, it is necessary to discuss their professional abilities, remuneration for participating in the team, readiness to tackle additional tasks, and the ability to delegate responsibilities to deputies. Such a candidate needs to be proactive and capable of offering unconventional solutions to complex problems, which is crucial in a creative direction of activity (Klymenko, 2021, 17).

Creating a team is the fourth stage. At this stage, selected candidates undergo evaluation as team members. The evaluation is primarily based on developed competencies, rated on a scale from 1 (poor) to 5 (excellent) points. The ratings are given based on a specially designed checklist. One of the main criteria is also the ability to make optimal decisions quickly.

After selecting suitable candidates, the organization's executive, with the help of assistants, adapts the candidate to the team. Accordingly, the candidate continues to fulfill their duties as the head of the department and also carries out tasks assigned to them as a member of the management team. Disagreements among team members often arise during this stage, which is a normal phenomenon during integration. At the same time, this stage is both the most important and the longest and most challenging (Korolev, 2021, 35).

Observation and evaluation of the team constitute the fifth stage. At this stage, the leader determines whether the management team is ready to accomplish the assigned tasks. This can be achieved by evaluating specific tasks' quality and timely completion. The parameters for evaluation may include financial and economic indicators, their dynamics, trends of change, market share variation. (Mykolaichuk, 2019, 55).

Approval of the management team's status is the sixth stage. During this stage, the leader makes decisions regarding the further functioning and status of the team. They may also sign agreements with team members and define the terms of cooperation. At this stage, further tasks and prospects for the development of the management team are determined (Marcinkovska, 2016, 105).

The task of the enterprises and institutions' leader in forming a management team is to select team members who would ensure:

- Alignment of the team's quantitative and qualitative composition with the goals and requirements of the project.
- Effective teamwork in project management.
- Psychological compatibility among team members and creating an active, stimulating "project-oriented" culture.

- Extensive internal group communication and the development of optimal group solutions to problems that arise during project implementation (Kalinets, 2020, 100).

The executive appoints a project manager who provides overall project leadership, monitors its key parameters, and coordinates the team members' activities. The project manager determines the necessary number of experts—team members—along with their qualifications and conducts the selection and recruitment of employees.

It is worth adding that management teams often include not only department heads but also their deputies or assistants, as well as experienced workers. In other words, the people with the most knowledge on a particular issue. Therefore, a management team may have many participants who possess essential knowledge and can quickly resolve issues, making it challenging to determine the optimal number of team members, as each person's knowledge is valuable. In addition to the fact that the team consists of a considerable number of participants, each of these participants is armed with important knowledge that helps to achieve a common goal. Since department heads often work together with deputies or assistants, these people, having certain ambitions for their position in the team, can claim a leadership position in their expert group. Distrustful relations between the manager and his assistants or deputies can create additional discomfort in the team. All this significantly affects the emergence of conflict within the management team (Lazorenko, 2021, 16).

No one approves of conflicts, but everyone actively participates in them. Conflicts in professional activities create a negative background for team members, and generate resentment, which in turn can worsen the atmosphere in the professional environment, and also have the potential to develop into violent consequences. Thus, a labour conflict is a kind of disagreement regarding the level of wages, prestige at enterprises and institutions, ambivalence of views on the situation, and individual interests of each participant in the conflict. Conflicts in the team are possible in various spheres of interaction: conflicts between employees of the same work team conflicts between employees of different structural divisions, conflicts between managers and employees, and conflicts in the management itself.

Conflicts can be provoked by objective or subjective factors. Objective reasons include:

- enterprises and institutions' limited resources,
- disagreement with the goal,
- interdependence of tasks,
- lack of objective job evaluation criteria
- violation of the interests of employees by the system of statuses and roles.

These reasons are combined into a large group of objective factors influencing the conflict. Organizational and managerial factors are also distinguished. They include:

- insufficient supply of materials and equipment;
- irrational labor organization;
- management errors;
- imperfect regulatory and legal procedure for the elimination of contradictions;
- insufficient wages for employees;
- weak team cohesion;
- incompatibility of employees.

The next group of factors that can cause conflicts are socio-psychological factors:

- psychological incompatibility of employees;
- limitation of the status, and interests of the individual;
- manipulation;
- inconsistency of words, assessments, and actions with expectations.

The last group is personal factors:

- miscalculations in management actions;
- wrong actions of subordinates;
- the presence of "difficult" people in the team.

The most common factor contributing to conflict in a management team is that each member is at the same level within the horizontal management system. For example, the majority of management teams consist of either only department heads, or only their assistants, or their deputies. It is reasonable to consider a system where the management team comprises only department heads since such a system occurs most frequently. Consequently, in a team where everyone is a manager, the risk of conflicts arising is high. Since every group member is equal to each other, team members will try to assert their opinions. Other group members will also advocate for their positions as they are also managers and have equal rights. Such conflicts generally end with minor disagreements but can also lead to prolonged animosity (Bileha, 2020, 7).

Another factor contributing to conflict is the presence of experience among all group members. Management teams mainly consist of managers who have been working in the organization for an extended period or have gained practical knowledge through crises. Thus, they know how to handle adverse conditions and manage projects or personnel during periods of change. This can lead to conflicts among team members since each may propose a solution to a complex problem based on their experience. However, the same solution can be associated with opposing experiences among team participants. For example, in the past, a decision of one manager influenced the competitiveness increase in a certain field, as he mentioned, while at the same time another one, who took over the team five years later, mentions that such decision had a negative effect on the activity development. This, again, can be a factor contributing to a conflict (Jobidon, Turcotte, Aube, Labrecque, Kelsey, & Tremblay, 2016, 71).

Another thing to note is that the task assigned to the management team may be perceived by each group member as being primarily related to their department. In particular, this can be an issue related to the activities of multiple divisions, which may lead one manager to believe that their department should make the most effort to address this issue. It can cause dissatisfaction among other team members who believe it also pertains to their respective departments and that their employees should be involved in problem-solving. For many group members, such behavior may be seen as an attempt to gain additional recognition from organizational leadership, potentially leading to significant conflicts within the team. This conflict often manifests in disputes and clashes between managers vying for the right to execute specific tasks. However, such developments adversely affect the quality of task completion (Tabassi, 2019, 105).

Another significant factor is when a team member aspires to leadership within the team. In psychology and sociology, leadership is defined as a certain type of social influence in a team to achieve common goals. Objectively, a person who demonstrates this influence is considered a leader. A leader can be distinguished from others by highlighting his basic features. It:

- ability to make complex decisions and willingness to bear responsibility for them
- concern primarily for the common good and benefit of people, not for personal gain
- the ability to lead people voluntarily
- the presence of strong authority on the part of the group, as well as trust in it
- the ability to admit one's mistakes and the desire to bear responsibility for defeats, looking for personal growth in this.

In the real management context, leadership is segmented into certain types: leader-organizer, leader-diplomat, leader-fighter, leader-creator, leader-comforter.

Characterizing the leader-organizer, it is worth portraying a person who knows how to assemble a team of specialists, understands the interests and needs of the team, and perceives them as his own. Such a person is usually active and demonstrates a positive attitude and faith in the success of the project. Such a leader knows how to convince each member of the team, using an individual approach to everyone, and can point out the mistakes of a colleague without offending.

A fighter leader is often courageous and strong-willed but has a certain amount of self-confidence. A person with this type usually does not analyze the situation and its consequences very carefully, but acts immediately and fights for the idea to the end. He becomes a model for the group, teaching all its members to stand up for "their" in any situation.

At first glance, the creative leader is a "mad genius". He is bold and determined and often sees things that others do not. This conquers his employees

A pacifying leader is a person with great charisma. Such a leader knows how to set up a team in such a way that everyone believes in his plan. He is respectful and polite, helps others through failures, and finds motivation to recover.

Since department leaders typically possess strong willpower and leadership skills, such individuals may seek managerial positions within the management team. It can be an attempt to boost their self-esteem or to pursue a new role. Although management teams are generally informal and their status is undefined, it may be an opportunity for some leaders to achieve a new accomplishment.

The aspiration for leadership can be viewed from different perspectives. On the one hand, it is a positive phenomenon as the team member strives to complete a maximum number of tasks quickly and effectively to establish their authority within the group. Consequently, the team's purpose will be achieved within a shorter timeframe. On the other hand, such a participant may attempt to work independently without involving other team members. As a result, the essence of teamwork diminishes, as all tasks are performed by a single person, relegating other participants to secondary roles and preventing them from fully expressing themselves (Waleed, 2020, 15).

It is worth noting that conflicts among management team members can also arise due to the nature of the project. Specifically, each team member may have their own vision for resolving a complex issue. However, participants in a management team may lack the incentive to address the problematic issue, as the team is often unofficial, and its members may have membership under free or low-cost conditions. Moreover, there is a lack of significant incentives or minimal rewards within the management team. As a result, team members may simply lack the motivation to engage in problem-solving (Waller, Lei, & Pratten, 2014, 215).

The interaction between the management team members occurs because they are all definite project participants, so it is impossible to avoid communication between them. It can lead to new conflicts as one manager may have a negative attitude towards another, yet they still need to communicate. Moreover, often management team members are unfamiliar with each other before working on a joint project. This can be the case in large enterprises and institutions with multiple departments within different divisions, and structural units may even be geographically distant. For example, the central office may be located in one city district, the administrative office and customer service office in another, and the production facility in a third district. It can create challenges in collaboration as team members may not understand why a particular person was involved in the work, their level of knowledge, the size of the team they manage, their productivity, or their practical experience. Consequently, such a team member may be perceived as unimportant, treated with hostility, or other participants may try to assess their professional competence and simultaneously exclude them from handling complex tasks (Pfitzenreutera, 2021, 10).

The ideal, from this point of view, is the method of rational-intuitive conflict resolution developed by the American scientist Jenny Graham Scott. The method includes consciousness and intuition as a means of interaction in a conflict situation, taking into account the circumstances and characters, interests, needs, and own goals of people involved in the conflict. According to the main stages of the schemes in the form of questions, an appropriate strategy for solving conflict situations is built, and recommendations are also given for improving control over the emotional sphere and choosing optimal behavior in conflict conditions. (Scott N.)

At the same time, to improve the level of interaction among group members, the following approaches can be suggested to address this issue. The first approach is called "shuttle diplomacy." Its essence lies in discussing different solutions to a particular task individually with each management team member if there are already misunderstandings between them. In this way, all team members can demonstrate their approach to solving the problem, and the organization's leader will consider only the most appropriate option. In this case, individual participants will not be aware of the proposed alternatives from others, which allows for obtaining individual responses and encourages a highly individualized approach. Additionally, the organization's leader can combine several solution options and form a unified optimal approach. As a result, each team member's work will be evaluated, and the proposed solutions will not be subject to criticism (Horbachenko, 2019, 130).

Another common approach to interaction is based on pressure. In this case, some management team members may exert pressure on others to make them accept their position and propose a single solution for the entire team. This often occurs when certain team members are familiar with each other, have significant work experience and knowledge, and are older than other team members who may be younger, have a shorter tenure in their managerial position, and have limited work experience or be unfamiliar with others.

Often, management teams operate on the principle of a "conservative approach versus an innovative approach." However, applying pressure can lead to the opposite result by escalating conflicts between the parties, as some participants may not understand why their position was not accepted, while others may feel that they are being imposed upon them.

Such interaction can also occur when some management team members spread their ideas while others pretend to accept them but still adhere to their own opinions. It is worth noting that this is typical for groups where long-standing executives are gathered alongside those who have recently taken on leadership roles. As a result, some may believe they have certain privileges due to their past accomplishments, while others may think that despite their short tenure in the position, they already possess knowledge of various aspects of their managed sphere, and their appointment to this position is justified. This type of interaction is often further complicated by personal animosity (Mehek, 2020, 1378).

One of the ways to foster interaction is through the executive's influence. In this case, the enterprise's and institution's leader can compel team members to communicate, for example, through psychological pressure or by highlighting their shared goal. The system of fines and punishments cannot be applied in this situation since the management team has an informal basis of existence. However, such influence can negatively affect the organization's leader as group members may refuse to cooperate with other participants if their position is not highlighted (Shulzenko, 2016, 36).

The relationships among the management team members can also be formed by regulating project relations. Specifically, the responsibilities and authorities of all participants are clearly defined, each member has their own assigned task, and each participant is only responsible for their own part of the work. All group members receive problem-solving questions according to their experience and competence. As a result, relationships within the group can develop gradually and without conflicts, as everyone has their own area of responsibility. Moreover, regulations can also determine in which cases one part of the work can be performed by another team member without any negative consequences for the one who was initially responsible. For example, it can be clearly established that in the event of force majeure circumstances, a task assigned to the head of the HR department can be delegated to the head of the training department. It helps reduce the risk of conflicts, strengthen interaction among team members, and effectively accomplish the assigned tasks (Harymawan, 2020, 700).

It is vital to maintain communication among team members to avoid situations where one group within the team performs tasks that are not assigned to them to gain an advantage over other team members. This can happen when relationships between team members are strained. As a result, some group members want to demonstrate their professionalism and dominance by diminishing others. For example, if the management team is assigned to

brainstorm the design of a production facility and some members, forming a separate group, have already created a design project using specialized software, attempting to demonstrate their superiority over members of another group and not allowing them to express themselves fully (Bang, 2017, 335).

The interaction within a management team can also be based on motivational aspects. Specifically, each team member can have their own incentive to work in such a team and make efforts proportionate to the expected benefits. Mostly, these incentives are financial, such as salary increases, bonuses, or receiving a percentage of profits. Some non-financial incentives can also be applied, such as the opportunity to obtain a different position, professional development, paid vacation, or a business trip abroad. Moreover, the motivation can extend to the entire structural unit managed by the team member, for example, bonuses for the entire department's staff (Pomaz, 2016, 25).

It is worth noting that team members are often interested in a common goal, which motivates them to find common ground despite personal animosity. This goal needs to be understood by all group members, as it significantly improves communication. However, it is necessary to acknowledge that such a goal can impact the entire organization's functioning, making effective interaction quite important. In today's environment of constant change, increasing competition, changes in tax legislation, or times of war, many factors influence the enterprise and institutions' activities. Therefore, the coordinated work of the management team is crucial for the enterprise and institutions' existence. Even in the face of personal animosity, the team members can exert maximum effort to save their enterprise from liquidation or bankruptcy. Once they understand all this, the management team members are ready to cooperate.

DISCUSSION

This research has revealed that the issue of psychological interaction in management teams during innovative professional activities is quite challenging. First, the essence of the concept of a "management team" is not clearly defined. The majority of scholars note that a management team may consist only of managers from the same level of a specific enterprise and institutions' organizational units. Other studies mention that a management team may include experienced non-managerial employees, assistants, deputies of managers, and even administrative personnel without a direct relation to the organization's leadership.

Such differences in interpretations can be explained by the fact that the structure of the management team may vary based on the nature of the project. Also, each leader of the enterprise and institutions chooses the management team members. A management team can be considered as an association of senior managers or a group of people with an innovative approach and practical experience without being related to administrative staff.

The issue of cooperation is also quite challenging. The defined interaction options have both advantages and disadvantages, which are determined by a situational approach to solving this complex matter. In particular, the cooperation may be carried out as a result of compulsion. While this option has its advantages and is considered adequate, it also has disadvantages, making it less than optimal. That is, an interaction can take place with different scenarios and consequences for enterprise and institutions.

CONCLUSION

The article highlights the essence of the psychology of interaction in the process of innovative professional activity in management teams. The research's relevance is justified by the need for quick and accurate decision-making, which can be determined by a group of managers with practical experience in different fields. However, interaction problems may arise among team members, primarily since all group members belong to higher-level management.

The paper examines the essence of a "management team." In general understanding, a management team is a group of leaders from various enterprise and institutions' structural units that understand their common goal, possess modern management methods, and carry out the complete cycle of management activities while demonstrating a non-standard approach to solving assigned tasks. The main stages of forming such a team include:

- Understanding the role of a management team.
- Forming the composition of the management team.
- Conducting interviews with candidates.
- Team building.
- Observing and evaluating the team.
- Approving the status of the management team.

The authors have characterized the conflicts in a management team. These conflicts often arise due to the factors such as the equal position of all team members in the management hierarchy, a desire for leadership, varying levels of experience among team members, the association of a specific department with a particular problem, and the nature of the project. The main problem is often the belief of some groups of participants that they are more

professional and experienced than others. In this regard, they should respect each other as they are at the same management level and cannot influence one another psychologically to make necessary decisions.

The paper also identifies the specifics of interaction within a management team. The ways to improve such interaction include "shuttle diplomacy," pressure, directorial influence, motivational aspects, and a common goal. Each approach has advantages and disadvantages, but team members often have to interact to address a specific problem that can significantly impact the organization's overall success. Additionally, personal animosity significantly affects such an interaction, which all team members should avoid.

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