

## TEAM MANAGEMENT IN THE CIVIL SERVICE IN THE PRESENT-DAY CHALLENGES AND THREATS

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### **Summary**

The transformational processes that are taking place in public administration today require new approaches to the public administration process. One of these approaches is the principle of team building in the organisation of managerial and professional activities of civil servants. According to the authors, there is a need to introduce a team-building approach to the functioning of competitive management teams in public authorities. This is due to the complexity of the tasks currently faced by civil servants under martial law in Ukraine and the prospects of transformational changes in public administration in the post-war period, as well as in the context of Ukraine's integration processes into the European community. Such challenges in organising the managerial activities of civil servants need to combine the intellectual and volitional efforts of the authorities to dynamically address various managerial tasks, which cannot be realised without the establishment of target (project) groups; high competition between different authorities requiring them to provide client-oriented administrative services, increasing the competitiveness of civil servants and the authorities themselves.

The article aims to reveal the possibilities of applying the team approach in the managerial activity of public authorities based on a theoretical analysis of the scientific literature and to propose directions for improving the professional activity of civil servants based on team management and virtue.

To solve the tasks the authors used theoretical and empirical methods: analysis of the problem based on scientific literature and literature; results of testing, survey of civil servants, content analysis; method of mathematical statistics; GET TEST methodology – to determine the characteristics of competitiveness of management team of civil servants in public authorities.

The article justifies practical recommendations to authorities on the application of effective management in public authorities based on team management (team building) and virtue.

**Key words:** civil servants, public authorities, public administration reform, professional competence, team-building approach, socio-psychological readiness.

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## 1. Introduction

The reform of the civil service system in Ukraine is being implemented concerning the European Standards of Good Administration created by the Support for Improvement in Governance and Management (SIGMA), published in the document Principles of Public Administration. The statement includes a set of principles and criteria for assessing public administration based on international standards and requirements and the best practices of EU member states and OECD countries (*Larina, 2022: 127*). It is these factors that have become basic in the development of team management in public service, which it is reasonable to consider as innovative in human resource management, relevant, caused by the world globalization processes and the requirements of the time, in particular – the martial law in Ukraine. Under the conditions of Russian armed aggression aimed at destroying the sovereignty and integrity of our state, the society, authorities and citizens have noted the real stability and capacity of the national public service system, its ability to withstand military, socio-economic and socio-psychological threats, the ability to provide key managerial rights management at all levels of management. This has a positive impact on providing citizens with an appropriate level of client-oriented administrative services and creates the preconditions for the introduction of a team approach in the civil service.

Scientists, experts and practitioners point out that for 31 years the Ukrainian civil service model, for all its flaws, has been built in such a way that it is capable of overcoming all the tests endured by the Ukrainian people during the war, ready to face challenges that would be difficult to expect in peacetime, that is, the war for the state has become the cruellest of all probable "stress tests" (*Aliushyna, 2022: 288*). Therefore, the resilience of Ukraine's public service management system is defined as a reliable foundation under conditions of multiple exceedances of normal functioning limits, and the results of this testing will be investigated by scholars. Throughout the martial law period, the public sector human resource management sector has maintained and sustained its manageability, its ability to act not only systematically and promptly, but also in a command and synergistic manner.

Studying public opinion, the NABC (*Aliushyna, 2022: 230*) notes the high morale and dignity of Ukrainian civil servants – over 3.5 thousand are defending Ukraine at the frontline; 76% – work in their jobs despite the daily risk of rocket attacks; 91% have chosen to remain in public service despite the military dangers and wage cuts. This is where the peculiarities of the command approach in public service come in.

This kind of governance in public administration has delighted international partners, who are willing to help us and learn from our Ukrainian experience. There is a demand in the science of public administration to find answers to the application of effective solutions that maintain institutional capacity in the face of war. NABC experts are ready to share their practical experience. The Functional Crisis Audit Methodology they have developed is suitable for both the conditions of a military threat and the accompanying challenges - economic recession, the decline in social standards, global rise in energy prices, in which the command management and the corporate culture in the civil service is a major factor.

Our study focuses on the methods of applying team management in public service, preserving the virtue of civil servants both in the context of global challenges and threats, among which the war in Ukraine, and transformational changes. After all, no one has a ready-made recipe for public service management in times of war. Therefore, the EU level integrates foreign trends in public administration with the practical experience of the domestic public administration system, which will be useful in enhancing the professionalism of civil servants in providing client-oriented administrative services based on team management and virtue.

The system of administration in war is a factor in strengthening Independence. It is a precondition for our economic integration and political association with the EU. That is why we are introducing European standards and practices of public administration to build an innovative model of digital public service with digitalization, remote technologies and quality client-oriented administrative services. Its trends are optimization of the state apparatus, growth of linguistic competencies, inclusiveness, and gender culture... All these are the outlines of the new architecture of our new public service, which we create in Ukraine together with Ukrainian and international partners.

We will consider this discussion as an influential platform for dialogue and exchange of experiences, especially as the society, government and citizens of Ukraine are interested in ensuring that the Ukrainian system of public administration is strong, effective and European. In our article, we will consider the conditions, methods, and how to make it so.

## 2. Main body

### 2.1. The concept of team management in public administration

In modern foreign and domestic literature, the concept of "team" is quite common, but it does not have an unambiguous definition. Foreign literature presents the opinion of scholars who believe that there is no real difference between the definitions of "groups" and "teams" (Larina, 2022). In this regard, some authors emphasize that there is an excessively loose treatment of the concept of "team", when it is called something that has nothing to do with teamwork, which devalues the concept of "team", which, in turn, makes it difficult to build a team and ensure its development (Steve, Graham, Eddie, 2002).

Stewart's thesis that the use of the word "team" confuses because it is often used in different meanings and contexts (Stuart, 2001) is, in our opinion, correct and requires a deeper analysis and clarification of the main aspects of the phenomenon "team".

In English-language dictionaries, this notion cannot be found without combinations in phrases such as "collective unconscious" or "collective decision". It is possible to argue and prove the right of "collective" to be considered a "team" and vice versa, but to integrate foreign experience, and to avoid a semantic loop, as well as following the principle of Occam's blade and "not complicating things unnecessarily", we should abandon word games and stop at the definitions of "team" and "team building".

Researchers of team building and teamwork believe that the founder of the term was *the author of the Hawthorne experiment (1927–1932), the famous American professor, psychologist and sociologist Elton Mayo*, others remember the American researcher and practitioner of organisational development William Dyer. wrote the first book on team building in 1977.

The English equivalent, "team", comes from the German "taugmaz" – "several animals harnessed together" – which is used as a metaphor for real teamwork (Klein, 1971).

The Ukrainian concept of "team building" is much better, as it is about semantic precision, because the word "create", which is part of the concept, has a wide range of meanings

regarding what a team can do. The Ukrainian-language dictionary definitions are: "in the course of creative work to bring something to life", "to build", "to draw up plans", "to make someone what the noun points to", "to accomplish", "to cause something to appear, to form".

One of the original approaches in Ukrainian science to the definition of the phenomenon of "team" is the concept of "group (collective) subject" or "group" as a subject. At the same time, the authors note the ambiguity of interpretations of the collective subject in scientific works, they note the need to highlight clear signs to define the group as a collective subject, such as interaction (mutual exchange of information, actions, social and psychological) states between group members, etc.). In addition, joint social activity as a necessary condition for the emergence and development of the team allows us to treat it as a subject of collective activity and talk about its existence in a certain social space (*Lozhkin, 2005; Larina, 2022*).

J. Greenberg and Robert A. Baron, comparing groups and teams, use other criteria: *factors on which task performance depends, accountability in work, the focus of interests, and interaction with management*. Modern literature presents several positions to define the difference between a team and a workgroup, some of which are shown in table 1.

Table 1

**Criteria for distinguishing a team from a working group**

№	Distinction criteria	Authors
1.	1. Factors on which the task depends. 2. Accountability on the job. 3. The focus of interest. 4. Interaction with leadership.	J. Greenberg, Robert A. Baron
2.	1. Leadership. 2. Accountability. 3. Purpose. 4. Result. 5. Type of appointments. 6. Measurement of performance. 7. Type of communication.	Jon R. Katzenbach, Joseph Smith

The main criteria of team management are value-based – respect for the individual, mutual assistance, efficiency in doing things, responsibility, honesty, development, and an active lifestyle (*Larina, 2021*).

A list of motivational activities that create a motivational value for each individual and the team, in particular, should be given, in particular: recognition of success, career prospects, financial stability, material incentives, and corporate spirit.

Values are usually formed as emotional consequences of behaviour (first feelings of pride or guilt). The main elements of motivation are needs, motives, interests, attitudes, emotions, norms and values. Values are each time filled with a new motivating quality without losing the previous ones.

In foreign countries, in public authorities, the problem of personnel motivation is much more common and is discussed by managers. For example, in Western European countries the dominant role in team management is given to non-material methods of motivating public employees, namely (*Maxwell, 2001*):

1. *The US way of motivating staff*. Americans are committed to "individualism", so in addition to the pay system, managers successfully implement family programmes for their

subordinates in which management provides the employee with flexible working hours; help in selecting nannies; corporate nurseries and crèche groups. Equally important to Americans is staff training. Large corporations spend up to 800 million dollars a year on this. According to managers, this approach ensures increased individual output and leads to high profitability and business success.

2. *The staff motivation system in Japan.* This method is characterised by the notion of groupthink, in which a company where an employee makes a personal living becomes a second family. The company provides the employee with: - interest-free loans; tuition payments not only for the employee but also for his/her children; sponsorship payments for all kinds of family celebrations (birthdays, weddings, anniversaries); in some cases it supplies the employee with housing for life.

3. *The Swedish way of motivation.* Friendship, partnership and teamwork are predominant values. The second highest priority for Swedes is interesting work, and only the seventh highest is salary. Many Swedish managers allow their employees to work remotely, confidently and quietly to develop their country within the walls, so to say, of the home office (Maxwell, 2001).

In Ukraine, most public authorities do not have a clearly defined strategy for the non-material motivation of staff. Before the war, managers did not pay enough attention to non-material factors of motivation of their subordinates, did not try to retain them and believed that there were no irreplaceable specialists. The result of this attitude was dissatisfied and unmotivated state employees. It is only in war that this factor has been recognized, and a strategy of non-material motivation of personnel has been built around a team approach and the philanthropy of civil servants.

It is advisable to note that the current structure of the model of employee motivation in public service based on command management in foreign countries is multidirectional and depends on the socio-economic development of the state, in which the main direction of motivation may include the introduction of an additional social package for civil servants and expansion of forms of non-material incentives. The authors reflect the types of structural elements of motivation of civil servants based on team management and their functional features (see Table 2).

Consequently, the motivation of civil servants and the fundamentals of team management play an important role, both for employees and for their immediate supervisors and institutions in general. After all, one of the main objectives of team management is to identify common interests and goals of employees and to find unifying strategic goals with subordinates in a team atmosphere.

## **2.2. The impact of competitiveness on the development of team management**

An analysis of the impact of competitiveness on the development of team management is appropriate, in our view, to consider through the prism of the following issues: the relationship between competitiveness and marketability; competitiveness of the individual and its main properties; competitiveness of the management team of the organization.

Turning to the analysis of the relationship between marketability and competitiveness, it should be noted first of all that it was studied by such home scientists as A.S. Aleksandrova; A. Liutkevych; M. Semykina; R. Tkach; V. Khapilova; T. Shchedrina; S. Shchur and others.

Let us note that the concept of "marketability" rather than "competitiveness" is most frequently encountered in domestic speech practice, which is why we think it important to clarify these notions. Analyzing the essence of the concept of "marketability", the authors note certain specific features of its use with various objects - goods, services, enterprises, etc. (Fatkhutdinov, 2002). Thus, for example, the concept of "marketability" for a good (or service)

Table 2

**Structure of a model for motivating civil servants based on team management**

<b>№</b>	<b>Structural elements</b>	<b>Functions and activities</b>
1.	Diagnosis of the current motivation system in the civil service	Using diagnostic tools, find out the status of the current personnel motivation system in the public authorities
2.	The process of shaping the objectives of the public servants' motivation policy, finding the problem of worsening performance of a public authority	Identify new strategic goals for the civil service motivation policy by analysing the current goals, forms and methods that have caused ineffective personnel management
3.	Optimisation of a material form of motivation for civil servants	Introduce a system of bonuses for professional excellence and achievements - for managers and specialists; bonuses for high-quality work in providing services; quarterly and annual bonuses for civil servants who show the best results for a certain period; provide high salaries; payment for professional training of civil servants, etc.
4.	Optimisation of an intangible form of staff motivation	Provide professional development and opportunities for employees to gain new knowledge; present successful activities of civil servants on social networks; introduce flexible working hours for civil servants; ensure comfortable and safe working conditions; create recreational facilities; establish an organisational culture and create a team atmosphere; public congratulations, certificates, certificates, cards, praise for professional achievements
5.	Implementation of an additional social benefits package	Introduce free medical check-ups; free holidays for children during holidays (2 to 5 days); provision of travel documents to work; free access to gyms, and swimming pools in the city or district.

means its ability to withstand competition, i.e. to be advantageously marketed (along with or instead of other similar goods or services). Relation to the concept of competitiveness means the ability of an undertaking to undertake efficient and profitable economic activities.

The phenomenon of “competitiveness” will be discussed in more detail firstly based on theoretical analysis and literature which allows us to understand “competitiveness” as:

- the ability of an entity (person, team, organisation) to withstand competition by using various competitive strategies;
- a set of competitive advantages (personal and professional qualities) to carry out the civilised effective competition;
- the ability of the subject (person, team, organisation) to pioneer innovative directions of activity and lead others (e.g., the ability to develop innovative information and industrial technologies; to provide the latest educational, medical, household services, etc. to the population that would satisfy its ever-increasing needs, etc.)
- the ability of the subject (individual, team, organisation) to find and realise its unique image needed in the modern labour market (the ability to distinguish itself by its unique "face"), etc.

*Competitiveness is understood by the authors as the ability of the subject (individual, team, organisation) not only to withstand competition, using a set of instruments of competitive advantages but also to provide innovative directions of activity, forming its positive image in the modern market of administrative public services.*

Based on existing scientific approaches, competitiveness, in our opinion, can be defined as a set of psychological characteristics that ensure effective competition in the modern market of public administrative posts.

At present, domestic research lacks a system of criteria that would determine the difference between a competitive person and a non-competitive person, its main characteristics are not identified, and diagnostic tools for study are insufficiently developed. The problem of the formation and development of competitive management teams in public administration, which replace working teams and are characterised by virtue, of a high level of team management and executive discipline, is unexplored.

Among the few special studies on this problem, we should mention the research work of S. Shchur who used the method of rating to study the most popular types of qualities of a competitive individual (*Schur, 1999*). As a result of her work, the author singled out three *types of qualities of competitiveness of a person or a group (team): personal, professional and business qualities.*

*The personal qualities* ensuring the competitiveness of employees or management teams include, first of all, creativity, striving for achievement and personal independence, physical and mental health, modesty and simplicity, etc.

Among *professional qualities* is a high level of managerial culture, competence in their field, dedication and striving for self-improvement.

The group of *business qualities* is characterised by discipline and organisation, the desire for leadership, the ability to set and achieve goals, the willingness to take reasonable risks, and the desire to remain virtuous.

The range of qualities that ensure the competitiveness of civil servants and teams is quite broad, which indicates a high demand for representatives at the managerial level. It is advisable to address this issue by developing training programmes to enhance the competitiveness of civil servants who have insufficient professional development and need to improve them.

Based on the analysis of literary sources and theoretical analysis of the problem, a model of a competitive personality was constructed (*Schur, 1999; Fatkhutdinov, 2002*) (see Figure 1).

*The main characteristics of a competitive model were identified:* the need for achievements (further development); inclination for creativity (creative abilities/tendencies); purposefulness and determination; ability to take reasonable risks; the need for independence/autonomy.

Each of these characteristics is revealed through a system of relevant qualities. Based on the existing developments in the literature (*Schur, 1999; Fatkhutdinov, 2002*), let us analyse each of the main characteristics of competitiveness.

*The need for achievement (further development)* is revealed through the following system of qualities: foresight; self-sufficiency; optimism; vigour; persistence and determination; result orientation (task); thoroughness, etc.

*The inclination for creativity (creative abilities/tendencies)* manifests itself through the identification of an inclination towards the new, the unknown; developed intuition; expectation of challenge, competition; diversity of ideas; curiosity.

*Purposefulness and determination* are characterised by: a tendency to compare results with effort; the ability to control one's life activities; the creation of one's success "with one's own hands"; the use of all opportunities; considerable persistence in achieving one's goals.



**Figure 1. Main characteristics of civil servant competitiveness**

*The ability to take reasonable risks* is revealed through the following qualities: adequate assessment of one's capabilities; evaluation of potential benefits rather than opportunities for failure; ability to operate under conditions of limited information; acceptance of challenging but achievable goals.

*The need for independence/autonomy* is characterised by: an unconventional approach to performance; an individualistic style of activity; resistance to group pressure and orders; stubbornness; and independent decision-making.

When analysing the content of competitiveness of organisational team management, one should first of all note *the link which, in our opinion, exists between a competitive individual and a competitive team of civil servants*. The essence of this connection is that the characteristics of a competitive individual are "transformed" in a peculiar way into the attributes of a competitive management team, but at the same time they have their specific manifestations.

Turning to the consideration of these specific characteristics, let us first define the essence of the "management team" phenomenon. To this end, it is advisable, in our opinion, *to classify the main types of team management that function in modern organizations and can be extended to the activities of public authorities*. There are many different criteria in the current literature by which certain types of teams can be identified. Let us analyze them in more detail. Thus, R.Daft considers the most "simple" way of classifying various types of teams to be their division into teams that are created as part of the formal structure of the organization ("formal teams", with vertical and horizontal structures of relationships, and "specialized teams"), and teams whose purpose is to enhance the powers of its members in management (Daft, 2001).

L. Rai suggests using such basic criteria as purpose, composition and duration of teamwork to determine the types of teams. Depending on the purpose, teams may work, for example, on the development of new types of administrative services, a management quality control system, etc. As far as composition is concerned, it can be stipulated by different hierarchical levels and, depending on this, one can speak, for example, of a team of managers (top managers) or a



team of employees working under the direction of line managers. Depending on the duration of teamwork, teams can be permanent or temporary (Ray, 2002).

In our opinion, a competitive management team in public authorities should be understood as the highest level of development of the managerial activity of civil servants united by a common goal to effectively implement the set tasks.

The need for the formation of competitive management teams is due to a fairly pronounced competition, which due to several socio-economic and socio-psychological reasons is observed today in all types of modern institutions, including public authorities. Therefore, the analysis of the psychological features of a competitive management team of public authorities and the application of crowdsourcing technologies will contribute to the formation and development of competitive civil servants, who will be able to systematically implement public policy based on team management and virtue.

### 2.3. Results of a study on the level of socio-psychological preparedness of civil servants to act based on team management

In the process of the research, we experimented on the level of development of socio-psychological preparedness of civil servants for managerial activity based on team management (team building), which consisted of a three-component model that includes cognitive, motivational and personal components. The model can be supplemented and changed depending on the subjects of the study.

To investigate the level of development of the cognitive component, we tested the level of knowledge of civil servants to work in a competitive management team, in particular, such concepts as "team building"/"team", "management team", "essential characteristics of a competitive management team of public servants to work in a competitive management team". The experiment was conducted among different categories of civil servants-central authorities and regional and local state administrations. The analysis of the questionnaire results showed that the level of development of the cognitive component of socio-psychological preparedness of civil servants of all categories is insufficient, as evidenced by the data which states that very few interviewees have "completely correct knowledge" about the content of the basic concepts of team management.

Table 3

#### Levels of knowledge of the conceptual field among civil servants

The concept of team management	Scale of performance	(%)
«Team building» / «Team»	Lack of knowledge	22,3
	Incorrect knowledge	51,4
	Partially correct knowledge	23,6
	Completely correct knowledge	2,7
«Management team of the organisation»	Lack of knowledge	14,9
	Incorrect knowledge	43,9
	Partially correct knowledge	39,2
	Completely correct knowledge	2,0
«Essential characteristics of a competitive management team of public servants to work in a competitive management team»	Lack of knowledge	18,9
	Incorrect knowledge	47,3
	Partially correct knowledge	32,4
	Completely correct knowledge	1,4

So, "completely correct knowledge" regarding the concept of "team building"/"team" was recorded only by 2.7% of the respondents. Representatives of this group defined a team, for example, as "...a group of people who have common goals, accept and achieve them by fulfilling their roles and contributing to each other's development and support". At the same time, "wrong knowledge" was found in 51.4% of the respondents.

Regarding the characteristics of civil servants' orientation towards "team management", "team building" or "team" style of activity, the highest figure is 28.0% of all respondents and the lowest is 19.5% (see Table 4). This situation, from our point of view, can be justified by the actualisation of the need for managers to delegate a huge amount of managerial authority to their colleagues. Also, the solution of managerial tasks requires a variety of professional training, experience and the presence of specific personal qualities.

Table 4

#### Focus on a "team-building" style of activity in public servants

Personnel of public authorities	Style of operation (%)	
	"Team building" / "team" style	Other styles
Civil servants of the central authorities	28,0	72,0
Civil servants of Regional State Administrations	19,5	80,5
Civil servants of district-state administrations	21,4	78,6
For the whole massif	24,3	75,7

This situation can, in our opinion, to some extent be explained by several main reasons.

Firstly, there is a lack of real experience in implementing team management in public authorities, which leads to an inadequate perception of the essence of the term. Thus, researchers have defined the concept of "team" as a certain allegory – "train", "balloon", "ship", "time", etc., or only as "any group..." and others. ).

Secondly – the presence of a certain association of this concept with the "team approach" as an authoritarian principle of management, with which most public servants work in a competitive management team is familiar from Soviet times and perceive this phenomenon as negative. This is evidenced by statements such as "...giving orders...", "...total subordination to the manager...".

Thirdly, there was even a certain negative attitude towards the phenomenon of "team", which was manifested in statements such as "...the need to remove responsibility for work and shift it onto the shoulders of others..." (*Karamushka, Fil, 2004*).

The results of the survey also showed that a very small part of respondents (2.0%) have "completely correct knowledge" of the concept "*management team of a public authority*".

For example, this concept was defined by the participants of the experiment as follows: "The management team of a public authority is a successfully formed group of managers who work together to solve organisational problems, flexibly and promptly delegating powers to engaged public servants (specialists) who meet their own needs when solving tasks". At the same time, the number of examinees found to have "wrong knowledge" is 43.9%.

Examples of such a response option were the following: "The management team of a public authority is an individual principle of activity organisation"; "The management team of a public authority is a group that commands employees and prescribes to them what and how to do" (*Kovalenko, Slobodyanyuk, 2002*).

We have found out that in a sufficiently large number of civil servants (66.9% of the studied for the whole array) the need for achievements (further development) is found at a low level. A high level of development of this need is found only in 10.5% of examinees. This indicates that the aspiration of civil servants for continuous development in team management in public authorities is underdeveloped.

The need to develop need for further professional development of civil servants in team management in public authorities, in our opinion, is due to a low reason. Firstly, for any individual, regardless of his/her age and social position, to be able to compete in the modern labour market and work professionally, regardless of the sphere of activity (private business or public sphere), he/she should constantly master new technologies on which the modern professional activity is based. Secondly, it is very important to strive for personal development of strengths and improvement of problem sides, trying to constantly improve his/her professional level.

Table 5

**Levels of development of the psychological characteristics of the competitiveness of the personnel of public authorities**

Psychological characteristics of competitiveness	Heads of central authorities			Public servants of Regional State Administration			Civil servants of local state administrations			By massif as a whole		
	Levels of psychological characteristics expression (%): (L – low, M – middle, H – high)											
	L.	M.	H.	L.	M.	H.	L.	M.	H.	L.	M.	H.
Need for achievement (further development)	66,7	13,3	20,0	73,8	23,8	2,4	61,5	26,9	11,5	66,9	22,6	10,5
Need for independence (autonomy)	30,8	63,5	5,8	28,6	59,5	11,9	26,7	56,7	16,7	29,0	60,5	10,5
Propensity to innovate	28,8	61,5	9,6	28,6	40,5	31,0	26,7	63,3	10,0	28,2	54,8	16,9
The ability to take reasonable risks	44,2	34,6	21,2	40,5	42,9	16,7	46,7	46,7	6,7	43,5	40,3	16,1
Determination and resoluteness	13,5	40,4	46,2	11,9	54,8	33,3	13,3	40,0	46,7	12,9	45,2	41,9

An analysis of the level of development of need among civil servants (for the array as a whole) showed that 29.0% of respondents had a low level of development of this quality, while only 10.5% had a high level. The greatest number of examinees – 60.5% – has an average level of development of this quality. In our opinion, this situation is quite normal in terms of selecting candidates for teamwork. After all, in our opinion, teamwork requires individuals with

an average level of autonomy, i.e. to a certain extent they can independently and independently set tasks and make decisions on their implementation (*Larina, 2020*).

At the same time, the survey results showed an insufficiently high level of development of such an important competitiveness characteristic as "propensity to innovativeness". The manifestation of this quality was recorded at a low level for 28.0% of the respondents, at 54.8% – at an average level, and only 16.9% – at a high level.

It should be noted that the interpretation of the insufficient level of development of the propensity to innovativeness can be based on two perspectives. On the one hand, the presence of innovative abilities (inclination) was not fundamentally necessary for employees of public authorities in the pre-war period, that is, they could perform their professional functions quite successfully using classical methodological approaches and technologies. The war required the introduction of innovative forms of activity at different levels of public service, the search for non-standard and creative approaches to solving current problems and the development of new areas of work to be carried out by personnel of public authorities (*Karamushka, Chebatarova, 2002*).

Among the qualities that should be inherent in the members of a competitive management team of public authorities, special attention should be paid to such a quality as "the ability to take reasonable (balanced) risks". It should be noted that the ability to "take reasonable risks" (adequately assess their capabilities, act under conditions of incomplete information, define complex tasks, etc.) can be considered as one of the necessary conditions for innovation activity both at the level of an individual and an organisation as a whole. Therefore, the low level of development of this quality (for 43.5% of those studied for the array as a whole) can be considered a problem area in ensuring team competitiveness (*Karamushka, Chebatarova, 2002*).

Thus, the results of our study showed that the most developed qualities in the personnel of public authorities are such qualities as "purposefulness and determination", followed by "tendency to innovativeness" and "ability to take reasonable (weighted) risks", while "need for achievements (further development)" and "need for independence (autonomy)" are much less developed.

On the whole, the results of our study revealed a low level of development of cognitive, motivational, operational and personal components of psychological readiness of the personnel of public authorities to work in a competitive management team, which was reflected in the insufficient expression of orientation to "team" style, and basic functional-role positions. in the team, as well as an insufficient level of development of basic competitiveness characteristics.

It should be noted that as part of this task we determined the overall level of psychological readiness of the personnel of public authorities to work in a competitive management team. The results showed that this level is insufficient. Thus, a low level of this readiness was detected in the majority of employees of public authorities (56.1%), while a high level was detected in only 3.4%. The findings indicate the need to develop a special system of training programmes aimed at developing the psychological preparedness of the personnel of public authorities to work in a competitive management team.

### 3. Conclusions

Therefore, in the context of global challenges and threats, we have identified the main approaches to the organization of professional activity of civil servants. Based on a theoretical analysis of the scientific literature, the authors revealed the possibilities of applying the team approach in the managerial activity of public authorities and proposed directions for improving the professional activity of civil servants on the basis of team building and virtue.

The article defines a competitive management team as the highest level of its professional development, the most essential characteristics of which include a competitive personality, and all team members focus on continuous professional and personal development; try to maintain a high intellectual potential (generate new, original ideas aimed at personal development and providing conditions for self-fulfillment). The team is able to define new directions in the activities of public authorities, create a competitive product, etc., as a result having a high authority and a unique image in the market of public administrative services provision.

*The analysis of the socio-psychological preparedness of civil servants to work in a competitive management team was carried out as a result of expert research*, which is understood as a system of socio-psychological characteristics necessary for successful teamwork. The structure of psychological readiness contains the following main components: a) cognitive (a set of knowledge about the essence of a competitive management team); b) motivational (orientation to the style of activity "team"); c) personal (development of such features of competitiveness as the need for achievements, propensity for innovation, purpose and determination, ability to take reasonable risks, need for independence). A statistically significant relationship between the main components of the socio-psychological readiness of public servants for managerial teamwork to work in a competitive managerial team was revealed, in particular:

The results of the ascertaining stage of the study revealed *an insufficient level of development of the main components of social and psychological readiness of public servants for a managerial team activity*, in particular: a) low level of knowledge of the basic concepts of team management; b) insufficient degree of orientation to team style; c) low level of development of the main characteristics of personality competitiveness.

A statistically significant relationship between the orientation of public servants to the "team" style of activity and the main characteristics of their competitiveness was recorded: a) *positive relationship*: orientation to the "team" style of activity is more manifested in public servants inclined to innovative changes, creativity and ability to take reasonable (balanced) risks; b) *negative relationship*: orientation to the "team" style of activity is less characteristic of public servants who have a more pronounced need for achievements and independence.

Effective formation of socio-psychological preparedness of civil servants to work in a competitive management team is greatly facilitated by the use of a system of training programs, as well as interactive forms of training (group and individual "brainstorming", individual situational tasks, the method of "creative projects", etc.), which are actively implemented in the Educational and Scientific Institute of Public Administration and Civil Service of the Taras Shevchenko National University of Kyiv.

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