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THE ROLE OF REFLEXIVE TOOLS IN MANAGING TRANSFORMATION TEAMS

Background. ***The article explores the role of reflexive practices in modern management of transformational teams, emphasizing their growing relevance in the context of dynamic organizational systems and complex networks of intra-team communications. Traditional hierarchical and mechanistic models focused on stability and control are gradually giving way to organic systems based on trust, self-organization, and shared responsibility. Within this paradigm, reflexive tools become critically important tools that not only facilitate coordination of activities but also stimulate critical rethinking of actions, motives, and patterns of interaction, forming cognitive flexibility and adaptive strategies.***

Methods. ***The study is based on a systemic approach and the concept of reflexive management. Methods of systematization and classification were applied to develop a typology of reflexive tools, while comparative analysis was employed to contrast hierarchical and reflexive management models. Theoretical generalization and modeling are used to justify the integration of reflection into flexible methodologies (Agile, Scrum, Lean) and hybrid structures, in particular, the SRSMM model.***

Results. ***The study systematizes key categories of reflexive practices: individual and collective reflection, feedback mechanisms, digital, analytical, and methodological tools. Particular attention is paid to the adaptation of the Systemic-Reflexive Strategic Marketing Management (SRSMM) model to team management processes, which enables the alignment of stakeholder interests through shared vision and facilitation. The author proposes a reflexive modeling game as the main reflexive tool in managing transformational teams.***

Conclusions. ***The study proves that reflexivity functions as a metaprocess, providing "double-loop learning" that creates conditions not only for correcting errors, but also for revising the conceptual foundations of the organization. Compared to traditional approaches, reflexive methods stimulate dialogue, joint decision-making, and rapid adaptation. The importance of integrating reflexive tools into modern methodologies (Agile, Scrum, Lean, PAEI) is determined. It is revealed that for each type of team, there is the most effective tool of reflexive management.***

Keywords: ***team management, reflexivity, SRSMM model, innovative teams, adaptive teams, transformational teams, resilience.***

Background

In the conditions of globalization, one of the key intangible assets on which the development of the organization depends is human capital. In this regard, the problem of effective use of human resources and selection of optimal forms of labor organization is becoming increasingly relevant. The correct choice of an approach to team management helps stimulate the activities of its members, which, in turn, increases the efficiency of the team and contributes to its success. Modern approaches to team management are in a state of transformation: from rigidly structured hierarchical models to organic systems based on the principles of self-organization, trust, and flexibility. This necessitates the need for methods that combine high performance with the development of cognitive flexibility and the ability to continuously improve. Of particular importance in this context are reflexive practices that ensure not only the coordination of collective activity but also the formation of awareness, mutual understanding, and shared responsibility in the team. The latter raises the issue of determining the role of reflexive tools in the management of transformational teams.

The purpose of this study is to systematize reflexive tools in team management, to clarify their impact on the effectiveness, innovation, and adaptability of teams in modern conditions of organizational interaction, as well as to develop recommendations for increasing the productivity of teamwork and developing collective potential.

Literature review. An analysis of recent research and publications in the field of team management highlights the role of reflection in the development of competencies, decision-making, and organizational learning. The classical approaches that laid the foundations for understanding reflection include works that identified basic approaches to the analysis of reflection processes (Laycock, 1845; Dewey, 1922). Also significant in the context of team management is the fundamental work of Lefebvre (1982), which proposes a mathematical model of human conscience and ethical systems that fundamentally affects conflict analysis and team organization. In addition, it is important to recall one of the first Ukrainian-language articles in the field of team management, in which the team is viewed through the prism of the technologies of its formation and the accompanying sociological aspects (Khyzhnyak, 2002).

Modern research develops individual areas of application of reflection. Thus, reflection is considered through the prism of awareness of actions, motives, and value-role positions (Yahodnikova, 2022; McLeod, 2025). Within the concept of team reflexivity, the results of individual scientific works confirm that regular reflection on joint actions and results increases the effectiveness, innovation, and adaptability of teams (Edmondson, 2019; McHugh et al., 2020; Steegh, Van De Voorde, & Paauwe, 2025). Ukrainian researchers have considered practical aspects of using reflexive approaches in management, strategic projects, and marketing (Varzhanskyi, 2022; Dlihach, 2017). Ukrainian scientists have also applied a reflexive approach to the analysis of existing cases and practices of project leadership (Savelyeva, & Stasyuk, 2025). In addition, the issue of synergy between Agile management and emotional intelligence in team management has become relevant (Vesolovska, M. 2024).

A separate direction is research devoted to digital and analytical tools for supporting team reflection, in particular with the use of artificial intelligence (Echeverria et al., 2025). Some researchers also focus on the importance of psychological safety, open communications, and co-

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creation practices for the development of innovation and the functioning of organizational ecosystems (Burkhalter et al., 2021; Edmondson, 2019; Xu, Wu, & Evans, 2022). Among the promising methods for increasing team reflexivity, researchers have highlighted the visualization of teamwork (Peng, Amakasu, & Horii, 2024). All of the aforementioned studies prove that reflection is a multidimensional tool that has been of interest to researchers since the Industrial Revolution and is still being considered by many foreign and Ukrainian researchers. The reason for the update of research on team reflection is the modification of interaction between team members, the change in the work model within organizations, and technological and social development. In addition, the results of the analysis of recent research and publications in the field of team management allow us to assert that reflection combines individual, team, and digital practices, ensuring the development of competencies, adaptability, and the creation of new value in modern conditions.

Despite the active use of modern management methodologies (Agile, Scrum, Lean, PAEI, complementary team), there is still no systematic integration of reflexive tools into the practice of teamwork. Existing approaches mainly consider individual elements – individual or collective reflection, flexible methodologies, digital platforms – without generalization and comprehensive analysis of their impact on the effectiveness, adaptability, and innovativeness of teams.

The problem of assessing the effectiveness of the use of reflexive practices in different contexts of organizational interaction remains unresolved, and their impact on the development of cognitive flexibility, psychological safety, and a culture of collective learning has not been sufficiently studied. Thus, the modern problem of team management is the need to systematize reflexive tools and formulate practical recommendations that allow increasing the effectiveness, adaptability, and innovative potential of teams.

Methods

The methodological basis of the study is a systemic approach and the concept of reflexive management. To solve the tasks set, a set of scientific methods was used: systematization and classification – to group reflexive tools by functional purpose and clarify their typology; comparative analysis – to compare hierarchical and reflexive management models in dynamic organizational contexts; theoretical generalization and synthesis – to substantiate the integration of reflexive practices into flexible methodologies (Agile, Scrum, Lean) and co-creation ecosystems. The modeling method was used to study hybrid structures (in particular, SRSMM) and determine the impact of reflection on the adaptability, innovation, and resilience of teams.

Results

Reflexive team management methods should be considered as a set of management tools used within broader management approaches and include analysis of one's own actions, self-assessment, and collective assessment of participants' behavior. They are aimed at increasing awareness of roles, principles of interaction, and behavioral strategies, as well as developing the ability to adapt to a changing work environment (Sharif et al., 2025). In modern management, reflexive tools are considered as a set of techniques for systematically assessing performance and aligning individual and collective values with the strategic objectives of the organization. Reflexive practices contribute to the formation of sustainable and innovative teams and identify hidden factors that influence behavior, decision-making, and communication. They are applied both at the individual and collective levels through facilitated sessions, retrospectives, dialogue platforms, and training courses (McHugh et al., 2020). The main goal of using reflexive tools is to increase the awareness of managers and team members about their own actions and their consequences, which creates a basis for analyzing management and production processes and improving work mechanisms. The main groups of tools include: self-reflection, group reflection, feedback, digital and analytical tools, as well as methodological and conceptual approaches (Fig. 1).

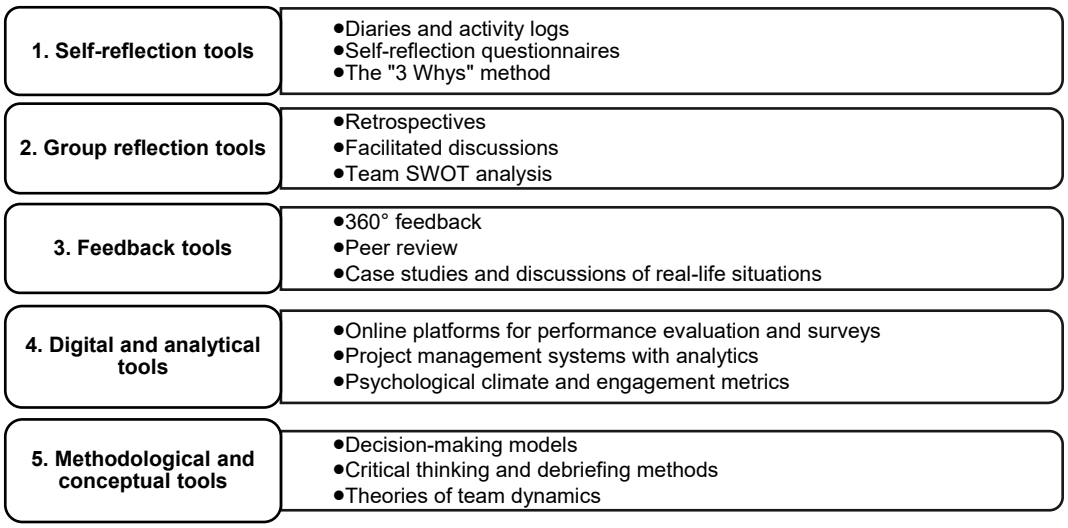


Fig. 1. Classification of reflexive tools in team management

Source: compiled by author based on (McHugh et al., 2020; Sharif et al., 2025; Steegh, Van De Voorde, & Paauwe, 2025).

Self-reflection tools increase awareness of behavior, motivations, and attitudes, allowing for the identification of the underlying causes of decisions and actions. Group reflection tools assess the effectiveness of collective interaction and joint results, providing a comprehensive analysis of the strengths and weaknesses of teamwork. Feedback tools provide an independent assessment of the actions and decisions of participants and facilitate the discussion of practical situations and lessons learned (Steegh, Van De Voorde, & Paauwe, 2025).

Digital and analytical tools increase the objectivity of assessment through ICT, online platforms (Officevibe, TinyPulse), project management systems with analytical modules (Jira, Asana, Monday), and psychological climate and engagement metrics (Groulx, Johnson, & Harvey, 2023). Methodological and conceptual tools form the theoretical basis for systems analysis through decision-making models (Cynefin, OODA loop), critical thinking methods, debriefing, and team dynamics theories that help to understand roles, conflicts, and patterns of team development (Echeverria et al., 2025; Vanukuru et al., 2025). Classification integrates individual and collective approaches, improves the quality of team interaction and learning culture, and stimulates innovation and adaptability. The tools allow you to evaluate not only "what" is done, but also "how" and "why", to become aware of cognitive and emotional attitudes, to identify unconscious patterns of behavior, and to develop critical thinking. They support double-loop learning, a culture of trust, psychological safety, and self-development of the organization (Sharif et al., 2025). In modern team management, there is a transition from traditional hierarchical methods to reflexive approaches that emphasize flexibility, trust, and joint understanding of actions. This is due to the need to adapt to a rapidly changing and unpredictable environment, which requires operational learning and self-organization of teams.

Traditional methods with a clear hierarchy and regulation provide stability and control, but limit flexibility and speed of response. The use of flexible methodologies, such as Agile and Lean, increases adaptability, self-regulation, and speed of decision-making (Xu, Wu, & Evans, 2022). The integration of reflexive practices into these methods creates the prerequisites for collective rethinking of actions, identification of hidden assumptions, and generation of new solutions, which stimulates innovation and efficiency of teams. The combination of traditional, flexible, and reflexive approaches forms hybrid management models that provide a balance between control and stability, flexibility, learning, and development of the team. This approach is in line with current trends, where cognitive diversity, collective decision-making, autonomy, and interdisciplinary collaboration are key factors for performance, and it also creates a psychologically safe, productive, and innovative environment, increasing the resilience and effectiveness of organizations in a dynamic environment. Team reflection is formed through interaction and discussion, especially during the implementation of new projects. It increases work efficiency, the development of social skills and management skills, combines critical thinking, joint analysis, and coordinated actions, contributing to rapid adaptation to change, the creation of new solutions, and increasing the resilience of the organization. Reflection transforms the knowledge and experience of team members into practical, effective management strategies.

In modern literature, the concept of "reflection" retains ambiguity, and its interpretation depends on the research direction. The main functions of reflection include understanding one's own actions, which allows for analysis of activities; regulation of behavior through correction of decisions in a dynamic environment; as well as a mechanism of self-awareness and introspection, which forms the basis of collective responsibility and coherence of actions (Igamberdiev, 2023). In the context of team management, reflection is considered as a tool for integrating individual and group thinking practices into a single system. This enables teams to adjust actions in accordance with changing conditions and form new models of interaction focused on innovation and sustainability. Modern research distinguishes three approaches to reflection in team management: humanitarian, as a mechanism of conscious choice; systemic, as a tool for coordinating and organizing activities; and naturalistic, as a feedback mechanism to increase the adaptability and cognitive flexibility of the team (Varzhanskyi, 2022). In Ukraine and abroad, reflexive management practices are being developed to increase the effectiveness of teamwork. Thus, domestic researchers Yu. Horbenko and O. Horbenko emphasize the role of reflexive management in the formation of collective responsibility and decision-making, in particular through the development of corporate culture, role optimization, and systematic analysis of decisions (Horbenko, Yu., & Horbenko, O., 2020). In modern management, there is a growing need for reflexive approaches that contribute to the development of personnel and the formation of leadership qualities of the manager to increase team effectiveness (Naidionov, 2010). The team management model proposed by A. Dlihach within the framework of systemic-reflexive strategic marketing management (SRSMM) is based on the coordination of stakeholder interests, the formation of a common vision, and flexible adaptation to change. It combines customer-oriented units, partnership management, collective planning, and the systematic application of reflexive practices. The main approaches to team management in the SRSMM model are given in Table 1.

Table 1

Approaches to team management in the SRSMM model

Approach	The main idea in team management
Alignment of interests	Team interaction is based on the alignment of vision, goals, and roles of the leader, internal, and external stakeholders
Reflexive management	The leader, as a facilitator, stimulates the team to reflect on actions and make decisions
Software form of management	The strategy is formed flexibly, and the team constantly updates actions in accordance with changes in the environment
Collective knowledge system	The team learns together, builds knowledge based on shared experience, and analysis
Integration of functions	All divisions are consumer and market-oriented, each member is aware of their role
Tricyclic management model	Coordination of strategic, tactical, and operational levels, taking into account responsibility
Feedback and flexibility	Regularly review plans and adjust actions based on results and changing conditions
The role of RMM	Leader-communicator and change facilitator, builds a culture of trust and self-organization

Source: compiled by the author based on (Dlihach, 2017).

The aforementioned approaches to team management in the SRSMM model are designed to form a committed, supportive, and empathetic team with high resilience indicators. This can be explained by the fact that "a team

culture characterized by positive emotions such as joy can lead to greater team resilience by strengthening social and cognitive mechanisms" (Hartmann et al., 2021). A. Dlihach's team management model also involves the transformation of leadership practices, such as motivation and intellectual stimulation, which encourage team members to creatively use available resources and work closely together.

The latter further increases the resilience of a team whose leader applies the above management approaches. The leader's activity model mentioned by I. Varzhanskyi combines goal-setting with reflexive management, which ensures monitoring of environmental changes, correction of strategies, and effective team management. It integrates situational approaches, retrospective analysis, current data, and the subjective perception of the manager, improving the quality of decisions and orienting the team's development towards common goals (Varzhanskyi, 2022). In addition, the use of this model can help predict the decisions of a team of competitors, which allows you to act ahead of time and demonstrates a high predictive effect. Therefore, reflexive management not only deepens the degree of team transformation but also stimulates its innovativeness in order to win in the competitive struggle. Thus, under the influence of strategic factors and growing competition requirements for new types of products and services, within the framework of the above-described model of the manager's activity, the efficiency and innovativeness of teams are ensured. Modern reflexive management is based on the use of network-centric methods and artificial intelligence for data analysis and decision support (Dryniov, Voytekh, & Tymoshenko, 2023). However, reflexive management based on the use of artificial intelligence faces ethical challenges. One of them is the situation when the rapid pace of innovation and limited resources prevent team members from fully understanding the product being developed or its social implications. To overcome these problems, a model based on the theory of swarm intelligence and A. McIntyre's system of moral principles can be used. Applying such a model to reflexive management of teams will allow their members to engage with ethical issues through daily encounters with conflicting responsibilities, rather than relying on hierarchical value systems or comprehensive ethical oversight (Innocenti, 2025). The aforementioned example of a reflexive management model demonstrates how decentralized collective moral awareness can effectively support responsible innovation in the functioning of teams working on the basis of artificial intelligence, ensuring that ethical issues are recognized and resolved throughout the development process, even during periods of transformation with limited resources. Also, despite the new opportunities that have emerged for reflexive team management with the advent of artificial intelligence, human interpretive activity remains central to these processes.

Mathematical models interpret reflection as a system of beliefs of agents that determines their actions, taking into account the limitations of algorithms and information risks (Novikov, Korepanov, & Chkhartishvili, 2018). The results of mathematical modeling of the team decision-making process using a Markov chain in continuous time, where decision change is regulated by consensus search and the search for high-performance solutions, showed that those teams where social interactions are distributed randomly and evenly outperform others with a scale-free pattern under any conditions of turbulence and complexity (Massari, Giannoccaro, & Carbone, 2021). Thus, mathematical modeling has proven the effectiveness of the approach of coordinating the interests of team members to increase their adaptability to the transformational challenges of today. Studies prove that in stable conditions, traditional methods are effective, while in turbulent conditions, reflexive ones are effective, ensuring adaptability, flexibility, and the development of innovations. The main differences between traditional and reflexive methods of team management are presented in Table 2.

Table 2

Comparison of traditional and reflexive team management methods

Comparison criterion	Traditional methods	Reflexive methods
Management model	Hierarchical, directive	Horizontal, dialogic
Decision-making	Centralized	Collective, taking into account the opinions of all participants
Decision-making center	Manager	Team
Feedback	Formal, periodic	Constant, open
Role of errors	Punish	Contemplated
Control method	External, through the manager	Internal, through shared values and rules
Motivation	External (rewards, penalties)	Internal (involvement, responsibility)
Role of the manager	Controller, coordinator	Facilitator, mentor
Main goal	Task execution	Development of the team and its potential
Focus of attention	Result-based	On processes and interaction
Adaptability	Slow response to changes	High (flexibility and self-organization)

Source: compiled by author based on (Dryniov, Voytekh, & Tymoshenko, 2023; Novikov, Korepanov, & Chkhartishvili, 2018).

Traditional methods are based on hierarchy, centralized decision-making, and formal control, which provide stability but limit innovation and adaptability. Reflexive methods focus on understanding experience, open dialogue, and collective responsibility, promoting team development. In a digital and rapidly changing VUCA environment, organizational reflection becomes key to flexible and adaptive management (Burkhalter et al., 2021). Team reflexivity is a systematic analysis of goals, processes, and results that increases efficiency and promotes trust and communication. Facilitation and collective analysis methods (e.g., after-action review) help integrate lessons learned into further activities (Yang et al., 2020). In the digital age, platforms such as Microsoft Teams, Slack, Miro, and AI analytics support collaboration, but at the same time create risks of overload and digital burnout (Burkhalter et al., 2021). Reflexive practices, including regular retrospectives and case studies, increase team productivity, adaptability, and resilience, reducing the risk of burnout. The concept of a "co-creation ecosystem" involves partnering to co-create value and innovate (Inada, 2024). It shifts the management paradigm from competition to collaboration networks that enhance innovation and responsiveness. Trust and collective reflection are key success factors that drive effective decisions, knowledge, and human capital. In B2B business ecosystems, co-creation drives servility, innovation, customer loyalty, and sustainable competitiveness (Hein et al., 2019). Moving to a co-creation business ecosystem model is key to long-term growth and innovation competitiveness. Trust, joint reflection, and adaptation of management approaches ensure effective team management and optimal use of resources to create new value.

The main reflexive tool in the management of transformational teams, which is proposed for use by the author, is a reflexive modeling game. The result of its application is an action plan to improve the internal structure of the team (functions, roles, communications), and the key element is the team's awareness of its own shortcomings and development points. This means that the team is approaching a single formulation and common perception of the problem field: identifying the problem and barriers that prevent the team from achieving its goals. The mechanism for implementing a reflexive modeling game is based on the artificial reproduction of a model of market conditions, where the team's actions will be identical to its actions in the market. This provides grounds and an opportunity for the team to take a "helicopter view" of itself. The team forms a hypothesis about its own future system, in which the problem field is leveled, and implements this future "in the model". In case of failure, the process is repeated according to the steps of the cycle. This reflexive cycle is shown in Fig. 2.

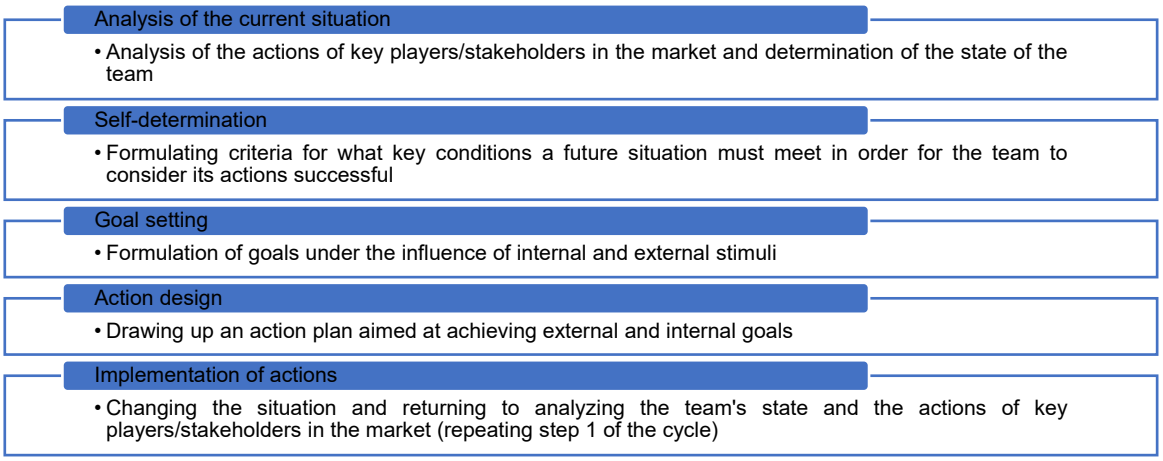


Fig. 2. Reflexive cycle of the simulation game
Source: author's development.

The first step of the above-mentioned reflexive cycle involves analyzing messages and actions regarding key players/stakeholders in the market and building hypotheses that will explain their goals and motives. In addition, this step analyzes the team's actions, reveals the reasons for its successes and failures, and "hidden" motives. Also characteristic of this step of the cycle is the analysis of key figures – the features of the nature of their goals and interests that influence/determine the company's strategy/tactics/actions in the market. The next step of the cycle (self-determination) involves formulating one's own uniqueness (or the uniqueness of the product), on the basis of which the desired future situation is built.

The goal-setting stage is the basis for determining the picture of the future in the market: the company's customers, relationships with customers and partners, and key indicators of its activities. At the same time, this stage explains how the company should be arranged internally to ensure external goal-setting: the emergence of new roles, a new redistribution of powers and responsibilities, and new rules of interaction between employees. The last two steps of the cycle (design and implementation of actions) involve drawing up a plan and implementing the planned actions that should change the state of the team. The cycle should be repeated until the problem field is completely leveled.

The role of the error in the reflexive cycle is that it is not only an indicator of deviation from the planned result, but also a meaningful source of management information. The error is considered as the basis for identifying a point of tension in the team's action system: in assumptions about the market, in internal rules of interaction, in the distribution of roles and responsibilities, in motivational settings, and in hidden limitations that affect decisions. In this sense, the error has value as a marker of the development zone, which allows you to move from a situational explanation of failures to a causal analysis and the formation of specific changes. Recognizing mistakes as a normal part of the cycle creates the prerequisites for organizational learning and turns failure into a resource for improving efficiency.

It is also important to note that the reflexive cycle can be implemented not only in a simulation game but also in a real market environment, where events, feedback, and the consequences of decisions have a direct impact on the company's results. In this case, the key role of the manager is to ensure the discipline of passing the stages of the cycle: from a systematic analysis of the situation and self-determination of success criteria, to goal setting, action design, and implementation with a subsequent return to analysis based on the results obtained. Adhering to the sequence of stages reduces the risk of impulsive decisions and "elimination of symptoms", but instead supports the organization's reflexivity as a sustainable property – the ability to regularly rethink its own actions, adjust assumptions, and institutionalize learning in management processes.

Discussion and conclusions

Modern research and practice confirm that reflexivity functions as a process of "double-loop learning", which creates the prerequisites not only for correcting team errors but also for reviewing the conceptual foundations and interaction patterns that determine its activities. The study identified five main groups of tools: self-reflection, group reflection, feedback mechanisms, digital and analytical tools, and methodological approaches. This classification creates a reliable basis for comprehensive management, where individual awareness is combined with collective responsibility. The most effective is the integration of traditional structures with flexible management methodologies (Agile, Lean) and reflexive tools, as this ensures simultaneous stability and the ability to innovate in a turbulent organizational environment. Adapting the Systemic-Reflexive Strategic Marketing Management (SRSMM) model to team processes enables effective

alignment of stakeholder interests through facilitation and shared vision, which contributes to the formation of a "co-creation ecosystem", where trust and open communication are key factors for success.

Unlike hierarchical management models that focus on control and external motivation, reflexive approaches shift the focus to the internal responsibility of participants, self-regulation processes, and the role of the manager as a facilitator. In this regard, the question arises of how to ensure the necessary level of discipline and consistency of actions during the transition to horizontal organizational structures. According to the author, in the context of the active use of reflexive tools in managing transformational teams, the manager is obliged to demonstrate not only the qualities of a manager but also of a leader. This is due to his key role as an implementer, user, and improver of reflexive team management tools.

Reflection changes the attitude of teams towards mistakes: they cease to be an object of punishment and become valuable material for reflection and learning. This approach correlates with the research of A. Edmondson, which emphasizes the role of psychological safety as a foundation for the development of innovations. At the same time, the psychological safety of team members is a necessary condition for the emergence of positive emotions in them, which was identified as one of the main factors of increasing resilience.

The use of AI analytics and digital platforms (Jira, Slack, Miro) increases the objectivity of assessment and supports the reflection process, but at the same time creates risks of digital burnout. Therefore, it is important to determine the optimal balance between technological support and the need for a "live" dialogue for in-depth analysis of actions and decisions. In addition, although the practical advantages of artificial intelligence in tasks such as data management are obvious, it is necessary to remain skeptical about its ability to perform complex interpretive work. This forces us to consider digitalization only as an auxiliary reflexive tool for managing transformational teams, the use of which requires a previously created model or code of ethics. Therefore, at the current level of development, artificial intelligence is not able to replace the team leader as the main implementer of its reflexive practices. All this forces the author to emphasize the need to develop a reliable ethical framework, promote critical reflection, and implement innovative conceptual approaches for the responsible integration of artificial intelligence into the management of transformational teams. The author argues that identifying the most effective tools for reflexive management of transformational teams requires an overview of the defining features of their main types. Thus, for leaders of transformational work teams that perform routine work and are distinguished by resilience, the use of group reflection and digital analytics tools can be recommended. Their application in the process of reflexive management of work teams is the basis for determining the effectiveness of collective interaction and its results. In addition, digital and analytical tools will be useful to the leader during the transformation of the psychological climate of the team and the redistribution of subordinates' responsibilities.

The reflexive management tools of transformational parallel teams are determined by the fact that they consist of representatives of different structural divisions. Therefore, it was decided to offer the leaders of such teams the use of methodological tools, among which the most relevant is the team management model created by A. Dlihach. This choice is explained by the fact that the mentioned model combines customer-orientedness of divisions and partner management. The latter ideally satisfies the requirements of parallel teams.

For reflexive management, leaders of transformational project teams can use feedback tools, digital analytics, and a model based on the theory of swarm intelligence and the system of moral principles of A. Macintyre. This will become the basis for an objective assessment of the work of each team member on the project task entrusted to them and will allow employees to deal with ethical issues of the project, which will give them the opportunity to understand its essence and consequences for society.

Therefore, for each type of team, there is the most effective reflexive management tool. Thus, for transformational work teams, these are tools of group reflection and digital analytics, for parallel teams, the SRSMM team management model, for project teams, feedback tools, digital analytics, and a model based on the theory of swarm intelligence and the system of moral principles of A. Macintyre. At the same time, the reflexive modeling game is proposed by the author as the main reflexive tool in managing the aforementioned types of transformational teams due to its versatility and ability to maintain the sustainability of the organization's reflexivity.

Further research will be aimed at developing specialized metrics for assessing the cognitive flexibility and innovative potential of teams, as well as determining the conditions for effective integration of reflexive practices for a more accurate determination of productivity, coordination, cognitive flexibility, and innovative potential of the team.

Authors' contribution: Serhiy Drubetskyi – conceptualization, methodology; data collection, systematization, adaptation of the SRSMM model; visualization of results, writing of the original draft; writing (review and editing).

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РОЛЬ РЕФЛЕКСИВНИХ ІНСТРУМЕНТІВ В УПРАВЛІННІ ТРАНСФОРМАЦІЙНИМИ КОМАНДАМИ

В с т у п . ***Досліджено роль рефлексивних практик у сучасному менеджменті трансформаційних команд, акцентовано увагу на їхній зростаючій актуальності в умовах динамічних організаційних систем і складних мереж внутрішньокомандних комунікацій. Традиційні ієрархічні та механістичні моделі, орієнтовані на стабільність і контроль, поступово поступаються місцем органічним системам, що базуються на довірі, самоорганізації та спільній відповідальності. У межах цієї парадигми рефлексивні інструменти постають критично важливими засобами, які не лише сприяють координації діяльності, а і стимулюють критичне переосмислення дій, мотивів і патернів взаємодії, формуючи когнітивну гнучкість та адаптивні стратегії.***

М е т о д и . ***Дослідження ґрунтується на системному підході та концепції рефлексивного управління. Застосовано методи систематизації та класифікації для типології рефлексивних інструментів, а також порівняльний аналіз для зіставлення ієрархічних і рефлексивних моделей менеджменту. Теоретичне узагальнення та моделювання використано для обґрунтування інтеграції рефлексії у гнучкі методології (Agile, Scrum, Lean) і гібридні структури, зокрема й модель системно-рефлексивного стратегічного маркетингового менеджменту (SRSMM).***

Р е з у л ь т а т и . ***Систематизовано ключові категорії рефлексивних практик: індивідуальну та колективну рефлексію, механізми зворотного зв'язку, цифрові, аналітичні та методологічні інструменти. Особливу увагу приділено адаптації моделі SRSMM до процесів управління командами, що уможливлює узгодження інтересів стейкхолдерів через спільне бачення та фасилітацію. В ролі основного рефлексивного інструмента в управлінні трансформаційними командами автором запропоновано рефлексивну моделювальну гру.***

В и с н о в к и . ***Обґрунтовано, що рефлексивність функціонує як метапроцес, забезпечуючи "навчання за подвійною петлею" (double-loop learning), яке створює умови не лише для виправлення помилок, а і для перегляду концептуальних засад організації. Порівняно з традиційними підходами, рефлексивні методи стимулюють діалог, спільне прийняття рішень і швидку адаптацію. Визначено важливість інтеграції рефлексивних інструментів у сучасні методології (Agile, Scrum, Lean, PAEI). Виявлено що для кожного виду команд існує найбільш ефективний інструмент рефлексивного управління.***

К л ю ч о в і с л о в а : ***менеджмент команд, рефлексивність, модель SRSMM, інноваційні команди, адаптивні команди, трансформаційні команди, резильєнтність.***

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