

Theoretical aspects of forming the team activity of architectural organizations

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Abstract. *In the paper, the theoretical aspects of the formation teamwork of architectural organizations.*

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In recent years, teams have been seen as the most important group phenomenon in organizations. Teams are becoming more popular as a result:

increasing attention to the system of integrated quality management; complicated strategic management decisions; complication of corporate learning tasks. Teamwork is most useful when developing new types of activities when dealing with incorrect, uncertain problems when there are elements of risk due to the choice and preferences of decision makers. In this context, research on the effectiveness of team activities in architectural organizations is particularly relevant,

Different aspects of the theory and practice of teamwork are studied: O. Murushko and N. Khimitsa [1,2], S. Andreychuk [3, 4, 5], T. Podolyak [6], A. Vysotsky [7] and many others.

In general, the formation of groups in organizations can be explained by the proximity, interrelation of activities, interactions and feelings, a steady balance between mutual attraction and general positions, as well as rewards and costs. The small group meets the main criterion - it has a small number, sufficient for all its members to be personally familiar and interacting. In most studies, the number of members in the small group varies between 2 and 7. The easiest way to work in a group of 5-9 people, given the effectiveness of communication.

The main components of the structure of the group are:

- formal leadership in the group;

- group roles;
- group norms;
- group statuses;
- size of the group;
- the composition of the group.

Researchers distinguish nine key principles of teamwork:

1. Principle of collective execution of work.
2. Principle of Interdependence.
3. Principle of collective responsibility.
4. Principle of payment for the end result.
5. Principle of adequate incentive for the team for the end result.
6. Principle of autonomous self-government team.
7. Principle of high-performance discipline.
8. Principle of voluntary entry into a team.
9. Principle of the presence of a synergistic effect.

To create teams in an architectural organization requires a number of conditions, namely:

- team members must be specialists, professionals, experts in solving their tasks;
- The collective experience and abilities of people working in a team should exceed the experience and abilities of each of them;
- most people should be able to influence the decision-making they have to perform.

It is important to take into account the advantages and disadvantages of teamwork. Yes, the team form of work requires a high concentration of specialists on the narrow front of works, which under normal circumstances is not economical and not always cost-effective,

The team needs an increased incentive fund and a more intense rhythm of the work of all services provided that under normal circumstances it is not required. To bring the specialists into one group and to call them a team is not enough to remove the risk

of successful project implementation. An important element of an effective team's activity is its strength. Teams can not only be created but also disintegrated.

Since architectural activity is an intellectual sphere where the element of creative, creative activity connected with research, experimentation, analysis, and search of rational decisions is the key, the activity of such teams in some way differs from the teams of the production sphere, where the end result is typical production (service).

In the intellectual sphere, the term "team" often refers to the communicative spirit, the "team" style of the interaction of the like-minded employees, rather than the form of organization of work. In a creative team, social issues lose their importance, but matters of task-related issues become more significant, that is, the focus shifts towards its implementation.

A high-performance team is a real team whose members are fully responsible for the results of teamwork. The methods of work and interaction in the group contribute to the personal growth and success of team members. Such groups of professional architects have an excess of synergy and achieve a result that exceeds the expectations of others.

An important factor is the role differentiation of the team. The role is a certain pattern, a stereotype, a model of human behavior, objectively given by a social position of the individual in the system of social or personal relations. Working together with other people within a group, each member of the team, while interacting with its other members, performs two types of roles. The first and most obvious of them is a professional role based on the professional skills and practical experience that we bring into the project implementation or the solution of the problem. The second role that is often overlooked is the command role, based on personal data. To a large extent, the command role can be considered as a category that determines how we use our skills and experience, the very content of the functional role we perform.

Consequently, there are three components that are equally important for the successful team activity of architectural organizations: 1. Work on content - the solution of production problems and

problems, designing ways to implement plans and achieve goals. 2. Organization of work of the team - optimal registration of the processes of the team, setting goals of the team, adherence to the stages of activity, distribution of roles in the team. 3. Creation of a favorable socio-psychological atmosphere in the team - an analysis of the status of relations in the team, the creation of team rules, the removal of emotional conflicts in the teamwork.

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