

TEAMS AND LEADERS IN THE ORGANIZATION: FORMATION AND FEATURES

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A team, like any group, is impossible without a leader. On the one hand, the group nominates the leader, on the other - the leader forms the group. Despite the unconditional closeness, interconnectedness and interdependence, the relationship between the group and the leader develops differently. They depend, first of all, on the principles on the basis of which people are included in the group. These principles are relatively few [1].

First, the principle of unity of views and beliefs. At its celebration, we see quite cohesive, often effective, but not always highly professional groups, characterized, above all, a deep faith in their own views and beliefs. Unfortunately, they are often under the spell of their own propaganda, which narrows their horizons and hinders a broader perception of what is happening.

Second, the principle of competence. At its celebration, we see cohesive, effective, highly professional groups with serious results.

Third, the principle of personal devotion to the leader is usually in leader-type groups. When this principle triumphs, we see many problems. On the one hand, unquestioning obedience to the leader triumphs, on the other hand, all responsibility in decision-making falls exclusively on the leader himself, all others act only as executors of his will. Hence - a decrease in efficiency and professionalism, an abundance of conflicts for closeness to the leader and, ultimately, a decrease in results.

The team should be distinguished from a group. The team has a rigid structure; team members have strictly defined responsibilities that only slightly overlap. The team is provided with instructions and works meaningfully with partners and tasks. The team has courage, determination, endurance and toughness, it is energetic and tireless [2].

The leader unites the team to achieve common goals. He trusts employees and, together with the tasks, transfers responsibility to them.

The leader focuses on the result and is responsible for it under any circumstances. He will never say, "We didn't sell the product because the market collapsed" or "I didn't

prepare because someone didn't give me the information in time." In case of force majeure, the leader blames himself, in case of luck he attributes the credit to the team.

The leader tries to grow and invests resources in employee training. He himself, if necessary, can show what and how to do.

A wise leader financially or immaterially encourages the success of employees. And he knows in which case to do it. For leader, working 24 hours a day is not the result. But the plan is commendable.

The leader inspires and motivates the team. Leader understands that a salary increase is a possible but fragile option for motivation. The leader knows that the goals he has set should be of interest to the team, close to the staff, not at the mission level, but at the value level. Such a management policy leaves both parties winning.

References:

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2. Sylvia Ann Hewlett. *Executive Presence: The Missing Link Between Merit and Success*. Alpina Publisher. 2019. 240 p.