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РОЛЬ ЭФЕКТИВНОЙ КОМУНИКАЦИИ У ПРОЦЕССЕ ФОРМУВАННЯ ЗГУРТОВАНОГО ТА МОТИВОВАНОГО КОЛЕКТИВУ

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У сучасному глобалізованому світі, успіх будь-якої діяльності залежить не лише від професіоналізму та особистих якостей окремих працівників, але й від ефективно налагоджених взаємовідносин усього колективу. Вміння менеджера спілкуватися з підлеглими і правильно будувати з ними продуктивні взаємовідносини, бажання членів колективу чути один одного та дбати про успішне виконання поставлених завдань, забезпечують злагоджену роботу, де кожен член команди готовий спрямувати свої здібності та знання на вирішення спільних завдань. Сильна, єдина команда – основа ефективної діяльності як окремих структурних елементів, так і всієї організації в цілому. Саме тому, проблема ефективно налагодженої командної комунікації як ключової умови створення згуртованої та вмотивованої команди надзвичайно актуальна.

Аналіз останніх джерел досліджень і публікацій. Проблеми командної роботи присвятили свої дослідження багато закордонних науковців. Зокрема, загальним проблемам командної роботи присвячені роботи Дж.Р. Кемзенбер, К. Левіс-МакКлеар, Д.К. Сміт, М. Тейлор. Основні напрями розвитку малих груп досліджував Б. Тукман. Вивченню основних ролей, які виконують члени у команді в процесі своєї роботи присвячені праці М. Белбіна. Проблеми управління командами в контексті реалізації проєктів присвятили свої дослідження В. Воропаєв, Ю. Якутин, Л. Калініченко, В. Занора та багато інших науковців. У більшості сучасних праць, присвячених вивченню командних систем та моделей колективної поведінки розглядаються загальні проблеми управління командами, однак недостатньо висвітлені питання, пов'язані з налагодженням ефективної комунікації задля формування згуртованого та вмотивованого колективу.

Предметом дослідження є роль комунікації в командуванні як ефективний інструмент формування професійної команди.

Мета написання статті – визначити особливості, методи та інструменти командної комунікації, які використовуються для передачі повідомлень щодо координації взаємодії, трудових й інтелектуальних зусиль колективу та сприяють згуртованості та вмотивованості членів команди.

Результати роботи можуть знайти своє практичне застосування в менеджменті сучасних вітчизняних підприємств та організацій.

Ключові слова: комунікація, спілкування, команда, згуртування, мотивація, командна взаємодія, командна комунікація.

РОЛЬ ЭФЕКТИВНОЙ КОМУНИКАЦИИ В ПРОЦЕССЕ ФОРМИРОВАНИЯ СПЛОЧЕННОГО И МОТИВИРОВАННОГО КОЛЛЕКТИВА

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В современном глобализованном мире успех любой деятельности зависит не только от профессионализма и личных качеств отдельных работников, но и от эффективно налаженных взаимоотношений всего коллектива. Умение менеджера общаться с подчиненными и правильно

строить с ними продуктивные взаимоотношения, желание членов коллектива слышать друг друга и заботиться об успешном выполнении поставленных задач, обеспечивают слаженную работу, где каждый член команды готов направить свои способности и знания для решения общих задач. Сильная единая команда – основа эффективной деятельности как отдельных структурных элементов, так и всей организации в целом. Именно поэтому проблема эффективно отлаженной командной коммуникации как ключевого условия создания сплоченной и мотивированной команды чрезвычайно актуальна.

Анализ последних источников исследований и публикаций. Проблеме командной работы посвятили свои исследования многие зарубежные ученые. В частности, общим проблемам командной работы посвящены работе Дж.Р. Кемзенбер, К. Левис-МакКлеор, Д.К. Смит, М. Тейлор. Основные направления развития малых групп исследовал Б. Тукман. Исследованию главных ролей, которые выполняют члены в команде в процессе собственной работы посвящены труды М. Белбина. Проблеме управления командами в контексте реализации проектов посвятили свои исследования В. Воропаев, Ю. Якутин, Л. Калиниченко, В. Занора и многие другие ученые. В большинстве современных работ, посвященных изучению командных систем и моделей коллективного поведения, рассматриваются общие проблемы управления командами, однако недостаточно освещены вопросы, связанные с налаживанием эффективной коммуникации для формирования сплоченного и мотивированного коллектива.

Предметом исследования является роль коммуникации в командообразовании как эффективный инструмент формирования профессиональной команды.

Цель написания статьи – определить особенности, методы и инструменты командной коммуникации, которые используются для передачи сообщений о координации взаимодействия, трудовых и интеллектуальных усилий коллектива и способствуют сплоченности и мотивированности членов команды.

Результаты работы могут найти свое практическое применение в менеджменте современных предприятий и организаций.

Ключевые слова: коммуникация, общение, команда, объединение, мотивация, командное взаимодействие, командная коммуникация.

THE ROLE OF EFFECTIVE COMMUNICATION IN THE PROCESS OF FORMING A COHESIVE AND MOTIVATED TEAM

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In today's globalized world, the success of any activity depends not only on the professionalism and personal qualities of individual employees, but also on the effectively established relationships of the whole team. The manager's ability to communicate with subordinates and properly build productive relationships with them, the desire of team members to hear each other and take care of successful tasks, ensure coordinated work, where each team member is ready to direct their skills and knowledge to solve common problems. A strong, unified team is the basis for the effective operation of both individual structural elements and the organization as a whole. That is why the problem of effectively established team communication as a key condition for creating a cohesive and motivated team is extremely relevant.

Analysis of recent sources of research and publications. Many foreign scholars have devoted their research to the problem of teamwork. In particular, the general problems of teamwork are devoted to the work of J.R. Kemsenber, K. Lewis-McClear, D.K. Smith, M. Taylor. The main directions of development of small groups were studied by B. Tuckman. M. Belbin's works are devoted to the study of the main roles played by team members in the process of their work. V. Voropaiev, Y. Yakutin, L. Kalinichenko, V. Zanora and many other scientists devoted their research to the problem of team management in the context of project implementation.

Most of the current work on the study of command systems and models of collective behavior addresses the general problems of team management, but insufficiently addresses issues related to establishing effective communication to form a cohesive and motivated team.

The subject of research is the role of communication in team building as an effective tool for forming a professional team.

The purpose of writing this article is to identify the features, methods and tools of team communication that are used to convey messages about the coordination of interaction, labor and intellectual efforts of the team and contribute to the cohesion and motivation of team members.

The results of the work can find their practical application in the management of modern domestic enterprises and organizations.

Keywords: communication, interaction, team, cohesion, motivation, team interaction, team communication.

JEL Classifications: D70, M12, G14

The modern model of team building is impossible without a well-established process of effective communication. The concept of quality management should be based on the principle of equal access to necessary information, productive communication between team members and the creation of optimal conditions for successful management decisions, conflict resolution and team work in general.

Communication is a process of interaction during which information is transmitted or exchanged. In this case, communication is considered successful if it has passed the full cycle. The sender transmits the information to the

addressee, the latter must clearly understand its content. The successful communication process also depends on the consistent construction of the information message by the sender: attracting attention - interest - moving to the main part - clarifying the details - discussion - conclusion - call to action. The expected result of successful communication is a change in the behavior of the recipient [12, p. 194].

The concept of «communication» has a double meaning. First, it captures the statics of interaction, such as an act, a written document that has information and therefore establishes and maintains actual contacts. Secondly, it captures the dynamics, the process of interaction, contacts, relationships. Thus, communication is the exchange of information between people in order to identify problems and find solutions.

At the same time, in order to work successfully, team members must have the necessary professional skills, level of qualification and desire to jointly achieve the set goal.

A team has an emotional component and empathy, so it will be formed and will function much more effectively if all its members have a certain set of qualities, the key of which are:

- ability to listen, empathize;
- willingness to help others;
- ability to find a common point of view,
- common values and interests;
- clarity and clarity of positions;
- the desire to avoid conflicts;
- openness, flexibility [1, p. 101].

At the same time, it is worth noting a number of factors that, on the contrary, harm cohesion, contribute to the creation of individual microgroups in the team, the emergence of informal leaders and are a threat to the further functioning of the team. Among such factors, first of all, it is worth noting:

- desire to dominate and (or) constantly enter into a dispute;
- unappealable statements, when there is no desire to compromise and consider alternatives;
- negative evaluation of any other ideas, when team members act on the principle of «there is my opinion and wrong», again denies the alternative, and most importantly narrows the range of rational ideas that could contribute to better performance of tasks;
- the habit of always being right and the need to be a winner, to prevail, somewhat similar to each other and certainly do not contribute to the formation of an effective team. If such qualities are inherent in a leader, it is likely to be a lack of strategic thinking and authoritarian management style; if about a team member - then about a set of individual characteristics that contradict the basics of team building on the ability to find a common point of view and conflict.
- indifference, apathy, boredom - this is, in most cases, unprofessional management, the inability of the leader to unite and ignite the team for a common goal.

Thus, the cohesion of the team is due to: the attraction of people to each other in search of help or support in the process of achieving certain goals; mutual emotional preferences; understanding the role of the team in providing certain guarantees. It is an indicator of strength, unity and stability of interpersonal interactions and relationships, characterized by mutual emotional attractiveness and overall satisfaction of team members with joint activities in general.

As the analysis of conditions and factors of team cohesion shows, its formation is a rather difficult task that depends on many variables and the leader is not always dealing with highly cohesive teams. Therefore, first of all, the manager should establish the process of information exchange and through a survey to determine the level of cohesion of the team he leads. Such questions include questions such as:

- Do you consider yourself part of the team?
- If you were offered the same job for an equal salary in another team, would you think about moving there?
- How do you think your team looks better or worse compared to other companies in the company?
- How do you communicate within the team?
- Do you help each other?
- Do you often have conflicts in your team? etc.

Determining the level of team cohesion is an important condition for effective management, which must be taken into account when choosing a style and methods of leadership, in determining the overall capabilities of the team, setting goals and monitoring their implementation. The leader may well focus in his practice on the ideal model of a highly cohesive team. At the same time, he must first be clearly aware of whether the nature of the tasks to be solved by the team presupposes (or requires) its high cohesion. In particular, if a management team is formed, where the top manager selects deputies and heads of departments, the team cohesion should be high (because a common goal, common values and interests, the desire for mutual understanding and the threat of real losses from staff turnover). When it comes to implementing a temporary (one-time) project that temporarily brings together certain employees in terms of functionality and team roles, the lack of high cohesion may be acceptable and spending time and money to unite the team is not entirely rational.

However, if it is necessary to form cohesion, the manager can even apply a mathematical approach by calculating the cohesion index of the team according to the formula.

where - «B» is the number of mutually positive elections; «N» - the total number of possible elections in the team [1, p. 107].

To do this, set the number of mutual elections on the grounds of sympathy - antipathy. Elections are counted by answers to questions such as:

«Who would you like to work with?»

«Which employee would you like to work with on the project?» etc.

Questions are selected taking into account the nature of the team, individual psychological characteristics of its members and other factors. The more positive choices are, the higher is the team cohesion index.

At the same time, if the cohesion index is low, and team cohesion is not only desirable, but also mandatory, the manager must work on its formation. First of all, paying attention to the stages of development of team relations, including:

1. acceptance of each other by team members. At this stage, mistrust and alienation in relations between employees are eliminated, there is a willingness to cooperate;

2. development of communications and development of a mechanism for collective decision-making. There is an expansion and intensification of communications, open communication. The team becomes capable of making collective decisions;

3. formation of team solidarity. Trust grows and a sense of team identity is strengthened. Team members get pleasure from the fact of being in it and help each other;

4. desire to maximize team success. There is a rational use of individual abilities, capabilities and mutual assistance, providing informal collective control over the implementation of collective tasks. Shifting the focus from interpersonal solidarity and support to the common cause.

To strengthen team cohesion, the leader should form a team and select roles according to the style of communication between people. In order for employees to be compatible with each other and with the external environment, it is important to pay attention to the style of communication between people. One of the starting points of compatibility is to take into account the temperament of team members.

The first person to divide all people into 4 temperaments was Hippocrates 2500 years ago. The names of temperament types were originally associated with fluids that predominate in the human body, including bile, blood and mucus.

The reason for this classification was thinking about why some people recover quickly, others - slowly; why some patients are endowed with great resistance, and others are easily susceptible to disease; why the same drugs against the same disease help one person, another - no (hence the Hippocratic principle: «treat the sick, not the disease»). The development of anatomy and physiology in the Renaissance began to be associated with features of body structure.

Modern science supports the concept of 4 temperaments with the concepts of «inhibition» and «excitation» of the nervous system and treats temperament as a set of personality traits related to the dynamics of human behavior and distinguishes such types of temperaments as sanguine, melancholic, choleric, phlegmatic [10].

In addition, the relationship in the team is directly affected by three other features of personality temperament, which must be taken into account when working in a team. It:

Extraversion - a person's orientation to the external environment, communication with other people, openness and activity. Extroverts are usually good organizers and leaders in the team.

Introversion is the exact opposite type, which involves the focus of human attention on their own inner world and interests, focus on inner experiences and isolation. Introverts are neat, meticulous, cautious; they have a higher level of intelligence and, given a stable type of behavior, are ideal managers of the highest rank, whose main strength is the ability to analyze and think strategically.

Ambiversion is an independent characteristic of a person, a psychotype that allows an ambivert to adapt to the environment in order to be in harmony with himself and others. An ambivert is a person who, depending on the circumstances, shows the traits of both an introvert and an extrovert, is in the middle of these two personality types. Due to their positive qualities, they are indispensable employees who can work effectively both in a team and independently, showing both quality process and result, pessimism and isolation of the melancholic – optimism and sociability of the sanguine. The ease of changing the moods and hobbies of a choleric complement well the calmness, logic and steadfastness of the phlegmatic [2].

The best use of individual and business qualities of employees can be ensured with the help of different. Including:

1) similarity and codependency (complementarity) of the qualities of interacting employees. Similarity of qualities is necessary, for example, in the formation of aircraft or ship crews; complementarity - in the development of projects (imagination, creativity and breadth of thinking of some is complemented by the balance and pragmatism of the assessments of others);

2) contrast of properties and qualities. This mechanism of compatibility is quite rare and is manifested, mainly, only when all employees have a strong focus on the overall collective goal. In this case, employees with contrasting qualities more fully reflect and perceive reality, for example, excessive optimism of some employees in the possibility of achieving the goal is reduced by pessimists who prepare the group for the worst case scenario;

3) homeostasis - self-regulation of the system that maintains balance through information exchange; redistribution of roles and functions, aimed at sustainability and efficiency of group activities [9].

In addition, there are a number of factors that contribute to strengthening team cohesion. Among them, first of all, are the rules of effective communication.

It is important for the manager to establish communication in the team, taking into account individual characteristics and certain team roles. In particular, team members who are accustomed to dominance should be shown a clear goal and the benefits of achieving it. You should set goals that lead them to efficiency, formulating them as follows: «This task will

allow you to take risks, reach a new level», «It will make a profit», etc. Those who have influence in the team, informal leaders need to be reminded. In communication, phrases such as «You can inspire people», «You are equal to others», etc. should prevail in communication. For the most responsible team members, above all important figures, facts, research, laws. The trigger phrase will be appropriate: «This task needs your attention» [3].

When communicating with team members about the task, it is important for the manager to describe the responsibilities and criteria of the task, note the type of behavior of employees, determine their temperament and compatibility and communicate with them accordingly.

Another important point of effective interaction of team members is the motivation of staff - the creation of favorable conditions and incentives that encourage employees to work with greater dedication, with a focus on quality and results.

According to research from the Harvard Business School, only 10% of people work consistently well or consistently poorly. The remaining 90% need clearly defined tasks and incentives to benefit the company [11].

A motivated and purposeful person is able to do the impossible. In order for the team to be 100% dedicated to work, it is necessary to create the most favorable conditions in which each employee will strive to work effectively. From this we can logically conclude that the success of any activity largely depends on a well-thought-out system of motivation.

The system of motivation of any organization, regardless of its size or number of employees, is designed to stimulate the implementation of specific tasks, namely:

1. encouraging employees to perform their tasks in a timely manner;
2. increase productivity;
3. creating, maintaining a positive mood within the company;
4. reducing staff turnover;
5. attraction, retention of competent, highly qualified specialists;
6. increasing employee loyalty to the company;
7. formation of corporate culture [4].

The effectiveness of the above tasks depends on the extent to which ways of motivation are correlated with the real needs of employees.

Types of employee motivation can be divided into two main categories - tangible and intangible. If we start from Maslow's hierarchy of needs and trace the basic needs of each employee, the beginning is really money, but this is only one of the important factors. If we transform the famous pyramid in terms of human needs at work, expectations will be approximately the following:

- salary;
- stability, sense of justice;
- career development;
- recognition;
- professional implementation [4].

Thus, the material methods of motivating the team satisfy only the two lowest levels of needs, and the second only partially. Therefore, if you motivate staff only with high salaries, the efficiency of work can be increased only for a certain period. As practice shows, approximately for 3-4 months, no more. Then there is the need to meet intangible, but at that time more important needs for the employee.

Each company has its own set of ways to motivate staff, it depends on many factors (field of activity, number of employees, their age, gender, marital status, quality of operational activities, etc.). There is no universal recipe, the ideal one is the one that provides a stable incentive for employees to quality work.

However, many managers still believe that the best method of incentives is a mechanism of bonuses and penalties that are related to financial motivation. In particular, incentives include bonuses, allowances, bonuses for over fulfillment, social package, insurance, benefits and other material rewards.

Each company usually has its own system of fines, but there are some common points:

- fine for administrative violations (lateness, non-fulfillment of the plan, etc.);
- deprivation of the prize for unsatisfactory results;
- working off (penalty working hours) [5].

As a rule, modern companies do not advertise the existence of a system of penalties, so as not to reduce the flow of applicants and not to spoil the brand of the employer. Often, during employment, either fines are not warned at all, or they are partially informed about, and the employee learns about the full list of violations for which a fine is provided while working in the company. In some cases, the system of staff fines is not clearly defined and is subjective and unsystematic, depending on the mood of the manager or his relationship with the employee.

In addition, the system of fines is based on fear and avoidance, but the fear of punishment is not a guarantee of error, it rather blocks normal mental activity and leads to a decline in performance.

Then the question arises: What are the methods to achieve maximum results from employees without negative consequences? Of course, there is no single universal methodology that could suit any organization, but there are effective, time-tested, elements of team motivation, which should include the following:

Involvement of employees in the company's affairs. When choosing a harmonious team, the manager needs to pay attention not only to hard skills, but also to the individual characteristics of the future employee: how similar worldviews, what motivates him, how his values are relevant to the company's goals. This approach allows you to get not just a professional team, but also a community of like-minded people.

According to the monitoring company Office vibe, only 40% of employees know about the strategy and goals of their organization. As a result, uninvolved workers in the United States alone cost companies more than \$ 605 billion a year [8].

Development assistance. If a manager wants to bring together strong players, with great skills and good soft-skills, he should be prepared that such professionals will want to grow professionally.

According to the same Office vibe, only 12% of people leave the company because they consider their salary insufficient or receive a better offer. The most common reason for parting with the team is the «border» at the current place of work or, worse, the employer, who artificially «slows down» the development of its employees. Significantly, according to the same Office vibe, as many as 89% of employers believe that employees are laid off because of money [8].

Avoiding depreciation of the employee. Phrases such as «It's our turn behind the fence», «We'll get a dozen more like you», are used by unconscious employers to keep an employee or impose a decision that is unfavorable to him. However, they are not only unpleasant but also demotivating. An employee who is aware of his value and respects human dignity is unlikely to work in such conditions. In addition, the behavior of management or colleagues can stretch like a train to new jobs. According to the Gallup Institute, 13% of employees who have experienced this attitude, even in the new place, also subconsciously expect a trick from the team and less involved in the affairs of the new company [6].

Recognition of achievements. A study by the HR platform Humanity shows that less than 80% of managers praise their employees at least once a month. At the same time, only 22% of subordinates admit that they are praised at all [8].

Objective recognition of success and virtue is a very powerful stimulus for anyone. In addition, the success of praise lies in biology, because any work, even the most favorite, is still associated with emissions of stress hormone - cortisol (the reasons can be many: extreme deadlines, getting up in the morning or traffic jams on the way to the office, etc.), according to scientists, true and objective praise stimulates the production of dopamine, a hormone of joy that «covers» the damage from cortisol.

Encourage two-way feedback. Communication is a natural human need and if an employees cannot satisfy it at work with his colleagues, they will do it in another way, through long telephone conversations, long coffee breaks. Lack of opportunities for communication causes stress and negatively affects productivity. At the same time, quality and timely feedback will not only build a relationship between management and the team, but also help businesses save money – not only on losses due to employee errors, but also on the cost of wages and training of new employees.

Motivational meetings are a classic method that helps to involve staff in the life of the company.

Congratulations on significant dates – birthday, expiration of the probationary period, anniversary of work, and other significant dates – all this is an occasion to congratulate the employees and once again cheer them up. In addition, it will reinforce the employee's sense of importance to the company, which in turn will increase their commitment to the team.

Comfortable working conditions. Large companies such as Google and Facebook were the first to conclude that providing the most comfortable and pleasant conditions for employees is the right way to increase productivity. Their offices are radically different from the classic ones, and are more like an amusement park than a workplace. But if you look at the success of these companies, it becomes clear that such investments are fully justified. It is clear that not all firms, especially small ones, can afford such conditions. But sometimes the little things are enough, such as a comfortable workplace or free coffee.

Measures to increase and maintain team spirit. These can be corporate parties, tourist trips, movies or sports competitions and other ways to spend time together. Sometimes such events can be carried out with practical benefits for the company (community cleanup, general cleaning of the office).

Additional days off. One of the simplest methods of intangible motivation is paid leave. When employees understand that you can get a day off for quality work, productivity increases significantly.

Flexible schedule as a method of encouragement. Some professionals do not need much time to complete their tasks, and when they are done, they just wait for the end of the working day. In this case, a flexible schedule can be a great way to motivate. The employee will know that if he does his job quickly and efficiently, he will not need to sit in the office [13].

Adherence to the above recommendations will help start the process of building such interaction in the team, which in itself will improve the efficiency of the work as a whole. In addition, to build quality communications, the manager and team members should follow certain rules, including:

Respond quickly to requests from colleagues. You should always try to respond to colleagues as soon as possible in person, in work chats and other means of communication. It helps to quickly resolve issues, problems that have arisen, as well as shows respect for colleagues and minimizes the number of errors in the work.

Build trusting communication. Trust communication should be encouraged in the team, and employees should not be afraid to talk about a problem with a task or a personal event, so that the manager or colleagues have the opportunity to help solve it.

Thank you colleagues for a job well done. Praise and gratitude for good work is one of the ways to show colleagues that their efforts are appreciated and noticed. It is also a way to express the recognition of the employee as a good specialist. This recognition has a positive effect on the emotional mood of the employee, which in turn improves the quality of work performed.

Do not avoid informal communication. In the team it is important not only working communication, but also friendly. Cohesion of the team is important not only in working moments. This is facilitated by the search for common topics for

conversation, common interests and hobbies, communication outside the office. Gather in cafes, in quest rooms, in nature and do teambuilding. Teambuilding helps to bring informality to communication, make it more friendly and open.

Talk only about what they are competent in. If employees ask for advice, help or opinion, they expect a competent and clear answer, as this may depend on their further actions within the task. That's why you should always talk only about what you are sure of and what you understand.

Evolve. Everyone has their pros and cons, moments in the work that need to be improved, moments that the manager or colleagues pay attention to. This should be taken calmly, because everyone has room to develop. You need to try to analyze the comments and correct them.

Take care. Take an interest in your mood, well-being, success in tasks and offer help. Do not remain indifferent to your colleagues.

Maintain friendly communication in work chats. Important work questions can be addressed in work chats, so always stay calm, answer politely and honestly.

Divide responsibilities among themselves. Employees must be responsible for certain tasks and responsibilities. This gives an understanding of the areas of responsibility of each employee and who can be contacted with the relevant question.

Define clear deadlines for tasks. It will be easier for teams to calculate time and interact with each other if they set deadlines. This will be especially helpful if the start of one employee depends on the end of another. This way, team members will be better able to navigate when everyone has to do their part.

Discuss controversial issues and reach consensus. There are often situations when people may have different views on an issue when discussing work moments. The opinion of each team member must be respected. It is important to understand that having different opinions and views allows you to look at the problem from different angles and make the right decision. You should not be afraid to express your point of view, and you should not negatively perceive an opinion that is different from yours. Suggestions and ideas of each employee should be taken into account when making decisions, discussing work issues and plans. This puts colleagues on an equal footing, does not allow anyone to feel underestimated or insignificant member of the team.

Remember that there is no word «I» in the team. Any team task involves interaction to one degree or another. Therefore, the responsibility for the outcome of the task lies with the whole team. And only united work will give a positive result.

Inform colleagues about important updates in the work. In the work quite often some processes depend on others. Changes in one process can affect the concomitant. Changes in other departments may affect neighbors. Therefore, it is important to inform colleagues if a procedure changes, so that everyone is aware and does not make mistakes in their work. In addition, you need to inform about the status of the tasks that have been performed. This makes it possible to understand approximately how much more time the task can be completed. This helps to plan the work as a whole and to distribute interdependent tasks.

We all want to work in a strong, cohesive team, not be afraid to seek help, receive help in a timely manner, and in turn help others. We want to take on complex tasks, cope with them quickly and efficiently. In all this, effective communication plays not the last role, but one of the main ones. By following these tips, you can achieve high results and great relationships in the team.

Thus, well-established team communication is an indicator of strength, unity and stability of interpersonal interactions and relationships, characterized by mutual emotional attractiveness and overall satisfaction of team members with joint activities.

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