

**THE INTERACTION OF TEAM MEMBERS
AS A KEY FACTOR IN THE DEVELOPMENT OF ITS SKILLS
AND BENEFITS IN THE ENTERPRISES OF THE REPUBLIC OF MOLDOVA**

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The actuality of the theme consists in concretizing the importance of the management teams, identifying and classifying the most adequate individual and personality qualities and the behavior specificity of their members. The author emphasizes the analysis methods of premises that encourages the formation of the management teams, analyzes the impact of the place and the role of the property, of its structure on the practice regarding the formation of the management teams within the companies of the Republic of Moldova. The results are considered as useful and axiomatic in the process of elaborating the management model by the administration of the local companies. The aim is to motivate scientifically and to elaborate the concept fundamentals concerning the formation and the functioning of the management teams, which might improve the management of the modern companies from the Republic of Moldova.

Key words: *team, management, organization, role, ability.*

Actualitatea temei constă în concretizarea importanței echipelor de management, identificarea și clasificarea celor mai adecvate calități individuale și de personalitate și a comportamentului specific membrilor lor. Autorul pune accentul pe metodele de analiză a premizelor, ce încurajează formarea echipelor de management, analizează impactul locului și rolului proprietății, a structurii ei asupra practicii de formare a echipelor manageriale în companiile din Republica Moldova. Rezultatele au fost găsite utile și axiomatice în procesul de elaborare a modelului de management pentru administrarea întreprinderilor autohtone. Scopul este de a motiva științific și de a elabora bazele conceptuale privind formarea și funcționarea echipelor de management, care să poată îmbunătăți managementul companiilor moderne din Republica Moldova.

Cuvinte-cheie: *echipa, management, organizare, rol, abilitate.*

Актуальность темы заключается в раскрытии важности управленческих команд, идентификации и классификации наиболее адекватных индивидуальных и личностных качеств, специфического поведения их членов. Автор ставит акцент на методы анализа предпосылок, которые способствуют формированию управленческих команд, анализирует воздействия роли и места собственности, ее структуры на практику формирования управленческих команд в компаниях Республики Молдова. Результаты оказались полезными в процессе разработки модели управления отечественных предприятий. Целью является мотивация и разработка научных концептуальных основ по формированию и развитию управленческих команд, которые способствовали бы улучшению менеджмента современных компаний в Республике Молдова.

Ключевые слова: *команда, менеджмент, организация, роль, способность.*

JEL Classification: *M16, M20, M39, M50.*

Introduction. Management team's success depends not only on knowledge and experience that are available to its members or by the processes that ensure their interaction, but also on values shared by the members of teams. The author makes the hypothesis according to which the values that shall orient team members, have a profound effect on what is able to make the team, compared to managers who are not integrated in teams.

However, the tacit, non-coding and personalized knowledge are transmitted slowly, with considerable expenses. Therefore, the problem of creating consolidated knowledge can be solved during

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direct interpersonal communication. Only in such conditions, based on existing knowledge, can be formulated new management ideas and possibilities for their settlement. Moreover, errors of interpretation of knowledge transfer can be corrected immediately in the feedback process.

The basic content. In this respect, the question arises, in what manner in the management team appears the cooperation among its members? From author's point of view, an essential source of establishing what they know and how do management teams use this knowledge, is the presence of mechanisms of interaction between participants. In other words, knowing by team members how should be organized their jointly work is part of general knowledge of the management team.

From this point of view, there can be reached the conclusion that in the process of studying the management team we need to apply for the newest concepts of management, among, the nearest to management issues addressed is considered the concept with regard to dynamic skills. In accordance to the opinion of those who have developed, this concept reflects the possibility of capability growth of companies in terms of integration, creation and reconfiguration of internal and external skills to suit to the rapidly changing environment. Following this logic, it is important to emphasize again that the source of dynamic skills of the management team is the personalized knowledge. However, self-knowledge cannot be a competitive advantage. In this purpose, in accordance with author's opinion is necessary the integration of skills, which is ensured, in author's opinion, by the management team. Thus, participants need to have more knowledge that will ensure an efficient interaction of individuals. This knowledge will be used as competence, maintained by routine procedures. These procedures may include joint management decisions, research and market analysis, clients, partners, developing new creative ideas, organization of quality control etc. Only in the process of systematic interaction between team members on those aspects of individual knowledge turns into the skills of the management team, which, in turn, serve as basis for the efficient management of the company.

Thus, as source of capabilities and benefits of teams of management can be:

- Knowledge that is available to team members, the ability to store and modify them as any other goods;
- Competencies that fulfill the role of organisational processes of joint activity and underlying common management decisions, generating new ideas, strategic development objectives, quality control activities, etc.

Namely, based on them, the team manifests the ability to recognize and develop new opportunities as the ability to "change, to count on response and investment actions, as well as efficiently and effectively introduce a new mechanism of operation".

Therefore, the management team must be understood not only as an union of informed people who have skills in the field of organization of their activities and functioning of the company, but also as a structure that has the ability to recognize the new opportunities and that can use internal and external assets, in order to get economic benefits.

Hence, the benefit sources of management teams in the author's opinion, resume not only to the presence of certain skills, but also, to the ability to change the order of actions and its competences. Therefore, we can assume that in a team should be developed and respected a specific order of interaction, which would ensure the development through skills of the teamwork. Thus, to solve the problem of formation of team activities it is important to keep in mind the qualities that characterize a person from the professional point of view, but at the same time, the qualities that reveal his abilities to communicate and interact. There are several approaches, by complying can provide communication to members of management teams. One of the most common among them – jointly organizing the work, based on achieving by managers of specific roles.

Firstly, the principle of forming management teams based on role approach, aims to use the Manager in two of his situations: on the one hand, personally to accomplish his functional role, i.e. by performing his functional responsibilities, and on the other hand, – performing "the teamwork role", i.e. providing mutual and productive interaction to team members in the common process of activity. Secondly, in each team, as the author mentions, must comply with the principle of "optimal balance in achieving functional and teamwork roles by all team members". Thirdly, the effectiveness of the team depends largely on how the accomplishment of roles of team members identify and understand their strengths and weaknesses and, in the interest of the team, can adapt to the use of strengths and neutralise of weaknesses and the fulfillment of both functional roles and the team.

Fourthly, it is important to emphasize that an effective team does not requires that all its members

should be very similar to each other as for qualities, competence, attitudes and motivation. An essential step in understanding the process of joint work of team members, in our opinion, has become the “complementarity” theory, drawn up by one of the authors. Highlighting four roles: (E) – entrepreneur, (I) – integrator, (A) – administrator, (P) – producer, I. Adizes proposed and argued the concept of complementary roles.

In this regard, it is important to highlight the research conducted by the author, who found that the most effective teams by themselves draw up rules of joint work, rules as regulators of interaction processes. These relate to the following standards/rules of team’s activity:

- each tends to be honest and sincere;
- each participates in meetings of planning and meetings;
- each reports about deficiencies discovered and production quality or labour;
- each understands, respects and supports the unity of the team etc.

Thus, we can say that the joint work of the team can be described as a specific set of processes when communication takes place between its participants. In this sense, the aim of the study was to clarify the fact to what extent the processes of interaction of team members and their orientation are important for joint work of managers in teams and, most importantly, that may be obstacles in securing the joint activity of the team of managers. The results of this study are presented in Table 1.

Table 1

The main barriers in the activity of management teams (%)

Basic barriers	According to the sample	In companies where there are no teams	In companies where there are teams
- Modern people have a too high level of independence, they hear more themselves than his colleagues;	19.4	10	37
- There is no effective system of motivation for teamwork;	24	9	47
- Senior management does not manifest confidence in people, therefore they do not trust for the morrow;	37	32	28
- People are not trained to interact and cooperate;	47.2	24.3	79.2

Source: Developed by author.

The table above shows that, in the opinion of those who work in teams, the biggest obstacle in creating teams is the lack of training of managers, to form interaction and cooperation (79.2%). It is important to point out that in case of companies in which there are no teams, the need for cooperation and collaboration is almost three times lower.

Team members have indicated that the limiting factor is the too high level of independence of administrators who intend to rely more on themselves than on their colleagues (37%). Besides, almost 47% from respondents who mentioned that they work in teams have underlined the lack of effective motivation for work in team.

Therefore, we can find out that interaction processes are the essential base of the work in team of managers. For more accurate understanding of the processes of interaction and the interaction principle is important to highlight some differences compared to “complementarity” principle. It appears that the last is narrower than the first, because it focuses on the complementarity of weaknesses. The interaction in author's opinion absorbs the complementarity, orienting the personality to other aspects of joint work. For example, establishing a good climate in relations, the respect, the contribution. The interaction allows the use in common of the common baggage of technical, organizational, managerial knowledge and other knowledge depending on the degree of ownership thereof by holders.

However, the purpose of interaction is not only the exchange of information and its effective use, but, as it has already been established, the organization of searching such combinations of assets possessed by the management team which would allow the creation of added value and creating new know-how knowledge. And not only in the technological field, but, more important, in the company's management,

by the use of new approaches in terms of analysis of the external environment and the activities of own enterprises, marketing, accounting and management, human resource management. Being implied knowledge of the external environment of the company, they cannot be intercepted and therefore are the competitive advantage of the company's team in question.

The development of interaction processes between team members takes place during joint drawing up of the firm beliefs regarding the manner how they should work together and what should be their priorities. In the process of cooperation, on the basis of its own experience, they perceive the validity of various ways of cooperation and follow the most favourable for accomplishing the priorities. As a result, the processes of interaction in team acquire clear forms. Once the company begins to succeed, team members reach gradually to the conclusion that interaction processes successfully used by them are the right way of working in a team. Thus, it should be underlined that teamwork is important not only to the building of relationships in the process of coordination and harmonisation of work processes, ensuring technological production etc, this interaction is defined as one reactive, but are important and interaction processes during discussions, establishing objectives and outcomes of the activity, brainstorming about the company's development priorities and methods of their achievement, etc. The same type of interaction is also proactive and aims to reduce the uncertainty of the future and to define the strategic objectives for the development of business and the possibility for their achievement.

In terms of knowledge, can be stated that the source of team benefits is not only and less a coordination and a better coherence of team members, based on operating with well-known knowledge, encoded, but rather, the creation of conversion mechanisms of individual knowledge (default) and the information received in new team knowledge, explained and non-coded.

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Team interaction processes make it possible to do an analysis of management teams as an object and at the same time as a subject of management, i.e., as a system of elements (members), producing for themselves management decisions implemented by themselves. This imagining about team indicates that a team works based on the principle of self-government. In this context, the process of interaction from structural point of view is not divided into subject and object of management (one managing the other), but into certain procedural stages of analysis and collective synthesis, collecting and processing data, formulation of problems and finding their solutions, drawing up rules for the development of internal activity, their uses and so on.

According to author's opinion, the "administration concept, in its traditional form, like the ability to work with employees, enriches with a new content in relation to their active involvement in the process of collective management and in its own interests. However, it is important to mention that self-management developed in a team, doesn't mean removing the leader from the managing team. His role as an "architect" in building the team and as a Coordinator of his subsequent activity cannot be omitted. It should be noted that in a team takes place the establishment of a democratic management style and the rejection of the authoritarian, which was studied in detail by the author, that defining the differences between effective and ineffective teams, came to the conclusion that a characteristic of inefficient teams is the presence of authoritarian leadership style. Thus, in the management team works the self-management mechanism and not the leadership one, which allows to the team the achievement of synergy effect through coordination and cooperation among its members.

Underlining this principle changes the search system and the selection of team members. Usually, the selection of managers takes place on the basis of formal rules, which include education, experience etc. However, in recent years, more active in selecting a team has begun to be used a specific principle of "selection".

Results and conclusions. Despite the existence of practices for the selection of management teams, most often, become members of them thanks to the functions they meet. In no cases, the study performed has shown the creation of management team by order. The experience shows that the team was formed by single. This, in author's opinion, suggests us that the very principles of association of managers in teams

and their work organisation are little known to site managers, and moreover, there are no unique methods and principles, which result might form teams. Thus, analyzing the management team in terms of the concept of competences, we can draw the conclusions.

Skills, as a competitive advantage of team management, are based on the following sources:

- Knowledge and skills of team members, which not only has to be collected, but also changed, transformed;

- Competencies appearing in the form of principles, norms and rules of cooperation, interaction processes, which provides the opportunity to identify and develop new opportunities for the purpose of further development of the company.

In addition, the author identifies some basic principles, according to which people cooperate within a team and develops their skills. Among the basic principles can be the following:

- The principle of autonomy, in accordance to which the traditional management is replaced by that of team members conducted him. The result of this principle contributes to the formation of norms and rules of interaction between individuals depending on their desire, leading to the development of initiative, creativity, creative thinking;

- The principle based on knowledge and information exchange. Cooperation of knowledge leads not only to exchange, but also to creation of new knowledge (know-how), the acquirement by the team members of new skills, the ability to identify and develop new opportunities, both within the company and outside;

- The principle of entry into team depending on the assumed role. Adherence to this principle ensures complementarity and balance to behavioural style of team members;

- The principle of horizontal structuring of training the team, where there is no rigid hierarchy of power and subordination;

- The principle of voluntary entry in a team. At its base – inclusion in the processes of interaction, i.e. the exchange of knowledge and experience at person's request, and not through an order.

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