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STRATEGIC TEAM MANAGEMENT UNDER A DISTRIBUTED AND RELOCATED WORKFORCE: ADAPTING INTERNATIONAL EXPERIENCE

The aim of the study is to substantiate, on the basis of international experience and quantitative evidence, the strategic mechanisms through which companies can manage teams effectively when the workforce is simultaneously distributed and relocated, and to adapt these mechanisms to the Ukrainian wartime context. The study applies an analytical–empirical design that combines descriptive secondary-data analysis of World Bank Open Data indicators for Ukraine (2008–2024) triangulated with International Organization for Migration, UNHCR and International Labour Organization statistics, a structured literature review, and a comparative document-based case analysis. The theoretical focus is the dynamic-capabilities perspective. It is established that the workforce-displacement shock in Ukraine is structural: net migration reached approximately minus 5.7 million persons in 2022, the population contracted by about 14.8 per cent between 2021 and 2023, real gross domestic product fell by roughly 28.8 per cent in 2022, while Internet penetration continued to rise to 82.5 per cent in 2024, confirming that the digital infrastructure enabling distributed work was preserved. On the basis of a comparative analysis of international practice and Ukrainian wartime cases, four interconnected contours of strategic team management under a distributed and relocated workforce are identified: a formalised coordination architecture, asynchronous communication with knowledge codification, distributed leadership grounded in outcomes and trust, and institutionalised people resilience including relocation support and well-being. It is demonstrated that strategic value is generated not by remote tools as such, but by the deliberate combination of codified coordination, asynchronous knowledge management, distributed leadership and institutionalised people-resilience practices supported by organisational digital maturity. Under forced relocation there are involuntariness, security risk and traumatic consequences that do not allow international experience to be transferred mechanically; it requires adaptation. The findings provide a reference model for companies in Ukraine that are redesigning team management in response to forced relocation and the long-term normalisation of distributed work.

Keywords: distributed teams, forced relocation, workforce displacement, asynchronous coordination, distributed leadership, organisational resilience.