

UDC 658.5

**MANAGEMENT OF GROUP DYNAMICS IN THE CONTEXT OF DEVELOPING THE CREATIVITY POTENTIAL OF THE ENTERPRISE****MYKHALCHUK Ihor<sup>1</sup>, STADNYK Valentyna<sup>2</sup>**<sup>1</sup> Khmelnytskyi National University  
<https://orcid.org/0009-0001-8873-0547>  
[Abwer7@ukr.net](mailto:Abwer7@ukr.net)<sup>2</sup> Khmelnytskyi National University,  
<https://orcid.org/0000-0002-2095-3517>  
[stadnyk\\_v\\_v@ukr.net](mailto:stadnyk_v_v@ukr.net)

*Achieving competitive advantages by enterprises in an open economy is impossible without full use of the capabilities of human intelligence, which is capable of showing creativity in solving business problems. Professional competencies and creativity of employees make it possible to produce new knowledge and develop methods of its practical use to achieve better economic performance of business processes. The creative capabilities of people grow under the condition of effective management of relations in work groups. The purpose of the research is to justify the feasibility of using the methodological approaches of the theory of group dynamics for the development of the creative potential of entrepreneurial structures in the context of ensuring their competitiveness. The article focuses on the specific tasks of management to achieve the psychological maturity of the work group to perform innovative tasks, which differ in interdependence. The term "innovative productivity of the group" was introduced, which means its ability to systematically create new value propositions demanded by consumers for innovation-sensitive market segments. Such sectors are proposed to include those that rely on modern scientific and technological achievements in the processes of creating consumer values and can form new market demands and new market niches. It is argued that the capacity for innovative productivity will contribute to the growth of the competitiveness of small and medium-sized businesses in highly dynamic and highly competitive consumer markets and in innovation-dependent sectors of the economy. It is emphasized that the development of such sectors is important for restoring the economic power of Ukraine in the conditions of war and post-war development.*

**Keywords:** competitiveness, organizational interaction, stages of group development, emotional intelligence, psychological maturity, reciprocity, innovative productivity

<https://doi.org/10.31891/mdes/2024-12-22>

**INTRODUCTION**

To increase the ability of modern business structures to compete with competitors in matters of increasing economic power, various transformational processes are carried out. The directions of transformation are chosen taking into account the resource potential of the business structure and the extent to which its new state will be able to ensure economic growth. And also – preservation of the environment and social progress, which is recognized as a conceptually important criterion for modernity. And if the first factor can be determined with a fairly high degree of accuracy (depending on the level of access of developers of strategic changes to relevant information), then with regard to the second, forecasts are always probabilistic in nature, since market processes are a priori filled with uncertainty. The risks of uncertainty fall on the shoulders of managers (leaders), who take responsibility for the final choice, guided not only by the logic of economic laws, but also by their own intuition and creativity.

However, the implementation of the adopted decisions depends not only on the level of justification of the strategic intentions of the management, but also on the ability of the management system to ensure the satisfaction of the interests of other groups of interested parties – those who will directly implement the transformation of economic processes. And these are the members of working groups that will structure processes in time and space, determine priorities and their resource support, form legal and organizational and economic mechanisms for the implementation of investment projects, develop cooperation agreements, personnel training programs and much more. All this in its content is filled with novelty and will also require creativity and the formation of valuable value propositions for all participants of economic interaction. Only under these conditions is productive cooperation possible in the creation of innovations that will shape the company's competitive advantages. Therefore, the issue of effective management of small work groups is an integral component of the development of the creative potential of those entrepreneurial structures that seek not only to maintain, but also to increase their competitiveness in conditions of economic instability and high security risks.

**LITERATURE REVIEW**

The problems of managing the behaviour of people in small work groups were studied by many scientists - within the school of group dynamics of K. Levin [1-4] and the theory of organizational behavior (for example, [5-7]. K. Levin, who was the first to highlight the phenomenon of psychological maturity of participants in the work groups to perform joint tasks, pointed out the need to manage the development of

relations between the participants of small work groups - in order to ensure better interaction between them, and therefore - higher productivity of the group [1; 2]. Domestic researchers also pay attention to psychological aspects, which complicate the interaction of people in small work groups and suggest using the tools of psychological sciences to eliminate obstacles in the processes of group interaction [7-10]. However, in their studies, most scientists did not take into account the time factor as a key factor for managing group dynamics - the fact itself was stated the development of group interaction over time, which changes the productivity of joint activity.

However, the issue of accelerating the transition of the group to the mode of the most productive work is also important. And especially in the conditions of lack of time and other resources that have developed in Ukraine today. After all, the number of security challenges that business in Ukraine is currently facing requires an extremely quick response of all interested parties in order to effectively counter their destructive impact [11]. And for this, the management of the enterprise must work purposefully to create the necessary conditions for productive activity. To a large extent, this is achieved through the digitization of business processes, especially those that require the processing of a large amount of data or are routine [12]. However, many tasks of this nature are innovative, poorly structured and require non-standard (but justified) approaches to their solution in most functional areas of management [13: 14]. Therefore, it is important to develop and increase the ability of employees to be creative [15]. Including using socio-psychological factors influencing their behaviour.

Creativity is especially important in the field of service, because value propositions here should be personalized [16]. The development of this sector of the economy in the modern world is extremely dynamic and it can be called innovation-sensitive or innovation-rich - due to significant differentiation in the perception of the content and quality of services by different consumers. In Ukraine, this sector is developing best in the field of information and communication technologies, the high dynamics of which is ensured by the intelligence and creativity of the participants. However, in other areas of economic activity, the creativity of personnel is a key factor in winning competitive competitions, especially in conditions of economic instability and security uncertainty. This is extremely relevant for solving the problems of preserving and restoring business, which determined the purpose of this study.

**The purpose of the research** is to argue the expediency and necessity of using the methodological approaches of the theory of group dynamics for the formation of scientific and methodological recommendations for the development of the creative potential of entrepreneurial structures to ensure their innovative productivity and competitiveness

## MAIN PART

The effectiveness of transformational processes is determined by the ability of those who carry them out to achieve the goals set by managers (the results planned for the corresponding period). This ability directly depends on how cooperative the participants of the joint activity are - especially when solving interdependent and innovative tasks. However, capacity does not always mean readiness. Conversely, willingness to cooperate does not always ensure the achievement of the desired results - due to the lack of professional competencies of the participants required for its implementation or the inability of the leader to properly structure the work of the executors.

These and other questions of the interaction of participants in working groups belong to the field of studying the social psychology of small groups. From the point of view of psychology, small groups are "a community in which an individual directly lives and realizes the main social and psychological tasks" [8, p. 7]. Among them is a set of states in which work groups of different composition and size, spheres of activity and purpose can be in the processes of organizational development (the so-called "group dynamics").

As indicated above, the term "group dynamics" was introduced into scientific circulation by K. Levin, describing the processes that take place in small work groups from the beginning of their formation onwards, during the period of their work in the same composition on production tasks [1]. Therefore, within the school of group dynamics, B. Tuckman in 1965 modelled the processes of the development of work groups in four stages - Forming, Storming, Norming, Performing [4]. In 1977, B. Tuckman, together with Mary Ann Jensen, added the fifth stage - Adjourning and Transforming (closing the project or completing the task and disbanding the group, individual members of which can become members of another project team) [17]. However, in the context of the tasks of this study, the stage of closing the project recedes into the background, primary attention should be paid to leadership for the productive work of the group on the implementation of the project.

B. Tuckman emphasized the connection between the group's productivity and the content of organizational relations. At different stages of group development, they differ in the level of psychological tension, which decreases as trust relations between group members are established. According to B. Tuckman's model, working relationships by stages of group development are described as follows:

1) Forming – the stage of primary perception and recognition (formation of the first impression of the group members, entering into the content of the work, evaluation of others and self-evaluation regarding the performance of work tasks);

2) Storming – the stage of conflicts and struggle (conflicts in the processes of identifying the positions of participants, development of reflection, actualization of the attitude to joint actions, formation of interpersonal relations and determination of their permissible limits, friction and struggle for status in the group)

3) Norming – the stage of rapprochement and normalization (acceptance of the roles and statuses determined in the course of "polishing", structuring the content of joint activities, normalization of interpersonal relations, establishment of generally accepted rules of behaviour); this stage is also called the stage of incomplete integration, since the group is not yet sufficiently motivated to work for a common result;

4) Performing – the stage of full integration and teamwork (high motivation of all participants to achieve the goals set for the group, initiative, cohesion and team spirit).

It is obvious that the productivity of the group at different stages of its development depends not only on the professional skills and competence of the participants, but also on their interaction with each other, which can have different emotional colours. Modern scientists interpret group interaction as "a dynamic system of mutual influences, informational and emotional exchange, transformation of the structure and configuration of group subjects, which is accompanied by the emergence of group psychological phenomena. An important characteristic of interaction is the social distance (social proximity) between social objects (group subjects), that is, a certain set of dimensions formed due to the proximity between them" [5]. This definition especially emphasizes the presence of an emotional component in communications that provide information exchange. Emotions can significantly influence the perception of information - to recognize it as important or not, objective or subjective, to question its reliability or to accept it as an expert opinion, etc.

And this is a really important aspect in the group's work, which gave reason to modern researchers to single out such a specific competence of the manager (leader) as "emotional intelligence" [18]. It is interpreted not only from the standpoint of the ability to manage one's own emotions, but also as the ability to show empathy for others (notice their actual needs, empathize with and develop their strengths), that is, manage their emotional state. The emotional intelligence of a leader is an important social skill, making it possible to manage human relations, perceive different points of view, find points of contact, create an atmosphere of trust in the team. And trust removes bias in the processes of communication between people, increases the efficiency of information exchange, which means – increases the effectiveness of cooperation. Differences in the influence of the emotional component on the instrumental ability of the group are shown in Fig. 1.

Interpersonal relations of group members at each of these stages differ, gradually improving due to the skilful management of conflicts by a person exercising authority (leader). To accelerate the transition of the group to the stage of teamwork, the ability of the leader to work with subordinates in such a way as to contribute to reducing the level of conflict between them and speed up their ability to form working relationships and qualitatively perform the tasks assigned to them is of great importance. That is, to transfer the working group to the mode of teamwork – and this is one of the primary goals of effective leadership.

Teamwork is of particular importance in project (creative) management – when a group works on an innovative project and faces a significant number of unstructured innovative tasks during its implementation. Thanks to well-established organizational interaction, the team manages to avoid destructive conflicts, thereby ensuring higher productivity and effectiveness of its work.

Back in his time, E. Hutchins in his theory of collective cognition emphasized that the joint use of intellectual resources by a group of people working on a certain task expands the cognitive capabilities of the group members to such an extent that they become capable of solving tasks that, if separated (autonomous) works were impossible for them [19]. This kind of cooperation is typical for teamwork, when the group becomes cohesive, interested in joint productive activities and joint intellectual (professional) enrichment - then the interaction of participants occurs reciprocally (joint evolution), and not competitively (benefiting individuals at the expense of others).

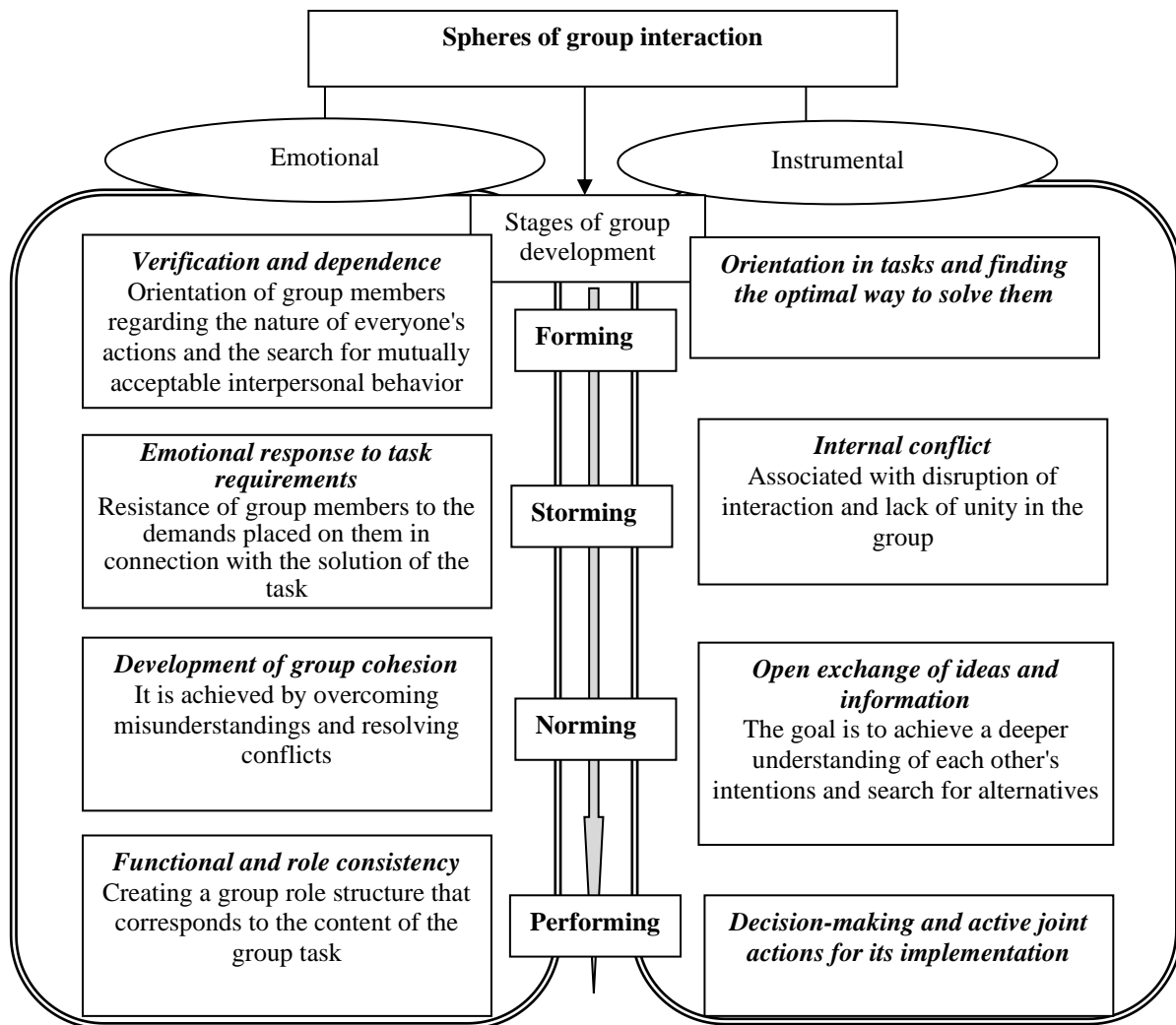


Fig.1. Model of the interconnection of rational and emotional aspects of organizational interaction at different stages of group development according to B. Tuckman

Source: adapted taking into account [4]

The author's position is that it is at the stage of teamwork that the group achieves innovative productivity. By this term, we propose to denote the ability of subjects of innovative activity to systematically create new value propositions demanded by consumers for target market segments, which will ensure the competitiveness of the enterprise in the planned future.

However, the group's rapid progressive development towards better cooperation is usually restrained (or conditioned) by some of the contradictions that are natural for people who have their own views on solving current problems based on their previous work experience. With significant differences in this experience, the transition to teamwork slows down or even becomes impossible. Most often, these are contradictions caused by psychological differences between the external evaluation and the self-evaluation of the group member. They can relate to:

- inconsistencies regarding the expected possibilities of the results of the group's work and its real achievements;
- a comparison of the attractiveness of improving the level of organizational interaction to expand the overall effectiveness of group members and the need for each of them to be personally realized in it (reciprocity versus competition);
- differences in the perception of the results of strengthening the attraction of group members to the common "We" and awareness of the role and place of this group in the wider organized society (company, firm, institution, etc.).

Such psychological inconsistencies can significantly affect the behaviour of participants and the effectiveness of their joint actions. The manager's task is to achieve a positive emotional background of group work, which will contribute to the transformation of the group into a team that reciprocally evolves,

showing better performance each time when performing work tasks. In project work, which is full of novelty and requires creativity to achieve the desired result, this is of particular importance.

In a working group, the behaviour of each participant must be subordinated to the achievement of common goals. However, given that people's personal characteristics usually differ, at the first stages of group development, these differences (which are mainly reflected in psychological prejudice towards others) can prevent the establishment of productive social interaction. To eliminate this bias already at the stage of team formation, it is necessary to select the composition of participants in such a way that each of them can play a certain constructive role in the activities of the group in accordance with its purpose. For this, the team should include members who are able to: a) generate ideas; b) constructively criticize, evaluate the usefulness and feasibility of the generated ideas (find weak points that can hinder success); c) encourage others to express their own opinions about innovations and summarize the results of the discussion; d) act as a good communicator, capable of coordinating the positions of interested parties; e) organize processes and coordinate the actions of participants; f) to look for additional information or people who can contribute something constructive to the work or process and maintain creative enthusiasm in the group even when the process of creating something new has reached a dead end. Collectively, the presence of bearers of such roles would enable the group to be creative and productive, able to achieve the set goals. Project teams are a kind of work groups, they have the main characteristics of any group: common goals, interpersonal interaction and interdependence of tasks, unity of actions of participants, structure of relations between them. However, the intensity of manifestation of each of the characteristics of organizational interaction in project (creative) teams and work groups that are at lower stages of this interaction is different (Table 1) [20].

Table 1

**Comparative characteristics of organizational interaction of working groups and project teams**

Comparison criteria	Group	Team
Goal	A narrow problem without knowledge of global goals.	Clear and understandable goals and strategies for achieving them
Participation	Performance of duties and instructions	An active position based on the results of motivation. Exchange of results regardless of personal contribution to the group's activities
Role structure	Strict division of roles and responsibilities, interdependence	Distribution of competences, flexible change of roles, interconnected relations
Management	Administrative management, presence of a manager	Leadership based on competence and trust, help and support
Decision-making	Decisions are made by majority vote or by the group leader.	Effective group decision-making procedures
Conflict, resolution	Ignoring conflicts	Perception of the usefulness of conflicts caused by intellectual competences and their effective resolution
Interaction	Purposefulness, closeness, avoidance of criticism.	Purposefulness and maintenance of trust relations; freedom of thought, support for initiative
Communications	Through a formal leader	Openness, mutual respect
Art	We work according to the rules, supporting stereotypes	Flexibility and adaptation, continuous improvement and professional growth, support for the development of competence and creative potential of participants

As can be seen from the table, the work of project teams is characterized by greater openness in the exchange of information, encouragement of initiative, production of non-standard ideas, perception of conflicts as an important component of the group creative process. Therefore, creating an informal atmosphere of teamwork will help employees better see the positive qualities of colleagues, establish or strengthen relationships in the team, and feel satisfaction from the positive results of teamwork. At the same time, this will contribute to the improvement of relations with the management, which will minimize the occurrence of acute and destructive conflict situations that can cause destructive processes in the team and its disintegration. For the success of dynamic innovative changes in modern entrepreneurship (especially in the SME sector), it is necessary to take care of the cohesion of the team and the creative atmosphere in it, which contributes to the development of innovative productivity.

If its leader does not pay due attention to the processes of group dynamics, this may cause an increase in tension in the group, an increase in the level of conflict, and the concealment of some of the working information. This will reduce her creative potential and create obstacles to the exchange of knowledge important for productive work. Ultimately, the group may lose its ability to provide innovative

performance. Provided that the group is functionally assigned a leading role in working with the market, this will threaten the loss of the company's competitiveness in the near future.

Considering the large-scale physical destruction of the industrial sector in Ukraine and the difficulties with investment support for its restoration, it is important to compensate this loss in a certain way with the development of the entrepreneurial sector, which is characterized by greater adaptability due to the better use of human intellectual capabilities. Especially if the company operates in innovation-sensitive market segments. They should include those that are based on modern scientific and technological achievements in the processes of creating consumer values and can form new market demands and new market niches. In the conditions of open markets in which Ukrainian business currently operates, the development of such market segments is of great importance for the restoration of Ukraine's economic power - because the global economic space is extremely sensitive to innovations. And if the enterprise is able to produce them not only in response to existing market needs, but even ahead of them, the economic effectiveness of new business processes will ensure sufficient variability of marketing decisions in the processes of interaction with consumers. And this will enable representatives of small and medium-sized businesses to maintain a sufficient level of competitiveness in highly dynamic and highly competitive consumer markets.

### CONCLUSIONS

In the management system of the enterprise's competitiveness, a significant place should be given to the question of the effectiveness of organizational interaction. In groups that implement innovative tasks, the positive dynamics of the development of relations between participants contributes to a better exchange of knowledge and ideas, mutual support and creativity of personnel in the processes of creating something new. That is, it ensures innovative productivity of teamwork. It is obvious that the issues of managing group dynamics are updated every time in project groups, which are usually formed as temporary social formations for the implementation of projects for the development of entrepreneurial structures. This is characteristic of innovation-oriented enterprises, in which innovations form the basis of their sustainable competitiveness. Taking into account the fact that innovations should always be a product with a higher consumer value than traditional analogues (otherwise they will not be in demand by potential users), it is important to skillfully manage the process of their creation and implementation, directing the creative activity of developers in the right direction. The next stage of research will be devoted to the development of appropriate management tools.

### REFERENCES:

1. Lewin K. Studies in group decisions (1954). In Cartwright D. and Zander A. Group Dynamics: Research and Theory. London: Tavistok.
2. Bales R.F. Roles centres sur la tache et roles sociaux dans des groupes ayant des problems a resoudre, in Levy, (1972). A. Psychologie Sociale. Paris, Dunod. P.263-277.
3. Newcomb T. (1953). An approach to the study of communicative acts. Psychol. Rev. Vol. 60. P. 393-404.
4. Tuckman B. (1965). Developmental Sequence in Small Groups. Psychological Bulletin. Vol. 63. P.384-399.
5. Porter L. W., Lowler E. E., Hochman J. R. (2005). Behavior in organizations. New York: McGraw-Hill.
6. Robbins P.S. (2010). Organizational Behaviour: concepts, controversies, practices. Prentice Hall.
7. Gornostay P. (2018). Hrupova vzayemodiy yak dynamika svidomoho i nesvidomoho hrupy. Naukovi studiyi iz sotsial'noyi ta politychnoyi psykholohiyi. [Group interaction as the dynamics of a conscious and unconscious group. Scientific studies in social and political psychology], 42 (45),72-85 (in Ukrainian).
8. Dynamichni protsesy v malii hrupi: sotsial'no-psykholohichnyy vymir osvitynoho seredovyshcha: monohrafiya. Za nauk. red. d. psychol. n. P.P.Hornostaya (2013). [Dynamic processes in a small group: socio-psychological dimension of the educational environment: monograph. For science ed. Dr. Psychol. N. P.P. Gornostaya]. Kirovohrad: Imex LTD (in Ukrainian).
9. Pasiaka M. S., Pasiaka N. M., Romanishyn Yu. L., Sheketa V. I. (2022). Hrupova dynamika efektyvnykh komand rozrobnykiv : monohrafiya. [Group dynamics of effective teams of developers: monograph]. Ivano-Frankivsk: IFNTUNG (in Ukrainian).
10. Savin S.Yu. (2020). Tsilisnist' sotsial'no-trudovykh struktur pidpryemstv: teoriya, metodolohiya, praktyka: monohrafiya. Kherson: [Integrity of social and labor structures of enterprises: theory, methodology, practice: monograph]. Kherson: FOP Vyshemyrsky V.S. (in Ukrainian).
11. Illiashenko, O., Rudnichenko, Ye., Momot, T., Havlovska, N. (2020). The enterprise economic security system: the state estimation using management functional types. International Journal for Quality Research, 14(1), 183-200.
12. Stadnyk V.V., Yokhna V.M., Naskalniy S.O. (2022). Funktsional didzhytalyzatsii u formuvanni pidpryemnytskoho seredovyshcha: perspektyvy ta problemy rozvytku v Ukraini. Visnyk Khmelnytskoho natsionalnoho universytetu. Ekonomichni nauky [Functionality of digitization in the formation of the business environment: prospects and problems of development in Ukraine. Herald of the Khmelnytskyi National University. Economic sciences], 4 (1), 68-75 (in Ukrainian).
13. Chernoivanova G. S. (2018). Orhanizatsiyno-ekonomichne zabezpechennya upravlinnya innovatsiyamy ta innovatsiynoyu pratsyuu: monohrafiya. [Organizational and economic support for management of innovations and innovative work: monograph]. Kharkiv: FOP Liburkina L.M. (in Ukrainian).
14. Stadnyk V.V. (2016) Funktsionalni stratehii innovatsiynoho rozvytku promyslovykh pidpryemstv: monohrafiia [Functional strategies of innovative development of industrial enterprises: a monograph. Khmelnytskyi: KhNU. (in Ukrainian).

15. Kravchuk Ju., Garafonova O. (2024) Kreatyvnyy menedzhment yak instrument pidvyshchennya konkurentospromozhnosti pidpryyemstv Visnyk Khmelnytskoho natsionalnoho universytetu. Ekonomichni nauky [Creative management as a tool for increasing the competitiveness of enterprises Herald of the Khmelnytskyi National University. Economic sciences], 3, 177-183 (in Ukrainian) <https://doi.org/10.31891/2307-5740-2024-330-26>
16. Stadnyk V., Yokhna V., Krasovskiy O.O., Naskalniy S. (2022) Rol servisnykh pidpryyemstv v realizatsii potentsialu rozvytku ekonomiky Ukrainy v umovakh viyny i povoiennoho vidnovlennia. Ekonomichni chasopys Volynskoho natsionaln. universytetu im. Lesi Ukrainky [The role of service enterprises in realizing the development potential of Ukraine's economy in the conditions of war and post-war recovery]. Volyn National Economic Journal. University named after Lesya Ukrainka. 4, 103-115. DOI: <https://doi.org/10/29038/2786-4618-2022-04-103-115> (in Ukrainian).
17. Tuckman B. & Jensen M.A.C. (1977). Stages of Small Group Development Revisiting. Grup and Organisational Studies. 2 (4), 194-427.
18. Golman D. (2022). Emotional intelligence. Ivano-Frankivsk: Vivat, 512 p. (in Ukrainian).
19. Hutchins E. (1995). Cognition in the wild. Cambridge : MIT Press.
20. Ayman, R. (2000). Impact of team diversity on collaboration dynamics. Paper presented at the Collaborating across Professional Boundaries Conference. Retrieved April 25, 2011, from <http://www.stuart.iit.edu/ipro/papers/pdf/ayman.pdf>.

## УПРАВЛІННЯ ГРУПОВОЮ ДИНАМІКОЮ В КОНТЕКСТІ РОЗВИТКУ ПОТЕНЦІАЛУ КРЕАТИВНОСТІ ПІДПРИЄМСТВА

МИХАЛЬЧУК Ігор, СТАДНИК Валентина  
Хмельницький національний університет

*Досягнення підприємствами конкурентних переваг у економіці відкритого типу неможливе без повноцінного використання можливостей людського інтелекту, який здатний проявляти креативність у вирішенні проблем бізнесу. Професійні компетенції та креативність працівників дають змогу продукувати нове знання і розробляти способи його практичного використання для досягнення кращої економічної результативності бізнес-процесів. Креативні можливості людей зростають за умови ефективного управління відносинами в робочих групах. Метою дослідження визначено обґрунтування доцільності використання методологічних підходів теорії групової динаміки для розвитку креативного потенціалу підприємницьких структур в контексті забезпечення їх конкурентоздатності. У статті наведено модель розвитку групи та акцентовано на специфічних завданнях менеджменту для досягнення психологічної зрілості робочої групи до виконання інноваційних завдань, які відрізняються взаємозалежністю. Введено термін «інноваційна продуктивність групи», яким означено її здатність до систематичного створення нових, затребуваних споживачами ціннісних пропозицій для інноваційно-чутливих сегментів ринку. До таких секторів запропоновано віднести ті, що опираються на сучасні науково-технологічні досягнення у процесах створення споживчих цінностей та можуть формувати нові ринкові запити і нові ринкові ніші. Аргументовано, що здатність до інноваційної продуктивності сприятиме зростанню конкурентоспроможності малого та середнього бізнесу на високо динамічних і високо конкурентних споживчих ринках та в інноваційно-залежних секторах економіки. Підкреслено, що розвиток таких секторів важливо для відновлення економічної потуги України в умовах війни і повоєнної розбудови.*

*Ключові слова: конкурентоспроможність, організаційна взаємодія, стадії розвитку групи, емоційний інтелект, психологічна зрілість, реципроктивність, інноваційна продуктивність.*