

TEAM DEVELOPMENT MANAGEMENT IN MODERN ORGANIZATIONS: UKRAINIAN AND EUROPEAN EXPERIENCE

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The current transformation of economic systems, intensifying global competition, digitalization, and the growing importance of intellectual resources have created a foundation for highlighting the significance of effective team management as a key element of organizational structures. Teams ensure flexibility, innovativeness, and the ability of organizations to respond quickly to changes in the external environment. In this context, the study of the specifics of team development management, taking into account both Ukrainian and European experience, becomes increasingly relevant.

In modern organizations, a team is viewed as an integrated system of interaction among employees united by common goals, shared values, and collective responsibility for results. The effectiveness of teamwork depends not only on the professional competencies of its members but also on the level of communication, trust, leadership, motivation, and organizational culture. Accordingly, managing team development involves a set of measures aimed at forming, supporting, and improving these components.

The Ukrainian experience of team management is shaped by specific business conditions, including economic instability, wartime challenges, labor shortages, and active migration processes. Under such circumstances, organizations are forced to adapt their approaches to team management, focusing on flexibility, resilience, multifunctionality of employees, and rapid decision-making. Particular importance is attached to the development of soft skills, especially communication skills, emotional intelligence, and the ability to work under conditions of uncertainty.

The European approach to team development management is characterized by a higher level of structure, systematization, and a focus on long-term human capital development. In European Union countries, team management models are widely implemented based on the principles of inclusiveness, equality, sustainability, and corporate social responsibility. Considerable attention is paid to creating a favorable working environment, leadership development, and the implementation of modern methods of employee training and development.

A comparative analysis of Ukrainian and European experience makes it possible to identify both common and distinctive features. Common trends include the increasing role of teams in achieving strategic organizational goals, the growing

importance of interdisciplinary interaction, and the use of digital tools for organizing teamwork. At the same time, differences are observed in the level of institutional support, the development of corporate culture, the maturity of human resource management systems, and the extent to which innovative approaches to team development are implemented.

An important aspect of team development management is the application of modern management technologies such as Agile, Scrum, Lean management, and design thinking. These approaches enhance team flexibility, improve communication, enable faster responses to change, and promote a results-oriented mindset. In Ukrainian organizations, such approaches are actively implemented, especially in the IT sector, although they require further adaptation to the specifics of other industries.

Leadership plays a crucial role in team development. Modern approaches involve a transition from an authoritarian style of management to a partnership-based model grounded in trust, delegation, and the development of each team member's potential. In European organizations, the concept of transformational leadership is widely applied, fostering innovation, creativity, and employee engagement. In Ukraine, a gradual transition to such models is also taking place, although it remains uneven.

Digitalization of teamwork is another significant factor. The use of modern digital platforms, remote collaboration tools, project management systems, and knowledge-sharing technologies has become an integral part of team activities. This is particularly relevant in the context of the widespread adoption of remote and hybrid work models. At the same time, digitalization requires the development of appropriate competencies, cybersecurity measures, and new approaches to managing employee productivity.

Managing team development also involves systematic performance evaluation. This includes the use of key performance indicators (KPIs), assessment of employee engagement levels, and analysis of internal interaction processes. In European practice, feedback tools, coaching, and mentoring are widely used, contributing to the continuous improvement of teamwork.

Among the main challenges faced by Ukrainian organizations in team management are the shortage of qualified personnel, insufficient development of corporate culture in certain sectors, limited resources for investing in employee development, and the impact of external crisis factors. At the same time, European experience demonstrates the potential to overcome these challenges through a systematic approach to human capital development, institutional support, and the implementation of innovative management practices.

In summary, effective team development management is one of the key factors ensuring the competitiveness of modern organizations. The combination of Ukrainian adaptability and flexibility with European approaches focused on systematization and

sustainable development creates favorable conditions for the formation of next-generation teams. Further research should focus on developing models for integrating best practices, as well as formulating methodological recommendations for team development in the context of the digital economy and European integration processes.

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