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## **PSYCHOLOGICAL FACTORS OF EFFECTIVE TEAM MANAGEMENT**

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Scientific and technical progress, which determines the development of modern production, requires increasing scientific interest in the problem of competent teams forming. The high rate of development of social processes in society determines the relevance of scientific substantiation of the methods of forming a highly effective cohesive team in order to reduce possible risks and create conditions for ensuring the effective work of each employee during the realization of projects [1].

As we can see, one of the features of most countries' modern socio-economic development is the predominance of group forms of activity. Educational, sports, professional, social activities, as well as organized leisure mostly take place in the format of small groups created according to the principles of joint activity and goal unity. In everyday use and scientific works, the concept of "team" is often used to refer to such groups, meaning coordinated actions, clear division of duties and responsibilities, efficiency and result orientation. So, team building becomes especially relevant as a system of activities for the formation and development of groups to the level of teams [2].

The success of teamwork is associated, first of all, with "coordinated positive synergy" – the ability of participants to perform highly productive activities, in which the joint result is much higher than the individual or their sum. As for the conditions favorable for the emergence and growth of synergy, along with the innovativeness of the product or service, the modernization of production technologies, the effectiveness of marketing

and management, there is the quality of the relationships of team members. It is about the fact that people work on improving the production process, developing advertising strategies, ensuring the effectiveness of the management system, and so on, and the effectiveness of their work is primarily determined by the constructiveness of relationships – the ability to find a common language, agree on solutions, and resolve conflicts [2].

The broadest practice of team formation and development is presented in technologies based on the concepts of J. Adaira, M. Belbina, R. Cohn, R. Likert, Ch. Margerison and D. McKenna, E. Porter, B. Takmena. In the works of domestic researchers, the tendency to humanize the management of processes of intersubjective interaction in teams is observed; significant attention is paid to the study of value-meaningful and reflective components of organizational and team development; the value content of organizational culture, the role of leaders' values in its formation is also analyzed [2].

The structural elements of the economy of each country are organizations that ensure the production of goods and services for the population. The activity of these organizations involves a certain management system. The separation of management as a type of activity led to the formation of a special category of employees – leaders (managers), whose task is planning, organizing, motivating, controlling and coordinating the actions of other members of the organization. At the same time, the subject and object of management are people who, in their activities and behavior, are guided by certain ideas, motives, goals, moods and emotions. Based on this, the effectiveness of management activities, which is determined by the effectiveness of the organization in a changing external environment, depends on the psyche of specific people. And if this is so, then management activity should be investigated through the study of subjects and objects of management, that is, with the help of psychology in general and psychology of management separately [3].

In general “a team” can be described as a group of people organized to work together or a group that does the same job or reports to the same boss. Teams are not alike in terms of their design or the needs of their members. In addition, not every team by name is a team in essence.

Modern conditions of work require companies to create highly effective teams that can flexibly respond to changes and achieve set goals. The psychological factors of team management play a crucial role in ensuring productivity, employee satisfaction and the development of innovation. That's why effective team management is not limited to organizational and administrative methods; it also covers various psychological aspects.

So, in today's business environment team management is a critical aspect of success. The effectiveness of teamwork largely depends on psychological factors that can affect business processes, productivity and employee

satisfaction. Examining these factors provides a better understanding of the ways how to build strong teams, generate innovation, and achieve business goals.

Psychological factors affecting the effectiveness of team management are for sure multifaceted and interrelated. By understanding these factors managers can create an environment that encourages productivity and interdependence. Such interdependence means that successful teams develop a collective identity where each member feels their role.

Analyzing the activities of different teams in different spheres we can name some basic psychological factors of effective team management. In particular these are: motivation and involvement, definition of roles and goals, communication and feedback, trust and psychological safety, leadership and conflict management.

First of all, a clear understanding of roles and goals helps each team member understand his/her responsibility. Clear definition of roles and goals is essential for successful team functioning.

Secondly, motivation is one of the key factors determining team productivity. As we know (according to Maslow's theory), the needs of individuals and their motivation cannot be satisfied until lower level needs (physiological, safety, social, self-actualization) are satisfied. It is of great importance to take into account the individual needs of each team member.

Trust is also the foundation of productive working relationships. Research shows that teams with high levels of trust have higher productivity and better results. And psychological safety [4] is a key in this context. It assumes that employees feel safe to express their thoughts and ideas, even if they criticize current processes. Psychological safety can form a climate where people are not afraid to make a mistake. Psychological safety in a team can be achieved in particular through open communication without a fear of criticism, support and mutual respect between colleagues and the so-called "learning from mistakes".

Open communication allows employees to exchange ideas and share knowledge free, which helps to solve problems faster, and feedback in turn stimulates professional growth and increases productivity.

Besides that, one of the most critical factors in determining team satisfaction and engagement is leadership style. Research by Goleman [5] shows that leadership styles such as coaching and democratic have a positive effect on teams, increasing levels of trust, motivation and creativity. A leader must find ways to improve his/her leadership, manage conflict, encourage team members, create a positive attitude – a good work environment, listening to his/her team and understanding that the team is a single organism.

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## **ПСИХОЛІНГВІСТИЧНІ АСПЕКТИ БІЛІНГВІЗМУ: ВПЛИВ НА МОВЛЕННЯ І РОЗВИТОК**

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У сучасному світі білінгвізм є поширеним явищем, що привертає дедалі більше уваги дослідників різних наукових галузей.

На початку ХХ століття французький психолог І. Епштейн у своїй книзі «Мислення і багатомовність» (1915), спираючись на асоціативну теорію в її допавловській інтерпретації, висловив думку, що багатомовність призводить до виникнення численних «конкуруючих асоціацій». Ці асоціації викликають так зване «асоціативне гальмування». На його думку, замість удосконалення мислення однією мовою, білінгв змушений постійно обирати між асоціаціями, пов'язаними з різними