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## Peculiarities of a Team Leader's Role Behaviour

**Abstract.** The article deals with the problem of the distribution of roles in a team at work. The efficiency of the distribution of roles in the team ensures the efficiency of activities, reduces the conflict of interaction and increases the level of adaptability of the team to changes in the external environment. The main attention is paid to the team role of a leader, which determines the organization and peculiarities of the team. Therefore, the purpose of the study is to determine the problems of the distribution of team roles and the peculiarities of the leader's role behaviour. The theories of the distribution of team roles proposed by such authors as R.M. Belbin, R. Schindler, and T. Bazarov were analyzed. Each of the theories was analyzed and their features, possibilities of use for the study of the leader's roles and problems of application in practice were determined. The main problem is the difficulty with the distribution of team roles in functional divisions (mainly the same types of functions are performed) compared to project teams. By modeling the leader's behaviour, the influence of his team role on the functioning of the division and the distribution of roles in it was determined. As a result, it was identified that the main problem of determining the distribution of roles in a functional division is a significant shift in the result towards the main type of its activity, which requires clarification or adaptation of the diagnostic apparatus. It is proposed to distinguish a social and labour role that combines functional (labour) and team (social), focusing only on the type of activity. The following types of social and labour roles are distinguished: executive, adaptive and creative. It is proposed to apply the same classification to the leader, which will allow his role to be considered inseparable from the roles of employees, which is especially important for functional divisions. This classification makes it possible to facilitate the process of diagnosing the predominant roles and determine the features of the basic functions of the division and the problems of the team's activity

**Keywords:** theory of roles, R.M. Belbin's model of team roles, R. Schindler's model of rank dynamics, T. Bazarov's model of management roles, modeling of leader behaviour, leader's social and labour roles

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## INTRODUCTION

Modern world trends have a significant impact on social and economic processes. The accelerated development of science and technology, modernization of technological processes in all spheres (from manufacturing to everyday life), informatization and intellectualization of life radically change the usual ways of work and life. The political, economic and social challenges facing Ukraine in the 2020s have had a negative impact on the scale of unemployment, the demographic situation, the level of income of the population, and the provision of social standards of living. The shortage of resources, including financial ones, requires

the search for new ways of increasing efficiency and competitiveness of enterprises. One of these ways is the application of the theory of roles [1] in the process of formation and development of a team. An employee's performance of his own role, which most of all corresponds to his aspirations and abilities, allows him to significantly increase his efficiency.

The distribution of roles in a team has a significant impact on the efficiency of its activities. On the one hand, roles ensure high-quality division of labour. On the other hand, they contribute to the improvement of the process of

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interaction between employees. Therefore, special attention is paid to the study of the theoretical foundations and models of the distribution of roles in the team. Employee relations (both formal and informal) are determined by the distribution of roles among employees and the balance between them. Over time, each employee focuses more and more on performing his own role, gains significant experience, develops certain skills and abilities. This allows him to significantly increase the efficiency of his work and interaction with other roles.

However, in theories of team roles, a leader remains the most difficult element. On the one hand, he influences the activities of his subordinates, in particular, the distribution of roles in the team. On the other hand, like any worker, he also has certain preferred roles that he has to perform or that he has a knack for. This situation proves the importance of determining the role of the leader and its adequacy to the tasks and his abilities.

In this regard, the purpose of this study is to analyze and generalize the theoretical prerequisites for clarifying the list of roles of team members and to determine the characteristics of the leader's role behaviour to increase the efficiency of interaction in the team.

In the work, the process of the distribution of team roles as a synthesis of labour and team roles has been improved, which makes it possible to facilitate the diagnostic procedure and take into account the peculiarities of the work of the functional division and model the behaviour of different types of leaders, depending on their role.

## LITERATURE REVIEW

The central idea of all role theories is that the main part of people's everyday behaviour is the fulfillment of their social roles. Each role is a set of expectations for actions corresponding to the social position of its bearer. Role theories emphasize the perception and understanding of a person within his social connections and organizations. According to their concepts, the role a person plays in each specific situation shapes his attitudes and beliefs. The person aligns his attitudes with the expectations associated with a certain role. Each status has certain roles with corresponding expectations and norms of behaviour. On the one hand, each person is subject to norms of behaviour and expectations. On the other hand, people around him evaluate how the individual adheres to these norms of behaviour.

A team role is a list of the types of behaviour and tasks that a person is expected to perform in his current position in a team and organization. Each role has corresponding responsibilities and rights. Exercising these rights and responsibilities is a powerful tool for controlling and self-monitoring of team members' behaviour. First of all, roles determine the list of functions and tasks to be performed. Second, roles identify specific standards of behaviour that allow it to be evaluated and enable the team to demand that its members be held responsible for their actions. Third, roles help the leader determine the degree of reward for each team member. [1; 2]

The problems of the study of the role structure of a team are considered in the works of many scientists, but

the classic one is R.M. Belbin [3], who substantiated the need for the distribution of roles in a team, identified 9 main roles, which were divided according to the directions of teamwork, and provided a list of factors that affect the efficiency of role performance.

R.M. Belbin singles out 9 roles that are focused on different areas of work (practical, intellectual, interactive). Factors underlying team role behaviour are as follows:

1. Psychophysiological features of personality.
2. Intellectual abilities.
3. Personal values and principles.
4. External influence.
5. Personal experience, cultural traditions and norms of behaviour.
6. Degree of mastery of the role [3].

R.M. Belbin groups team roles according to two characteristics: the nature of activity and the directions of team member's activity.

According to the nature of activity, R.M. Belbin singles out the following groups: "People of action" (which includes motivators, implementers, and controllers); "Socially-oriented" (which includes coordinators, resource investigators, and team workers); "Intellectual roles" (which are performed by idea generators, analysts, and specialists). This feature takes into account the type of activity that an employee must perform. Thus, "people of action" focus on conscientious performance of activities ("hand work"). The difference between the roles is that the implementer simply does the work conscientiously, the controller checks and corrects errors, and the motivator performs in such a way that he inspires others with his own activity. The "socially-oriented" provide communication and interaction between colleagues ("language work"). Coordinators formulate and distribute tasks, team workers support internal interaction, and resource investigators search for information and opportunities for the implementation of tasks. "Intellectual roles" are aimed at mental work ("head work"). The difference is that idea generators are engaged in creative work, analysts deal with analytical and evaluation work and specialists focus on their own specialized skills [3].

According to the areas of activity, R.M. Belbin distinguishes the following groups: "Management and organization of work" (which includes coordinators, motivators, and team workers); "Ideas and proposals" (which includes idea generators, resource investigators, and strategy analysts), "Performance of work" (which includes implementers, controllers, and specialists). This classification system takes into account the function performed by a person in a team. Thus, "performance of work" focuses on the performance of ordinary activities. "Management and organization of work" ensures the interaction of employees, stimulating their activity, ensuring a comfortable moral climate, i.e. performing "socially important" functions. The group of "ideas and proposals" deals with the strategic development of the team and atypical or unpredictable problems that can disrupt the current activities of the team. A comparison of roles according to different grouping systems is provided in Table 1.

**Table 1.** R.M. Belbin's grouping of team roles

Main characteristics of roles	R.M. Belbin's team roles	Areas of activity	Nature of activity
Professional in a narrow field of knowledge	Specialist	Performance of work	Intellectual roles
Disciplined, reliable, efficient, conservative and practical	Implementer		People of action
Conscientious, notices mistakes and oversights, able to control	Controller		
Able to listen, diplomatic, capable of compromise	Motivator	Management and organization of work	Socially-oriented
Mature, confident, formulates clear goals, promotes solutions, leader, delegates responsibilities	Coordinator		
Flexible, sociable	Team worker		
A dynamic leader, challenges and pushes	Resource investigator	Ideas and proposals	Intellectual roles
Thoughtful, perceptive, possesses strategic thinking	Analyst		
Has a rich imagination, knows how to solve non-standard problems	Idea generator		

Source: [3]

In the concept of R.M. Belbin, it is distinguished a separate group of roles which are more characteristic of the leader ("Management and Organization"). Such a leader performs one's duties as efficiently as possible. According to R.M. Belbin's model, two main types of leaders are distinguished: "Motivators" and "Coordinators". The main features of the "coordinator" are perseverance, enthusiasm and the ability to influence subordinates. Such a leader activates the team, mobilizes its reserves and is able to lead the whole team by one's own example. The "coordinator" is aimed at the effective distribution of functions and resources, predicting threats and risks.

However, in addition to the proposed roles, an "intellectual" type of leaders is sometimes distinguished. It prevails in teams with a large number of "intellectual roles", where interaction and teamwork are very difficult. Such a leader combines the approaches of the previous ones, but tries to act more carefully.

In general, the model of R.M. Belbin is one of the most common models; it has been tested by many researchers [4-6]. It demonstrates the greatest effectiveness in project teams, where the distribution of various functions is possible [7-9]. However, its use for functional divisions requires some clarification.

The model of R.M. Belbin has become the basis for the development of models by many other scientists who tried to clarify and improve it for certain areas of use [10-12]. These models leave the general principle of distribution of roles based on the functions performed by a team member. The key differences of their models are the clarification of the list of roles and the improvement of diagnostic technologies. Nevertheless, the fundamental problem of role imbalance in the functional division remains.

Another classification of team roles was proposed by R. Schindler in his rank dynamics model [13]. He places a special emphasis on the dynamic aspect of intragroup processes (typical models of contact behaviour for each team position were studied by T. Bachmann [14]). This approach is well suited for finding the "rules of the game" on the basis of which the dynamics of the team flows and according to which the therapeutic process proceeds [13]. This model assumes the allocation of the following roles:

Alpha is a leader who personifies a group, motivates it to act, draws up a programme of action, directs, gives it confidence and determination (everyone looks at him and goes quiet when he starts speaking).

Beta is an expert who has special knowledge, skills, and abilities that the group needs or that the group respects. The experts analyze and consider the situation from different angles, their behaviour is rational, self-critical, neutral and indifferent (they ask questions and think a lot).

Gammas are ordinary, easily adaptable members of the group; most of them identify themselves with the leader and support the idea of the leader. Adaptability and conformity in actions are their most important features. They are the basis of the team, the so-called "working bees".

Omega is an outsider, the most "extreme" individual who lags behind the group due to some differences from everyone else. Their role is to relieve emotional tension. Sometimes they identify themselves with the enemy of the group. By their behaviour, they allow the group to direct group aggressions on them, and not on other team members.

Po is an adversary who actively opposes the leader and is outside the group. Being a threat to the leader and the group, they help to develop themselves and the group as a whole. This model is aimed at the study of intragroup processes and interaction between group members. It is weakly related to labour activity, as it almost does not take functional roles into account. If it is considered from the point of view of a team, it is possible to highlight certain features [13; 15].

The Alpha usually acts as a team leader, assigns duties and functions to his own employees, motivates them to work (according to R.M. Belbin, he is a coordinator, a motivator, and sometimes an idea generator). However, in addition to this, the alpha must be perceived by the group as the personification of its essence, key ideas and goals (if the alpha does not cope with this, the group loses momentum and may collapse). Thus, the position of the alpha is due to a value judgement rather than a competence assessment of the team.

The Beta involves a wide range of personalities who ensure the current functioning of this team and build its structure. According to R.M. Belbin's concept, this can include specialists, idea generators, analysts, resource investigators,

and controllers, that is, those who perform specific socially useful functions. The position of the most betas is more stable compared to the alpha position, there are fewer expectations of their behaviour and they have a narrow specialization. In addition, the betas have their own position due to compliance with professional requirements, so if they perform their functions well, there is no point in dismissing them, even with a change of the alpha.

The Gamma is the majority of ordinary workers who do not perform specific functions (according to R.M. Belbin, these are implementers and team workers, although representatives of other functions, especially the so-called "second places", may be included). The gamma position is characterized by a minimum of responsibility, conformity and executive behaviour. The Gammas rarely express their own opinion (except in cases of overload or difficulties, where the Gammas are the first to complain) and expect ready-made solutions. Unlike the Alpha and the Beta, personal qualities and quantity play almost no role for the Gamma. That is, changes in the composition of the Gamma are almost imperceptible from the point of view of the entire team.

The Omega is a rather specific and unstable position in the group. Employees of this group are constantly exposed to powerful psychological influence from other team members. Therefore, they must have certain psychological qualities (stress resistance, reduced emotionality, carelessness, etc.), otherwise they will be able to perform this role only for a short period of time (either they leave the team, or they provoke a powerful internal conflict). R.M. Belbin does not have an omega analogue (his model is aimed at stable and flexible work), but the omegas may perform the functions of implementers, controllers, analysts, and in rare cases they perform the functions of specialists.

The Po is the opponent of the group, who is outside its borders. Such an opponent can act as an individual, a team, or, in general, as an abstract "system". The Pi's role is important when mobilizing the group's efforts against its "external enemy" and for its development. In teams, this function is most often performed by competing divisions or leaders (divisions of a higher level).

In contrast to the model of R.M. Belbin, the model of R. Schindler is aimed at the development of the team, which means ensuring its stability in the long term through the operation of intragroup dynamic mechanisms ("external enemy", the presence of internal opposition, exclusion of the non-initiative majority from the decision-making process). It minimizes the importance of a particular person in the work of the team (in general, even the alpha and the beta can be replaced). The model of R.M. Belbin is more sustainable, but it establishes strict requirements for the qualities of team members [3; 15; 16].

In this concept, the role of a leader is clearly defined and includes a certain list of functions. However, the flexibility of the model of R. Schindler contributes to the spread of diversity of types of leaders, which depends not only on the qualities of the leader, but also on the peculiarities of interaction in the team, its structure and the distribution of functions. In case the alpha is not the leader of the team, this team has problems with the distribution of functions, potential power conflicts and, in general, becomes very unstable.

Next, let us consider T. Bazarov's model of management roles [17]. Based on G. Shchedrovitsky's model of management activities [18], T. Bazarov developed the model of professional and management roles, distinguishing four types of management tasks, which are connected by a common logic according to the principle "from specific to general", and each management task corresponds to a particular management role with its competences. He showed that in order to effectively function in a higher management position, it is necessary to possess each of the four professional and management roles at a certain level:

1) a manager – one of the roles of a manager, associated with the responsibility for the situation analysis, identifying priority directions for the development, formulating goals and drawing up programmes for the development and functioning of one's division. It is the manager who is responsible for finding new directions for the development and success of the division in changing situations or at a time of crisis;

2) an organizer – one of the roles of a manager, associated with the responsibility for the development of organizational structures and other forms of organization of personnel activities, which are most effective in the given conditions. The organizer analyzes activities, external situation, goals and strategy of the organization (division), as well as its personnel potential, and selects (or designs) the organizational structure that will be most effective at the moment;

3) an administrator – one of the roles associated with the responsibility for provision of resources and implementation of organization (division) plans, ensuring control over the activities of subordinates. The activity of the administrator, unlike the activity of all other managers, takes place in a fairly stable environment. The main task of his activity is to control the implementation of the plans, instructions and standards of provision that have been developed by the organizer to achieve a certain goal;

4) an executive – one of the roles associated with the responsibility for staffing, correct understanding and execution of assigned tasks by subordinates. The success of management is often due to equally high knowledge of both the technology of activity and the individual characteristics of employees. As a rule, the leader has a sufficient level of trust in the team, which is based on informal authority, has the decisive moral right to eliminate contradictions and resolve conflicts between subordinates.

The choice of professional and management roles is determined by the area of activity they perform. Thus, the manager is mainly engaged in strategic activities (determination of development directions and strategy). The organizer deals with the design of processes, organizational structures, distribution of functions, etc. The administrator implements current activities and operational management, provides and distributes resources, monitors current activities. The leader works with people – ensures motivation, training, staffing, conflict resolution and cooperation in the team.

## MATERIALS AND METHODS

The theoretical basis of the research includes the concepts of sociology, social psychology and management, namely the theory of roles (role theory) [1], according to which the personality is described with the help of social functions and behaviour models (roles), which are learned and accepted or forced to perform by the individual.



The method of theoretical generalization was used to define the conceptual apparatus. The paper selected three of the most well-known theories of the distribution of team roles (namely, the model of team roles of R.M. Belbin [3], the model of rank dynamics of R. Schindler [13], and the model of management roles of T. Bazarov [17]). The theories of team roles were chosen based on their popularity in the scientific community and availability of their approval. Each theory of team roles was analyzed according to the following aspects: the principles or criteria for the distribution of roles, the list of team roles, the characteristics of their behaviour and functions, the peculiarities of the manifestation of these roles by a team leader. By comparing and generalizing the theories of team roles, the key problems of their practical use in the work of functional divisions (where employees perform mainly the same type of functions) were identified. Based on the generalization of the concepts of various theories and taking into account the problems of their implementation in functional divisions, the list of social and labour roles and the principles of their distribution were proposed and substantiated.

With the help of leader behaviour modeling, the main problems of the study of leaders' team roles were determined. The same method was used to determine the characteristics of the leader's social and labour roles based on the predominant types of activity.

## RESULTS AND DISCUSSION

The role of a particular employee is determined by his contribution to the work of the team, the result of his work and his relationships with others. When assigning roles in a team, two principles are applied: the principle of competence and the principle of preference.

The principle of competence emphasizes that in a team, roles are distributed according to a person's competence (that is, the person who can handle it best gets the role). That is, it ensures a more effective performance of the role. The principle of preference states that roles are allocated based on employee preference (allocation based on self-interest rather than suitability for a particular role). This ensures greater employee satisfaction and well-being.

However, following the principle of competence can increase the efficiency of current individual activities, but reduce overall group results, especially in the long term (that is, an employee who is dissatisfied with his own role interacts less with others and accumulates dissatisfaction, which over time can reduce even his own efficiency). On the other hand, following the principle of preference reduces current role performance, but increases employee satisfaction. Nevertheless, in the long run, performing difficult activities (or low quality) can deeply demotivate the employee and colleagues. Therefore, the team leader should strive for a balance between these two principles when assigning roles. The best course of action is a gradual combination of the employee's competence and interests. That is, it is necessary to help increase motivation to perform the activity that the employee does best or to teach the employee to effectively perform the activity that he likes.

The generalization of the theoretical prerequisites for the distribution of roles in a group (team), performed by the authors [2], made it possible to draw the following basic conclusions and recommendations:

1. The essence of any role is realized through the employee's behavioral model, which requires certain functions, responsibilities, rights and expectations of the group from the employee.

2. The list of roles, their content and methods of assignment do not have a single standard and may differ significantly in different teams.

3. High-quality distribution and performance of roles in the team ensure increased efficiency, improved interaction due to the distribution and coordination of work.

4. Each of the employees can perform and, most importantly, performs several roles, the choice and combination of which are determined by the situation.

5. The key to successful joint activity is to maintain a balance of roles, which ensures effective division of tasks, coverage of all types of teamwork activities, and flexibility of the group in the face of the external environment.

Based on the generalization of the role theories, it is proposed to apply the "social and labour role". This role focuses not only on functions, but also on interactions between employees. Therefore, it is proposed to allocate roles based on types of activities. The main idea is that employees are forced to perform a wide range of functions. However, the advantages of one or another function indicate the specificity of the role and the difference in competencies that employees should possess [19].

It is proposed to distinguish three types of activities:

- 1) executive – current performance of labour activities (performance of basic functions, quality control, etc.);

- 2) adaptive – ensuring the efficiency of external and internal interaction (distribution of activities, motivation, establishing connections, resolving conflicts);

- 3) creative – development and implementation of new ideas (determination of activity areas, team development, etc.).

Consolidation of roles is advisable as an employee is often forced to perform not only a specific function, but also related ones. Thus, the implementer often checks the work himself (not necessarily his own work). Also the activity of the "coordinator" often overlaps with the activity of the "motivator". And the "idea generator" is often forced to analyze the usefulness of ideas himself. It is clear that this consolidation of roles is not very appropriate from the point of view of efficiency (certain advantages of the distribution of roles and specialization are lost), but this may be due to the functional responsibilities of the employees of the division. That is, these functions are inseparable from each other. Therefore, workers in real teams often combine them. In addition, the distinction between functional and team roles is eliminated and attention is focused on the characteristics of the activity. In real teams, most employees are forced to change their own activities and adapt to new conditions and requirements.

The model of R.M. Belbin served as a basis for the proposed model (Table 2).

**Table 2.** Division of social and labour roles of employees in a team

Role	R.M. Belbin's team roles
Implementer (practical actions)	Implementer
	Specialist
	Controller
Adaptive worker (organization of interaction)	Team worker
	Coordinator
	Motivator
Creative worker (creative functions)	Idea generator
	Analyst
	Resource investigator

When choosing the role of the implementer, an employee is psychologically ready to implement routine, standard, technologically designed operations at the workplace. The main characteristics of such an employee include discipline, reliability, efficiency, orientation to practical tasks. He is usually a fairly high professional in a narrow field of knowledge. The manager characterizes this subordinate as conscientious, capable of constructive control of his work. When being in the role of an adaptive worker, he positively perceives the need to interact with colleagues in the process of performing work; he is characterized by confidence, the ability to clearly formulate goals, and organize joint work; he positively perceives the delegation of authority related to independent decision-making at work. In relations with colleagues, he is diplomatic, capable of compromise, and sociable. A creative worker has a rich imagination, knows how to formulate the essence of an unusual practical problem and find non-trivial solutions to it. This employee has strategic thinking and dynamic response to a situation; he positively perceives non-standard situations, which he considers as a challenge to test his potential.

The result of the application of this technique is a profile of the employee, which indicates the functions that prevail in his activity. In addition, it is advisable to measure the desired state of the distribution of functions. That is, the second profile, which will reflect the employee's aspirations and interests. Obtaining such results for all employees makes it possible to more effectively distribute their functions in the team. In addition, it will be clear which areas of activity are poorly developed in the team.

Each of these types of activity requires certain psychological qualities and skills. Thus, implementers need discipline, attentiveness, responsibility, and deep professional knowledge. Adaptive workers require sociability, flexibility, ability to establish and maintain connections. Creative workers need creativity, skills in working with information, a global view of problems, and analytical thinking.

However, as with most team role models, there remains the problem of the interaction of role and job responsibilities. Thus, the leading role of an employee is determined primarily by his job responsibilities and largely affects the results of diagnostics. Therefore, some researchers propose to single out a separate (functional) role, which is connected precisely with the main functions of the employee [7]. On the

one hand, this approach simplifies the process of comparing team roles, but on the other hand, it requires an individual approach to developing a diagnostic system.

The model of T. Bazarov [17] needs special attention, as his research is focused on management teams. The model is optimal for cases when it is necessary to assess the managerial potential, determine the managerial abilities of one or another employee, and then form a management team, for example, when forming a reserve of management personnel. The model helps to form a team that is likely to cope with management tasks of various types, and to determine the limits of its authority. In addition, the model can be used to analyze the management system of the organization as a whole due to the fact that it describes crucial management points.

This model is rather difficult to use in a traditional hierarchical organizational system. The management team involves the specialization of managers in a certain type of management activity, which requires a developed collegial decision-making system. In addition, each of the managers is considered not only as an individual employee, but as a representative of an entire area of activity with his subordinates (usually employees of a functional division).

In this model, each of the roles takes into account not only the characteristics of the manager, but also the characteristics of the subordinates who help him perform a certain activity. The problems of the system of interaction between managers are ignored. That is, the function of interaction between managers is not considered (the activity of the "leader" is aimed at subordinates, not colleagues). Therefore, in the event of a conflict between managers, the efficiency decreases sharply. In addition, there is a limit to the size of such a team (the more participants are involved, the less efficient their interaction is).

The peculiarity of the leader's role behaviour is determined by the list of functions he performs in the team. In addition to the organizational functions inherent in the leader, he can perform certain general functions (functions of controllers, idea generators, etc.). Most of the role techniques [13; 17; 20] provide for the allocation of a particular role for the team leader. However, the leader's own activity may also be dominated by certain types of activity. Depending on the predominant social and labour role, his leadership style will change. These comparisons are given in Table 3.

**Table 3.** Social and labour roles of a team leader

Role type	Leadership style	Leadership characteristics
Executive (practical) roles	Professional manager	He has the highest qualifications, the widest experience in the main activity. They often turn to him for help and advice. In fact, he is able to perform the current work better than anyone else in the team.
Adaptive (interactive) roles	Manager - leader	Aimed at work organization, division of duties, and motivation of subordinates. Focuses more on making connections than getting things done. Charges others with enthusiasm. Resolves conflicts.
Creative (intellectual) roles	Creative leader	Aimed at intellectual and creative work. His main area of activity is strategic planning, idea generation, evaluation and selection of ideas. He may have some rare skills and knowledge that make him almost indispensable. However, he tries to delegate current and communication activities to subordinates

A leader, like an ordinary employee, must perform his functions within the limits of his job duties. However, the main duties of leaders involve the organization of work, that is, the performance of adaptive (interactive) roles. This situation was repeatedly emphasized by the researchers of team roles [4; 7; 21]. In fact, the leader performs a significant part of the adaptive roles in the team (according to M. Chemin, "leaders' coordination abilities are especially important in the context of a non-routine cognitive task which supposes the transfer of knowledge and the flow of creative ideas" [20]). When diagnosing roles [22], these roles will prevail in the leader, which complicates the diagnosis of other types of roles (executive and creative ones). Therefore, the study of the leader's team roles must be carried out in close interaction with the determination of the team roles of his subordinates.

## CONCLUSIONS

To eliminate the problem of inconsistency between functional and team roles, it was proposed to consider the social and labour role that combines the labour function and the team role of an employee, focusing on the nature rather than the content of the activity. The advantage of this model of social and labour roles is its relative universality. It is suitable for the analysis of any team (project teams, working groups, functional divisions, subsidiaries, etc.). The difference will be only in the degree of application of

certain functions (for example, marketing departments will have more adaptive and creative activities, and accounting departments will have more executive ones). The main requirement for using this model is more or less stable functioning over a certain period of time (employees need to adapt to work and try different types of activities to adequately assess their own benefits). Therefore, it is difficult to use this model to form new teams. However, it is quite effective for researching the current state of teams.

Thus, the division and cooperation of labour forces workers to perform different roles. However, it is impossible to study these roles in isolation from the social ties of each individual, his place and role in the team. The theory of roles provides for a clear division of people by roles, but this is rarely done in real teams. Due to the size, uneven amount of work of various types, variability of tasks facing modern teams, it is impossible to clearly and unambiguously divide employees by roles (especially when dealing with a significant number of employees). Therefore, it is expedient to consider the social and labour roles that focus attention precisely on the functional division, which makes it easier to diagnose their condition and increase the efficiency of team members.

Further research will focus on: 1) improvement of the research tools, which will reveal the distribution of social and labour roles in a team, 2) analysis of the influence of a leader's social and labour role on a team and the peculiarities of his work in different situations.

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## Особливості ролівої поведінки керівника трудового колективу

**Анотація.** В статті розглянуто проблему розподілу ролей у трудовому колективі. Ефективність розподілу ролей в колективі забезпечує результативність діяльності, зменшує конфліктність взаємодії та підвищує рівень адаптивності колективу до змін зовнішнього середовища. Основна увага приділена командній ролі керівника, яка є визначає організацію та особливості колективу. Тому метою дослідження є визначення проблем розподілу командних ролей в колективі та особливостей ролівої поведінки керівника. Було проаналізовано теорії розподілу командних ролей таких авторів як Р.М. Белбін, Р. Шиндлер, Т. Базаров. Проаналізовано кожну з теорій та визначено їх особливості, можливості використання для дослідження ролей керівника та проблеми застосування на практиці. Головною проблемою є складнощі з розподілом командних ролей в функціональних підрозділах (виконуються переважно однотипні функції), порівняно з проектними командами. Шляхом моделювання поведінки керівника визначено вплив його командної ролі на функціонування підрозділу та розподіл ролей в ньому. В результаті визначено, що головною проблемою визначення розподілу ролей в функціональному підрозділі є значний зсув результату в бік основного типу діяльності підрозділу, що потребує уточнення або адаптації діагностичного апарату. Запропоновано виділяти соціально-трудова роль, яка поєднує функціональну (трудова) та командну (соціальну), акцентуючи уваги лише на типі діяльності. Виділено такі типи соціально-трудова ролей: виконавчі, адаптивні та творчі. Цю ж класифікацію пропонується застосовувати і до керівника, що дозволить його роль розглядати невід'ємно від ролей працівників, що важливо саме для функціональних підрозділів. Така класифікація дозволяє полегшити процес діагностування переважних ролей, визначити особливості базових функцій підрозділу та проблеми діяльності колективу

**Ключові слова:** теорія ролей, модель командних ролей Р.М. Белбіна, модель рангової динаміки Р. Шиндлера, модель управлінських ролей Т. Базарова, моделювання поведінки керівника, соціально-трудова ролі керівника