МРНТИ 06.52.13
УДК
DOI 10.58319/26170493_2026_3_143

PRINCIPLES FOR MANAGING TEAM IN CHALLENCGING SITUATIONS

Yan Yuxin[1]*, Tazhieva S.[1]

[1]Al Farabi business school, Al-Farabi Kazakh National University, Almaty, Kazakhstan

ABSTRACT. This article show the core of principles of managing teams when facing high-pressure, in the difficult situations. Looking at standard procedures, the study aims to pinpoint which crisis management strategies actually hold up under pressure and these methods can apllied universally across different contexts. To take full picture, we employed a multi-layered methodology: a theoretical analysis to synthesize including ideas on team interaction, like comparative aprroach to watch how management practices differ across various countries and an emperical case study method to learn from the real world successes of companies that have navigated crises. A systematic approach was also used to tie these findings together. Our findings suggest that organizational resilience isn't accidental, it relies heavily on strategic leadership, a foundation of trust, decision-making flexibility, and a commitment to innovation. Ultimately, these conclusions offer both theoretical insights and practical tools for building integrated management models capable of standing with in today's era of global uncertainty.

KEYWORDS: team, leadership, crisis, management, system aaproach, innovation, trust.

Принципы управления командами в сложных ситуациях

Yan Yuxin[1], Тажиева С.[1]

[1]Бизнес-школа Аль-Фараби, Казахский национальный университет имени Аль-Фараби, Алматы, Казахстан

АННОТАЦИЯ. В данной статье раскрываются основные принципы управления командами в условиях высокого давления в сложных ситуациях. Исходя из стандартных процедур, исследование направлено на выявление тех стратегий кризисного управления, которые действительно выдерживают давление, и которые могут быть универсально применены в различных контекстах. Для получения полной картины мы использовали многоуровневую методологию, теоретический анализ для обощения идей о взаимодействии в команде, в том числе сравнительный подход для изучения различий в практиках управления в разных странах, а также метод эмпирического исследования конкретных примеров, позволяющий извлечь уроки из реальных компании, которые преодолели крищисы. Для объединения этих результатов также был использован системный подход. Наши выводы свидельствуют о том, что организационная устойчивость не является случайным явлением – она в значительной степени зависит от стратегического лидерства, фундамента доверия, гибкости в принятии решений и приверженности инновациям. В конченом итоге вот эти выводы предлагают как теоритические идеи, так и практические инструменты для построения интегрированных моделей управления, способных выстоять в современную эпоху глобальной неопределлености.

КЛЮЧЕВЫЕ СЛОВА: команда, лидерство, кризис, управление, системный подход, инновации, доверие.

Күрделі жағдайларда командаларды басқару қағидаттары

Yan Yuxin[1], Тажиева С.[1]

[1]Әл-Фараби бизнес мектебі,Әл-Фараби атындағы Қазақ ұлттық университеті, Алматы, Қазақстан

АҢДАТПА. Бұл мақала жоғары қысым мен қиын жағдайларға тап болған кезде командаларды басқарудың негізгі қағидаларын көрсетеді. Стандартты процедураларды ескере отырып, зерттеу дағдарысты басқару стратегияларының нақты қайсысы қысым астында шыдайтынын анықтап, осы әдістерді әртүрлі контексттерде кеңінен қолдануға болатынын көрсетуді мақсат етеді. Толық сурет алу үшін біз көпқабатты әдістемені қолдандық: командалық өзара әрекеттестік идеяларын синтездеуге арналған теориялық талдау, әртүрлі елдердегі басқару тәжірибелерінің айырмашылығын салыстырмалы тәсіл арқылы бақылау және дағдарыстарды еңсерген компаниялардың нақты әлемдегі жетістіктерінен сабақ алуға арналған эмпирикалық кейс-зерттеу әдісі. Осы нәтижелерді біріктіру үшін жүйелі тәсіл де қолданылды. Біздің қорытындыларымыз ұйымдық төзімділік кездейсоқ емес екенін, ол стратегиялық көшбасшылыққа, сенімге негізделген іргеге, шешім қабылдаудағы икемділікке және инновацияға деген адалдыққа қатты тәуелді екенін көрсетеді. Соңында, бұл қорытындылар бүгінгі жаһандық белгісіздік дәуірінде тұрақты тұра алатын интеграцияланған басқару модельдерін құруға арналған теориялық түсініктер мен практикалық құралдарды ұсынады.

ТҮЙІН СӨЗДЕР: команда, көшбасшылық, дағдарыс, басқару, жүйелік тәсіл, инновация, сенім.

INTRODUCTION. Today's enterprises operate in a landscape defined by constant flux and market voltality then sudden unpredictabl crisis. About an environment, a team's ability to react swiftly and effectively is no longer just an advantage it is a necessity for survival [1]. Navigating these turbulent preiods requires more than just standard managerial expertise it show a leader who can pivot alongside shifting circu,stances and mobilize fragmented resources then most importantly maintain team cohesion under pressure [2].

The significance of this article lies in the fact that an organization's stability and strategic succes, then long term competitiveness are directly tied to how well a team functions amidst uncertainty. There has been a growing focus among both scholars and practitioners on identifying the specific drivers of effective leadership during periods of high stress and unforeseen obstacles. This includes covered a deeper look into how trust is built how conflicts are managed then gow communication tools may be adapted to remain efficient when traditional structures are failing.

The primary goal of our research is to identify and validate the core principles of team management that ensure both effectiveness and long term growth during challenging times. To take this our research focuses on several main objectives: critically examining existing theoretical framworks of team management. Pinpointing essential elements that drive successful collaboration during crises. Establishing a methodological foundation for designing resilient management strategises. Offering practical guidance to improve team adaptability and unity.

Our analysis suggests that a purely managerial focus is insufficient instead a structured approach must integrate psychological organizational and soci cultural factors. By doying so we can develop a more comprehensive understanding of management strategies and create practical recommendations to bolster team resilience.

Studying team management in difficult circumstances a pressing scientific necessity that bridges theoretical insight with real world application. Findings showed here are intended applicable across a wide range of sectors

from business and government to education and non profits where collective action in uncertain environments is the ultimate determinant of success.

MATERIAL AND METHODS OF RESEARCH. This study looks at how teams work inside different types of organizations that operate in uncertain and crisi environment. We focus on what makes teams effective united and able to adapt when things get tough. We examine the management principles and leadership approaches that actually help in those conditions.

To address this we mixed several methods. First one we reviewed the existing literature on team management leadership psychology and team collaboration models. The goal was not just to summarize, but to see what frameworks hold up in practice.

Next second one we used a comparative approach. We looked at how teams are managed in different companies and across countries. This helped us spot both the differences and the common patterns of the principles that seem to work regardless of context especially during a crisis.

On the empirical side, we turned to real cases. We analyzed organizations that managed to get through difficult periods because of strong team leadership. Throught case studies we identified concrete practices: how leaders make decisions under pressure how they resolve conflicts and how they build trust when morale is low.

We also took a systems view. Team management is not just about KPIs or org charts. It involves management decisions, social dynamics and psychological factors all ot once, treating it this way allowed us to capture the full picture instead of reducing it to one dimension.

Together that mix of theory comparison and real world evidence forms the basis for our conclusions. It also allows us to put forward practical recommendations for managing teams effectively in volatile and crisis situations.

RESULTS AND THEIR DISCUSSION. The theoretical lanscape for underatanding team managemnt under pressure is built upon a complex interplay of group dynamics leadership theories and interacdtion patterns. At its core Tuckman's model remains a cornerstone providing a framwork for the stages of team development forming storming and norming with performing [3]. This model is particularly illuminating during crises, as it explains why interpersonal fiction often intensifies when stability is lost necessitating decisive managerial intervention. Complementing this Belbin's concept of team roles highlights that crisis resilience is not just about effort but about the strategic distrubution of functions a balanced role allocation acts as a buffer against organizational instability [4].

Leadership styles, however must be viewed through a more situational lens. The integration of transformational transactional, and Hersey-Blanchard's situational models offers a nuanced view of how a leader's adaptability directly dictates team performance during turbulence [5]. Beyond mere structure, the psychological dimensions specifically emotional intelligence the cultivation of trust, and the mitigation of 'groupthink' are critical [6]. Recent scholarship increasingly points to a leader's emotional regulation as a primary driver of team morale during periods of high stress.

The research also draws on the input process output (IPO) model and its more modern evolution the IMOI framework to map how resources and feedback loops sustain performance during crisis episodes [7]. When viewed through a systemic lens, teams connot be studied in isolation they are embedded within larger organizational and environmental contexts [8]. Thi is where theories of resilience and adaptive leadership become vital, shedding light on how teams do not merely recover but actually transform under external pressure [9]. The rise of digital transformation and remote work has introduced a new layer of complexity forcing a re-evaluation of trust and oversight in virtual environments.

A comparative analysis of global practices reveals a striking dichotomy in management approaches (ss Table 1). While Western corporate models exemplified by companies like Google proritize autonomy and vies crises as catalysts for innovation many Asian organizational structures such as Toyota rely on deep seated hierarchy and the principle of kaizen (continuous improvement) to navigate hardship. We also observe a clear distinction between the decentralized innovation-driven models of the private sector and the more formalized top down and regulation heavy approcahes found in government agencies such as those in Kazakhstan or China. To clarify, the differences are presented in the table below.

Table 1 – Team management features

Company/Entity	Core Management Features in Crisis
Google (USA, IT)	Decentralized; high autonomy; crisis as an innovation driver.
Toyota (Japan, Industry)	Hierarchical; collective responsibility; focus on kaizen.
Siemens (Germany, Engineering)	Balanced flexibility and strict regulation; focus on quality.
Samsung (South Korea, Electronics)	Centralized; strategic mobilization; long-term investment focus.
Microsoft (USA, Global Corp)	Trust-based; transformational leadership; digital-first solutions.
Gov. Agencies (Kazakhstan)	Formalized; emphasis on hierarchy and top-down control.
Company/Entity	Core Management Features in Crisis

Note: compiled by the authors based on the data [10-16]

Moving from theory to practice emperical case studies provide the most compelling evidence of these principles in action. Ability to navigate a crisis often hinges on the quality of communication and the leader's capacity for conflict resolution.

The 2009-2010 Toyota recall serves as a landmark example. Faces with massive technical failures, Toyota did not retreat into hierarchy but instead utilized cross functional teams to investigate root causes ultimately leveraging transparency to rebuild consumer trust. Johnson & Jongson's similarly response to the 1982 Tylenol crisis demonstrates that prioritizing public safety over short term profit through massive recalls and rapid response teams can actually fotify a bran's long term reputation.

In the modern era, the COVID-19 pandemic tested even the most agile players. Airbnb despite facing a collapse in bookings, managed a difficult workforce reduction while simultaneously pivoting to the "Experiences" platform using transparent communication to maintain internal cohesion. Netflix's 2011 struggle with its DVD-to-streaming split further illustrates the necessity of "course correction" by publicly acknowledging a strategic error and reversing course management preserved both customer loyalty and their reputation for innovation. Even social crises such as the 2018 Starbucks incident, highlight that resilience often requires a commitment to cultural retraining and inclusivity to mitigate reputational damage.

This study summary suggests that effective crisis management is not a collection of isolated tactics but a unified systematic process. It requires the integration of psychological stability strategic role allocation and adaptive leadership. Whether throught the lens of theoretical frameworks or the hard lessons of emperical case studies

the conclusion remains consistent organizational longevity in an unpredicatable world depends on the ability to transform crisis into an opportunity for structural and cultural evolution.

CONCLUSION. This study underscores that effective leadership during periods of turbulence is not merely a managerial advantage but a fundamental prerequisite for organizational longevity. As modern crises driven by the convergence of digital transformation economic voltality and geopolitical shifts become increasingly complex the traditional rigid management paradigms are proving insufficient. Our findings suggest that navigating such unpredictability requires a shift toward a more structured yet highly adaptable evidence based approach.

The research demonstrates that organizational resilience is built on more than just clear hierarchies and defined roles. While structural frameworks provide the necessary foundation the true drivers of stability during a crisis are the psychological and interpersonal dimensions of management: the cultivation of trust the maintenance of transparent communication and the proactive resolution of conflict.

From a comparative analytical prism we have identified universal principles of management that transcend national and sectoral boundaries. The emperical evidence drawn from global leaders such as Microsoft and Toyota confirms that crisis mitigation as achivable when strategic leadership is paired with innovatove tools and genuine employee engagement. These cases illustrate a critical truth in moments of external voltality the cohesion of the team emerges as an organization's most vital, and often most undervalued asset.

By employing a systematic approach this research moves beyond a fragmented view of management. We have presented team management as a multifaceted ecosystem where managerial socialand psychological elements are inextricably linked. The findings highlight that lasting organizational impact can only be achieved by addressing the interconnectedness of all levels from individual motivation to high level corporate strategy. This necessitates a multidisciplinary approach fusing classical management theory with modern psychological insights.

The principles of managing teams in challenging cnvironments must rest upon three fundamental pillars strategic leadership a holistic organizational perspective then a pragmatic adaptability. When these elements are integrated teams do more than just survive crises they leverage them as catalysts for innovation and structural growth. These findings offer both a theoretical framework for academic study and a practical roadmap for leaders operating in an era of unprecedented global uncertainty.

REFERENCES:

1. Meihua C. et al. Role of Business Environment and Size Between Company Capabilities and Crisis Management for Catering Enterprises //Journal of International Business and Management. – 2024. – Т. 7. – №. 3. – P. 01-14.
2. Madanchian M. Leadership Dynamics in Innovative Teams // Mastering Innovation in Business. – IGI Global, 2025. – С. 103-130.
3. Adam M. Perception and Interpretation of Team Development Phases and Their Changes: Factors Influencing Team Development //The Eurasia Proceedings of Educational and Social Sciences. – 2024. – Т. 37. – P. 16-24.
4. Byron K. et al. Building blocks of idea generation and implementation in teams: A meta-analysis of team design and team creativity and innovation //Personnel Psychology. – 2023. – Т. 76. – №. 1. – P. 249-278.
5. Cserhati G., Schimmer D. Matching Leadership Style to Project Context: Exploring Contextual Factors Affecting Project Managers' Leadership Style //The Eurasia Proceedings of Educational and Social Sciences. – 2025. – Т. 44. – P. 50-69.
6. Shaukat R. et al. Impact of group think in decision making process across different professional groups //International Research Journal of Management and Social Sciences. – 2024. – Т. 5. – №. 2. – P. 410-432.
7. Zhang Z. et al. How entrepreneurial team heterogeneity impacts decision-making performance? An input-process-output approach //Chinese Management Studies. – 2022. – Т. 16. – №. 5. – P. 965-992.
8. Sott M. K., Bender M. S. The role of adaptive leadership in times of crisis: A systematic review and conceptual framework // Merits. – 2025. – Т. 5. – №. 1. – P. 2.
9. Sott M. K., Bender M. S. The role of adaptive leadership in times of crisis: A systematic review and conceptual framework // Merits. – 2025. – Т. 5. – №. 1. – P. 2.
10. Dagan E. et al. Building and sustaining ethnically, racially, and gender diverse software engineering teams: A study at google // Proceedings of the 31st ACM Joint European Software Engineering Conference and Symposium on the Foundations of Software Engineering. – 2023. – P. 631-643.
11. Vanichchinchai A. The relationships between soft and hard factors of the Toyota way: a socio-technical perspective //Operations Management Research. – 2023. – Т. 16. – №. 2. – P. 768-779.
12. Cozmiuc D. C., Petrisor I. I. The siemens digitalization strategy in a value-based management framework //Managerial Issues in Digital Transformation of Global Modern Corporations. – IGI Global, 2021. – P. 183-209.
13. Radić M. Business strategy and management method on the example of Samsung //International Journal of Contemporary Business and Entrepreneurship. – 2021. – Т. 2. – №. 2. – P. 33-49.
14. Ilag B. N., Sabale A. M. Microsoft teams overview //Troubleshooting Microsoft Teams: Enlisting the Right Approach and Tools in Teams for Mapping and Troubleshooting Issues. – Berkeley, CA : Apress, 2022. – P. 17-74.
15. Yeraliyeva A. et al. Effectiveness of public administration of the digital economy in Kazakhstan //Problems and Perspectives in Management. – 2023. – Т. 21. – №. 3. – P. 125.
16. Jiang J. Leading small groups, agency coordination, and policy making in China //The China Journal. – 2023. – Т. 89. – №. 1. – P. 95-120.

AUTHOR INFORMATION:

Yan Yuxin - Докторант 3 курса, Бизнес-школы Аль-Фараби, Казахский национальный университет имени Аль-Фараби, Алматы, Казахстан. E-mail: yanyuxin600@gmail.com. ORCID: https://orcid.org/0009-0003-5865-2853

Тажиева Самал - Кандидат экономических наук, Казахский национальный университет имени Аль-Фараби, Алматы, Казахстан. E-mail: samal_tj@mail.ru. ORCID: https://orcid.org/0000-0003-4588-7234

Yan Yuxin - Әл-Фараби бизнес мектебінің 3 курс докторанты, Әл-Фараби атындағы Қазақ ұлттық университеті, Алматы, Қазақстан. E-mail: yanyuxin600@gmail.com. ORCID: https://orcid.org/0009-0003-5865-2853

Тажиева Самал - Экономика ғылымдарының кандидаты, Әл-Фараби атындағы Қазақ ұлттық университеті, Алматы, Қазақстан. E-mail: samal_tj@mail.ru. ORCID: https://orcid.org/0000-0003-4588-7234

Yan Yuxin - 3rd year Doctoral Student, Al Farabi business school, Al-Farabi Kazakh National University, Almaty, Kazakhstan. E-mail: yanyuxin600@gmail.com. ORCID: https://orcid.org/0009-0003-5865-2853

Tazhieva Samal - PhD of Economic Sciences, Al-Farabi Kazakh National University, Almaty, Kazakhstan. E-mail: samal_tj@mail.ru. ORCID: https://orcid.org/0000-0003-4588-7234