

Formation of an effective management team in a Russian medical organization

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Abstract. In today's unstable business environment, there is active development in the medical services market. Competition, as one of the main features of market relations, has a significant impact on medical organizations. The healthcare market has its specific characteristics, as the outcomes of medical organizations' activities include not only economic but also certain medical effects. The state, in turn, engages in creating and maintaining a competitive environment in the medical services sector through the enforcement of antitrust legislation. Consequently, the management of the organization needs to constantly monitor and maintain competitiveness in the healthcare market to ensure its development and successful functioning. The managerial team of a medical organization plays a crucial role in accomplishing this task. This article explores the problem of forming an effective management team that, despite changes in external environmental factors and the internal state of the medical organization, organizes the work of the team aimed at the successful implementation of both general and key competencies of the organization and its individual specialists, thereby enhancing the competitiveness and stability of the organization in its market segments. Methodological approaches to forming an effective management team are presented. Field research on the stages and results of forming a management team in a Russian medical organization is provided. Directions and recommendations for forming an effective management team are developed. The conclusion emphasizes the necessity of using technologies for forming an effective management team in the practice of Russian medical organizations.

1 Introduction

In modern conditions, teamwork is gaining increasing importance. This concept touches all areas of societal activity. Within the context of this research topic, it is essential to highlight the type of team known as the management team. A management team is a group of executives, managers, and influential individuals within a company who possess sufficient information about the organization's status and are united to carry out management activities and make decisions concerning the functioning of the entire organization. An effective

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management team determines the characteristics of management, the psychological climate within the team, and the overall performance of the organization.

When creating a management team, the question arises of how to properly form it. The leader's task in this case is to use methods and approaches to team formation that will make its activities as effective and productive as possible. Based on numerous research works in theory and practice, various approaches to forming management teams have emerged.

Characteristics of a management team include the following aspects:

- Ability to self-organize;
- Specific and flexible distribution of duties and responsibilities;
- Initiative and creative approach to decision-making;
- Focus on finding the optimal solution;
- Orientation towards the final result [1].

At the initial stage of creating an effective management team, it is important to determine the goals of its formation. In the process of achieving these goals, team members perform a number of tasks, and to execute them competently, it is important to assign specific tasks to certain individuals according to their functional roles and competencies [2]. To ensure the team works effectively, it is crucial to include employees with complementary skills.

The problem of forming an effective management team is especially relevant in conditions where medical organizations operate in an uncertain economic environment. All this confirms the relevance of this article.

2 Materials and Methods

The methodological scheme of research on forming an effective management team is aimed at the practical implementation of the hypothesis: the stable and efficient functioning of a medical organization will be ensured if a management team is formed that organizes the cohesive and productive work of the collective.

The methodological and theoretical basis of the research includes:

- System analysis method: This method is used to study the issues of forming an effective management team in medical organizations, cross-functional relationships, and interdependencies between individuals and the collective, which determine the technologies for its formation and implementation in the practical activities of Russian organizations.
- Comprehensive analysis: This allows for covering a wide range of methods for forming and developing management teams and their members, identifying problems and risks associated with their formation and functioning.
- Concept of rational behavior of market entities: The principles of this concept enabled the development and proposal of an effective management team for implementation in Russian medical organizations operating in today's business environment.

3 Result

An important feature of the activities of management teams in healthcare institutions is the integration and effective cooperation of people from different professions. For decision-making concerning the activities of medical organizations, it is important to consider the opinions of both management personnel and medical staff. This will establish the most comprehensive understanding of the problems facing the organization and speed up their resolution by combining the knowledge and experience of the management team members.

The results of the research on forming a management team are presented using the example of a Russian medical organization.

The management team in the surveyed medical organization consists of six top managers: the head of sales control and coordination, the chief accountant, the chief physician, the head of interaction with external and internal clients, the development director, and the human resources director. This composition allows addressing arising problems from various perspectives, thanks to the participation of professionals from different fields. The head of the management team is the general director of the medical organization. The number of team members in the clinic is optimal.

When specialized questions arise, regular staff members (administrators, doctors, nurses) can be involved in discussions. Decisions made by the management team are subsequently reviewed and agreed upon with the general director of the medical organization. The average number of employees in the medical organization is 145. The functions and duties of the staff are clearly distributed thanks to well-established business processes.

For further analysis of the management team in the medical organization, it is important to consider the roles of its members, their psychological characteristics, and their overall attitude toward the work process.

An analysis of the team roles of employees was conducted using Belbin's method, in which seven employees participated [3]. This method assumes that the management team will be effective if its members occupy all eight team roles. It is necessary for the team members to have different abilities and behaviors that complement each other's skills. The respondents include department heads and the general director of the medical organization. The abbreviated designations of the team roles are: Implementer (I), Coordinator (C), Shaper (Sh), Plant (P), Resource Investigator (RI), Monitor Evaluator (ME), Team Worker (TW), Completer Finisher (CF). The test results are presented in Table 1, and the interpretation of the results is presented in Table 2.

Table 1. Test Results on Team Roles of Management Personnel in a Medical Organization according to Belbin

Respondent	I	C	Sh	P	RI	ME	TW	CF
1	17	6	10	5	6	9	8	9
2	11	8	8	13	6	10	12	2
3	8	9	17	6	3	7	11	9
4	16	10	14	3	5	10	8	4
5	13	10	14	2	7	18	0	6
6	10	13	13	7	6	3	15	3
7	14	18	4	9	4	16	5	0

Table 2. Interpretation of Test Results on Team Roles of Management Personnel in a Medical Organization

Respondent	Role	Characteristics
1	Implementer	Possesses organizational abilities and a high level of self-discipline, hardworking and conservative, resistant to untested ideas.
2	Plant	Inclined to propose and develop innovative ideas, often ignores established rules.
3	Shaper	Shapes the team's efforts to achieve goals, prone to irritation and impatience.
4	Implementer	Possesses organizational abilities and a high level of self-discipline, hardworking and conservative, resistant to untested ideas.

5	Monitor Evaluator	Objectively assesses and analyzes the team's ideas and decisions, not capable of motivating others.
6	Team Worker	Supports favorable relationships within the team, indecisive in crisis situations.
7	Coordinator	Confident and calm, accepts contributions to team work and evaluates them according to set goals, struggles with creative thinking.

Based on the results of the conducted testing, the following conclusions can be drawn: the team has a duplication of the Implementer role, employees possess complementary team roles, and the roles of Resource Investigator and Completer Finisher are not represented in the team. The Implementer role can be considered a leadership role, characterized by a hardworking, disciplined employee with organizational abilities. When this role is duplicated, competition for its execution may arise, leading to a waste of personal resources and a consequent decrease in the team's effectiveness. Duplication of the inflexible Implementer role, resistant to untested ideas, can create obstacles to introducing new approaches to problem-solving, which, in today's rapidly changing conditions, can significantly reduce the effectiveness of the management team.

Additionally, the test results indicate the absence of the Completer Finisher and Resource Investigator roles. A Completer Finisher helps the team complete work and adhere to the established plan when the enthusiasm of other team members wanes. The presence of such an employee in the management team helps meet deadlines and identify errors and omissions. If no team member fulfills the Completer Finisher role, the team's work may slow down and lose its initial direction. Another missing role in the management team of the medical organization is the Resource Investigator, who gathers resources like the Idea Generator. These employees help discover new ideas and improvements outside the team and establish useful external contacts. Without this role, the team may face resource shortages and inefficiencies in resource utilization. Thus, the study identified the problem of inefficient distribution of team roles in the medical organization.

Employee performance directly depends on the level of motivation and loyalty. To achieve high levels of these indicators, it is important to monitor employee job satisfaction. Job satisfaction is determined by the employee's satisfaction with working conditions, the extent to which the job meets their expectations, and how well their abilities can be realized. To understand how well the work environment meets the management team's expectations, a "Job Satisfaction Survey" was conducted. Seven respondents participated in the survey, including the general director of the medical organization and department heads. The results are rated in points: 3 points - completely satisfied, 2 points - partially satisfied, 1 point - not satisfied.

The survey results are presented in Table 3.

Table 3. Job Satisfaction Survey Results of the Management Personnel in the Medical Organization

Job Components	Satisfaction	Respondent No.						
		1	2	3	4	5	6	7
Interest in the work performed		3	3	2	3	3	3	2
Satisfaction with work results		3	2	1	3	1	2	3
Relationships with colleagues		3	3	2	3	2	3	3
Relationships with management		2	2	2	2	2	1	2
Reward system		2	3	1	3	2	3	3

Salary level	2	2	2	3	1	2	2
Existing working conditions	2	3	2	3	1	3	2
Professional career	3	3	2	2	3	3	3
Overall job satisfaction	3	3	2	3	2	3	3

Based on the analysis, it is important to conclude that components such as interest in the work performed, satisfaction with relationships with colleagues, and professional career were highly rated by respondents. Each of these components was rated as completely satisfactory by five management team members out of seven surveyed, and as partially satisfactory by two team members. These results indicate that the management personnel of the medical organization have a high level of interest in their work and professional career. High satisfaction with relationships within the team indicates a favorable psychological climate, mutual respect, and mutual support among employees.

However, it should be noted that none of the surveyed employees rated their relationship with management as completely satisfactory. Six out of seven respondents rated their relationship with management as partially satisfactory, and one respondent rated it as unsatisfactory. Many management team members noted that they do not receive recognition from management for their work and often encounter misunderstandings from their manager. Recognition and evaluation of their results by management are important for employees. Recognition of their work helps boost morale during crisis moments, increase loyalty and commitment to the company, and enhance motivation. All these factors affect the functioning of each individual worker as well as the organization's overall performance.

Thus, it can be said that most members of the management team in the medical organization are satisfied with their working conditions. Overall job satisfaction was rated as high by five respondents, which is 71%, and as moderate by two respondents, which is 29%. The test results also showed that none of the respondents have a low level of satisfaction with existing working conditions. Management should monitor and maintain high employee job satisfaction to avoid issues such as reduced productivity, indifference to work results, and staff turnover. Based on the results of the "Job Satisfaction Survey" of the management personnel in the medical organization, it is important to note that management team members do not receive recognition from management for their work and often encounter misunderstandings from their manager. In other words, the management team has a problem with non-material motivation.

Many managers neglect the use of non-material types of motivation, preferring material incentives. However, for the top management team of this medical organization, the significance of material motivation is moderate since salaries are high and many needs are already met. In this case, non-material motivation becomes more important, as higher levels of power come with more ambitious goals and an increased need for recognition of achievements.

An employer has the right to reward employees who conscientiously perform their duties. According to the study, the following types of rewards are provided for this medical organization: expression of gratitude, bonuses, valuable gifts, certificates of honor, and recognition as the best specialist. Other types of rewards are determined by the collective agreement or internal labor regulations, as well as by statutes and disciplinary regulations.

To further evaluate the management team's activities, tests were conducted to examine leadership features in the clinic. To analyze the management team's view of their leader, the "Leader through the Eyes of Managers" test was conducted. The test results are presented in Table 4. Six respondents,

department heads and members of the medical organization's management team, participated in the survey. The results are rated on a scale of 1 to 4, where: 4 points - satisfied, 3 points - somewhat satisfied, 2 points - somewhat dissatisfied, 1 point - dissatisfied.

Table 4. Results of the "Leader through the Eyes of Managers" Test of the Medical Organization's Management Team

Leader Assessment Parameters	Respondent No.					
	1	2	3	4	5	6
Competence	4	4	2	3	3	4
Emotionality	3	2	2	1	1	2
Demandingness and Fairness	4	4	3	4	3	4

All respondents rated their relationship with the leader as good and consider him an excellent specialist. Additionally, 100% of those surveyed believe that the leader does not punish without reason and that his word is law. These results may indicate a high level of authority and professionalism of the management team leader. Employees do not question his decisions, reducing the need for administrative pressure on subordinates, making the team's work more independent and proactive, and increasing cohesion among team members by the leader transmitting the correct goals and values of the company.

Based on the test results presented in the table, it can be noted that respondents rated the leader's competence and demandingness highly, but his emotionality significantly lower. Five out of six respondents do not consider their leader an empathetic person, and the same number believe that the team leader is quite demanding of them. In such conditions, there is a significant risk of burnout among employees. The leader needs to be more attentive to his employees, provide feedback on their work, and help them when difficulties arise in the work process, including on a psycho-emotional level. Only one of the six respondents agreed that the leader always understands their mood.

Thus, based on the "Leader through the Eyes of Managers" test results, it is important to note the problem of the leader's low level of emotionality within the management team.

Most clinic employees are medical workers subordinate to the chief physician. To analyze the ordinary employees' attitude towards the management team, the "Chief Physician through the Eyes of the Team" test was conducted. The test results are presented in Table 5. This method evaluates the chief physician's communication skills, leadership qualities, and professional competencies. Twelve respondents, physicians of the medical organization, participated in the survey. The results are rated on a scale of 1 to 4, where: 4 points - satisfied, 3 points - somewhat satisfied, 2 points - somewhat dissatisfied, 1 point - dissatisfied.

Table 5. Results of the "Chief Physician through the Eyes of the Team" Test

Chief Physician Assessment Parameters	Respondent No.											
	1	2	3	4	5	6	7	8	9	10	11	12
Communication Skills	3	4	2	4	4	4	4	4	4	3	3	2
Leadership Qualities	2	1	1	1	3	2	2	1	2	3	1	3
Professional Competencies	4	4	3	4	4	4	3	4	3	4	4	3

Based on the test results, it can be noted that the chief physician possesses well-developed communication skills. Seven out of twelve respondents are completely satisfied with this quality of their leader, and only two respondents are somewhat dissatisfied. Respondents also highly rated the chief physician's professional competencies; none rated this criterion as unsatisfactory. Eight out of twelve respondents are completely satisfied with the chief physician's professionalism, and the remaining four are somewhat satisfied. None of the respondents rated the chief physician's leadership qualities as completely satisfactory; five out of twelve employees are completely dissatisfied with this quality, four are somewhat

dissatisfied, and three are somewhat satisfied. Thus, the analysis of the "Chief Physician through the Eyes of the Team" test results revealed a problem with the chief physician's lack of leadership qualities.

Analyzing the current activities of the management team, it can be said that the team work mechanism in the medical organization is implemented in the form of regular meetings to discuss current company issues and coordinate actions to solve them. The management team includes top managers of the company and department heads. Most often, the discussion of problems and decisions made by the team takes the form of brainstorming. This method allows all team members to be involved in the process of finding solutions, helps identify many options and ways to solve the problem, and also increases motivation and cohesion among team members.

At present, the management team of the medical organization does not use modern methods for forming and uniting team members. However, the company holds corporate events timed to various holidays, which helps unite team members and create a more friendly atmosphere within the team.

Based on the conducted tests and analysis of the medical organization's management team, the following problems in its functioning can be identified: the problem of team role distribution, problems in the non-material motivation system manifested in the lack of recognition and feedback from management regarding the tasks performed by employees, and the problem of ineffective leadership.

Under these circumstances, it is necessary to make a series of changes to form an effective management team in the medical organization, as this will allow for productive resolution of issues directly related to the management team and the organization as a whole, such as the turnover of clinic administrators.

Recommendation #1: To address the existing issues with the distribution of team roles, it is recommended to hold a meeting where clear division of responsibilities and areas of accountability are established. This will help avoid duplication of roles and tasks. Regarding the lack of team roles for finisher and resource investigator in the management team, it is important to note that their absence can slow down the team's work and lead to inefficient use of resources. Therefore, it is recommended to enroll two members of the management team, namely the development director and the head of sales control and coordination, in online courses to develop professional competencies in time management and resource management.

Recommendation #2: To improve the system of non-material incentives for the management team members of the medical organization, it is recommended to engage a business consultant to develop a new system of non-material motivation. The advantage of involving a business consultant is the creation of a motivation system that takes into account the organization's strategy and its target business indicators. Improving the non-material incentive system will:

- Increase the effectiveness of the management team;
- Retain valuable employees;
- Enhance the loyalty and engagement of management team members;
- Boost employee productivity, consequently increasing the organization's profit;
- Address the issue of administrative staff turnover.

Due to the lack of rewards and other non-material incentives from management, the psychological climate in the team may deteriorate significantly. To prevent this problem, it is recommended to conduct psychological team-building activities aimed at shifting the management team from formal to friendly communication. Conducting team-building will:

- Foster better understanding among management team members;
- Reduce time spent on team development;
- Eliminate destructive competition and barriers that hinder effective interaction;

- Lower psychological stress in the team.

To maintain high motivation among management team members, the leader is advised to regularly implement the following recommendations:

- Provide feedback to employees verbally or in writing regarding their work;
- Publicly express verbal gratitude to employees who work overtime and meet established plans;
- Post photos of employees who consistently show initiative and complete tasks ahead of schedule and with high quality on the clinic's website;
- Quarterly award the title "Best Employee" by publicly presenting a letter of appreciation to the employee who has made the most significant contribution to the management team's work;
- Grant time off and allow early leave for employees who complete planned tasks ahead of schedule.

Implementing such measures will increase the engagement level of management team members in the work process, boosting their productivity.

Recommendation #3: To address the existing issue of the leader's lack of emotionality and empathy towards subordinates, it is recommended to implement several changes, such as:

1. Establishing control over employee workload by maintaining personal digital reports where each employee records their spent work time. In case of excessive workload, the leader can use these reports to relieve the employee, thus helping to avoid emotional burnout and prevent a decline in the management team's efficiency.
2. Showing interest in the emotional state and needs of subordinates through open discussions at the end of scheduled meetings. This step will help unite and motivate team members for productive work, create an atmosphere of trust through employee openness, and reduce the number of conflicts.
3. Providing assistance to employees by offering opportunities to improve their professional skills through continuing education courses. A situation where subordinates are not afraid to ask the leader for help indicates the presence of fairness, equality, and trust within the team. This significantly reduces levels of aggression, discomfort, conflict, and competition.

4 Discussion

The problem of forming an effective management team receives significant attention from both domestic and foreign scholars and practitioners. Ichak Adizes [4] developed an approach to team formation known as the "Adizes Code" or PAEI code. This method allows for the creation of an effective team of managers by identifying four roles:

- Producer (code Paei)
- Administrator (code pAei)
- Entrepreneur (code paEi)
- Integrator (code pael)

A manager in the role of a producer organizes the production of services and goods for the company and takes full responsibility for them. This person focuses on resource management and their proper allocation to address the team's tasks. The key tool for efficiency here is resource savings and strict adherence to established regulations. The producer role is typical for high positions (manager, director), and managers in this role can make the company more efficient in the short term.

For managers performing the role of an administrator, the most important aspects are administrative and managerial issues. Such employees focus on how tasks are performed.

They ensure that team members carry out their duties optimally according to the established rules. The administrator role is typical for process-oriented departments and helps make the organization more productive in the short term.

The entrepreneurial role is characteristic of managers who are creative, unafraid of taking risks, and can envision the future when others cannot. These managers effectively respond to changes, enabling strategic thinking and problem-solving for long-term prospects. Several factors influence the implementation of the entrepreneurial role:

- The mental age of the manager (the younger the mental age, the more willing the employee is to take risks);
- Ergonomics of the management style (incorrect selection of leadership style for a specific economic sector can make it almost impossible to realize the entrepreneurial role's potential);
- Attitude towards the company's market share (if an employee perceives the company's market share as high and is not keen on expanding it, they will not bring any positive changes);
- Ergonomics of the organizational structure (if the company has a linear organizational structure, the entrepreneurial role will not be beneficial, as a linear structure hinders the implementation of changes).

Managers in the role of an entrepreneur typically hold leadership positions or engage in research, development, and other creative activities. They can make the organization effective in the long term.

The integrator role is considered the highest by I. Adizes, meaning it is the most capable of ensuring the organization's strategic development [4]. Such employees can link the main parts of the organization into one system and manage it as a whole rather than its separate components. In other words, integrators approach their duties with a systems perspective. Managers-integrators possess high emotional intelligence and empathy, creating trust and harmony within the team. When managing an organization, they can make it productive in the long term. This classification of roles in a team allows for the formation of an effective team at any management level.

Another approach to team formation was proposed by British researcher Raymond Meredith Belbin, who created a model of team roles [3]. It includes the following roles: implementer, chairman, shaper, idea generator, resource investigator, evaluator, team worker, and completer-finisher. The role of the implementer in a team involves organizing and executing work. Such individuals possess organizational skills and self-discipline, planning and successfully implementing work tasks. A disadvantage of this role is a lack of flexibility and distrust of new ideas. Employees in the role of chairman organize the team's work and control the proper allocation of resources in line with group goals. Their strengths are the ability to lead people and accurately assess each team member's contribution to the overall goal. However, chairmen often lack creative thinking and possess an average level of intelligence.

Shapers create opportunities for team members by setting goals and priorities. They maintain motivation by overcoming inefficiency, self-deception, and inertia. Weaknesses include excessive emotionality, manifesting negatively as irritability, anger, and impatience. Employees in the role of idea generator tend to be introverted. These individuals have high levels of intelligence and imagination, often presenting innovative ideas and striving to develop them. A downside is their tendency to withdraw, neglect details, and disregard established rules.

Resource investigators, on the other hand, are more extroverted. Such employees explore new resources and opportunities the team could use, and possess negotiation skills and the ability to find various solutions to problems. A downside is losing interest once the initial excitement fades. The evaluator's role in the team is characterized by rationality, caution, and

the ability to objectively analyze and assess situations. These employees protect the team from impulsive and risky decisions. The evaluator's weakness is a lack of inspiration and the ability to motivate other team members.

Team workers perform a supportive role focused on team relationships. They enhance interactions between team members, help resolve conflicts, and boost team spirit. A disadvantage is indecisiveness in crisis moments. Employees in the role of completer-finisher help the team reach set goals when other members lose enthusiasm. Their strengths include the ability to plan work, adhere to schedules, and see tasks through to completion. However, these workers tend to worry about minor issues and hesitate in situations that don't require serious decision-making.

There is also an additional non-team role called the "expert." This role involves a high-level professional who is enthusiastic and dedicated to their field.

Raymond Meredith Belbin's main idea is that a team becomes more effective when it consists of people with different skills, abilities, psychological traits, and thinking styles. An important aspect is the complementarity of these traits within the team. Clear delineation of responsibilities and roles among team members will increase the team's efficiency and productivity, positively impacting the overall organization.

Currently, foreign researchers highlight several key methodological approaches to team-building: team-building, team-design, re-teaming, and team-forcing.

The most well-known of these approaches is team-building, a tool of the American management model. Organizations worldwide actively use this method to form working and management teams. Team-building involves creating a team based on the emotional cohesion of participants and performing a series of joint tasks or exercises. Conducting such activities requires a person with the necessary knowledge and skills in team-building. Therefore, companies often hire outside experts and business trainers. Team-building aims to achieve several goals:

- Establish effective communication between team members;
- Create an understanding of the company's goals;
- Provide emotional relief for employees.

Team-building is used for both newly formed teams and long-established ones. In the first case, such activities help speed up the bonding process among participants. In the second case, team-building is employed when there are increasing disagreements and conflicts, decreasing employee engagement in work processes, and declining team productivity due to interpersonal difficulties.

Classifying team-building based on the type of activity, we can distinguish the following types:

- **Sports Team-Building:** Involves sports competitions and aims to develop decision-making skills and the ability to navigate unconventional situations.
- **Outdoor Team-Building:** Activities in the fresh air, which, when used as targeted interventions, become effective tools for strengthening group cohesion among team members.
- **Historical Team-Building:** Involves historical role-playing games that allow employees to demonstrate qualities previously hidden from the manager and colleagues.
- **Creative Team-Building:** Conducted in the form of creative tasks, helping team members develop creative thinking and acquire skills for finding unconventional solutions to organizational problems.
- **Psychological Team-Building:** This type of activity can take the form of group coaching sessions or psychological tests aimed at increasing team cohesion and better understanding among its members.

- **Social Team-Building:** Involves joint activities like volunteering, community clean-ups, and charity events. This type of team-building allows team members to reveal their personal qualities and increase trust within the group.

Another approach to team-building is team-design, which involves building a team based on the distribution of team roles and how employees allocate efforts to achieve goals and their behavior. Initially, this method involves testing team members to determine their team role types, followed by assessing their knowledge levels. Then, participants' expectations are analyzed, and the most valuable types of rewards are identified. This helps create an individual motivation system for each employee. Thus, duties and tasks within the team are distributed according to each participant's knowledge and qualifications and their team roles. Team-design does not involve team cohesion. Its essence is that employees, knowing their reward levels and considering them fair, will efficiently perform their work duties.

Ben Furman and Tapani Ahola [5] developed the re-teaming technology for creating management teams from scratch. This approach represents a personnel work program that solves interaction problems, resistance to change, and avoidance of responsibility. Re-teaming involves focusing on problem-solving and recognizing positive opportunities. As a result, team members, instead of spending effort on overcoming difficulties, will start working more efficiently and successfully achieve set goals. It is important to focus simultaneously on the desired result and possible difficulties. Re-teaming includes the following stages: goal setting, creating opportunities to achieve the goal, converting opportunities into actions, and reinforcing achieved results. This technology is applicable to various tasks, but its outcome is always the creation of an effective, cohesive team oriented toward joint decision-making.

Team-forcing is an approach to team-building that involves creating a team by changing the collective or organizational leadership. This technology is often used for already formed teams lacking a strong leader. In such situations, the organization invites a qualified external specialist to teach team members new work methods. This approach helps increase team efficiency. However, an important aspect of team-forcing is selecting an external specialist. They must have good communication skills to quickly gain team members' respect and inspire them to work effectively towards the company's goals. It is also crucial for the expert to help employees unlock their potential, thus increasing productivity.

Based on the above, we can conclude that various methodological approaches can be used to form a management team. Teams can be formed based on emotional cohesion, developing an individual motivation and reward system, addressing employees' attitudes towards their work duties, or even changing leadership. It is also important to pay attention to team roles. Knowing the role each employee plays allows for a clear distribution of responsibilities and accountability within the team, establishing effective communication, and creating a favorable working climate. All these components ultimately lead the management team to increased productivity and efficiency.

5 Conclusions and Recommendations

The completed research convincingly demonstrates that forming an effective management team requires the application of the modern technologies described above. The primary condition is selecting the appropriate technology based on the influence of factors such as the socio-psychological attitude of the staff, their general and key professional competencies, their attitude towards managerial impact and changes, the financial-economic state of the organization, and the specialization of the medical organization, among others.

The results of the study on forming a management team in a Russian medical organization allowed the authors to develop recommendations. Implementing these recommendations enables the leader to establish trustful relationships, creating a sense of security within the

team, and making teamwork more effective and creative. The expected outcomes of using these recommendations include:

- Mutual understanding among team members;
- Increased employee engagement in the work process;
- Focus on results;
- Significant reduction in conflicts.

Prospects for further research may include a deeper study of individual aspects of forming an effective management team, as well as the further development of specific tools and methods that can be practically applied. It is also important to continue monitoring and analyzing the effectiveness of the methods used to form an effective management team, allowing for necessary adjustments and improvements to the management systems of the medical organization in accordance with changing internal and external conditions.

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