



Formation of highly effective sports teams: an acmeological approach to team building

UDC 796.015:371.3



PhD, Professor **A.V. Bykov**

Northern (Arctic) Federal University named after M.V. Lomonosov, Arkhangelsk

Corresponding author: av.bykov@narfu.ru

Received by the editorial office on 01.04.2026

Abstract

Objective of the study is to reveal the regularities of a sports team achieving the state of “acme” – the highest results of activity; to determine the factors of acmeological development and the criteria of team acme, and to substantiate the technologies for forming highly effective sports collectives.

Methods and structure of the study. The study has a theoretical-methodological orientation and relies on the acmeological approach. Methods of analysing the scientific literature on psychology, pedagogy, and the theory of sports were used, as well as the generalisation of the practical experience of successful teams. Particular attention is paid to the criteria, conditions, and technologies of achieving team acme.

Results and conclusions. It was established that team acme represents an optimal state of the team, characterised by the maximum realisation of potential, synchronicity of actions, creative interaction, and resistance to stress. The key factors of the acmeological orientation of development were identified: high standards, a culture of excellence, innovativeness, systematicity, and personalisation of preparation. The criteria of team acme were substantiated and methods of their diagnosis were proposed. Acmeological technologies of team building were developed: the setting of super-tasks, the creation of a developing environment, a culture of excellence, the individualisation of preparation, and innovative development. A model of the acmeological support of the team is presented, including diagnostic, goal-setting, planning, implementing, controlling, and correcting components. The conditions for achieving acme were determined: qualified leadership, a modern material-technical base, scientific-methodological and psychological support, and a recovery system. Potential obstacles were identified: complacency, conflicts, burnout, and insufficient individualisation. The obtained results can be applied in designing team preparation programmes, developing strategies for achieving peak states, and managing the development of sports collectives.

Keywords: *acmeological approach, team acme, highest achievements, maximum realisation of potential, synchronicity of actions, culture of excellence.*

Introduction. Modern elite sport is characterised by the constant increase of the requirements for the effectiveness of teams [2]. The acmeological approach to team building acquires particular relevance, aimed at the team achieving the state of “acme” – the peak of possibilities and the highest results [1, 3].

The problem of achieving the highest results in sports activity has received coverage in the works of researchers; however, the question of the specifics of team acme and the technologies of its purposeful formation remains insufficiently studied.

Objective of the study is to reveal the regularities of a sports team achieving the state of “acme” – the highest results of activity; to determine the factors of

acmeological development and the criteria of team acme, and to substantiate the technologies for forming highly effective sports collectives.

Methods and structure of the study. The study has a theoretical-methodological orientation and relies on the acmeological approach. Methods of analysing the scientific literature on psychology, pedagogy, and the theory of sports were used, as well as the generalisation of the practical experience of successful teams. Particular attention is paid to the criteria, conditions, and technologies of achieving team acme.

Results of the study and discussion. *Theoretical foundations of the acmeological approach to team building*



The acmeological approach makes it possible to consider a sports team as a developing system capable of achieving the highest results through the maximum realisation of potential [1]. Team acme in this case is understood as an optimal state, characterised by the highest effectiveness of activity, maximum cohesion, and creative interaction.

It is evident that acmeological development has a non-linear character and passes through qualitatively different stages. The initial stage is the formation of basic skills of interaction, the mastering of technical-tactical elements, and the creation of a team culture. The stage of formation is the achievement of the stability of results, the formation of stable patterns of interaction, and the working out of effective ways of solving tasks. The stage of acmeological development is characterised by a qualitative leap in effectiveness. The team achieves a synergetic effect, the interaction becomes intuitive, creative, and adaptive. Let us note that the achievement of team acme requires the creation of special conditions stimulating the maximum realisation of the potential of each participant and of the team as a whole.

Factors of the acmeological orientation of the team's development

The formation of the acmeological orientation of a sports team is determined by the action of interconnected factors.

High standards of activity are the fundamental factor of development. The team must constantly raise the requirements for the quality of work, set ambitious goals, and strive for superiority, creating motivational tension for the search for new possibilities. The culture of excellence represents a system of values, norms, and practices oriented towards the achievement of the highest quality. It includes attention to detail, the striving for impeccability, and a readiness for refinements.

The striving for innovation is manifested in the readiness to experiment with new approaches, technologies, and tactical schemes, making it possible to remain at the leading positions. The systematicity of preparation presupposes a comprehensive approach

to the development of all components: technical, tactical, physical, and psychological, ensuring harmonious development. The personalisation of development means taking into account the individual features of each player and the maximum realisation of individual potential as a condition for achieving team acme.

Criteria of team acme

The state of team acme, in our opinion, is characterised by a set of specific criteria distinguishing it from the ordinary functioning of the team.

The maximum realisation of potential is manifested in the demonstration of results close to the theoretically possible maximum. Each player gives their utmost at the limit of their possibilities, and the interaction ensures a synergetic effect. The synchronicity of actions characterises the highest level of coordination of the participants. The actions become coordinated not only in space and time, but also at the level of intentions, anticipation, and the intuitive understanding of situations.

The creative character of activity is manifested in the ability to find non-standard solutions, to improve, and to create unexpected combinations. Formulaicness gives way to creativity. Resistance to stress impacts means the preservation of high effectiveness in extreme conditions and under the pressure of opponents. Stress factors mobilise additional resources. The ability for self-regulation is manifested in the skill of independently correcting actions, adapting to changes, and maintaining an optimal state (Table 1).

Acmeological technologies of team building

The achievement of team acme requires the application of special acmeological technologies aimed at the maximum mobilisation of the team's potential. Let us briefly present these technologies.

The technology of setting super-tasks presupposes the formulation of goals exceeding current possibilities and requiring a qualitative leap in development. Super-tasks create motivational tension, stimulate the search for new resources, and activate creative thinking.

The technology of creating a developing environment forms the conditions for continuous improve-

Table 1. Criteria and indicators of team acme

Criterion	Indicators	Diagnostic methods	Levels of manifestation
Maximum realisation of potential	Coefficient of the effectiveness of game actions	Video analysis, statistics	High (>90%), medium (70-90%), low (<70%)
Synchronicity of actions	Coordination of movements	Video analysis, experts	Excellent, good, satisfactory
Creative character	Variability of tactical actions	Expert assessment	High, medium, low
Stress resistance	Stability of results	Psychodiagnostics	High, medium, low



ment: access to advanced technologies, the attraction of highly qualified specialists, and the creation of a world-level material-technical base.

The technology of forming a culture of excellence cultivates the striving for the highest quality through the personal example of leaders, a system of incentives, and the creation of an atmosphere of exactingness.

The technology of the individualisation of preparation is based on the maximum consideration of the features of each player. Individual programmes are integrated into the team-wide system.

The technology of innovative development presupposes the systematic introduction of new methods and technologies, constant experimentation, and the analysis of the effectiveness of innovations.

Model of the acmeological support of the team

On the basis of the acmeological approach, we have proposed an integrative model of the support of the team on the way to the highest achievements, including interconnected components.

The diagnostic component presupposes the systematic assessment of the state of the team and the identification of strengths and reserves of development through a complex of methods: video analysis, psychodiagnostics, biomechanical research, and expert assessment.

The goal-setting component includes the setting of a hierarchy of goals: strategic, tactical, and operational. The goals must be ambitious but attainable, concrete, and measurable. The planning component provides for the development of detailed preparation programmes taking into account the specifics of the competitions, the state of the team, and the individual features of the players.

The implementing component includes practical work on the fulfilment of the plans using modern methods of preparation, with particular attention to the quality of the training process and to motivation. The controlling component ensures the monitoring of the preparation, the assessment of the effectiveness of the methods, and the timely correction of the plans. The correcting component presupposes the introduction of changes into the programme on the basis of the results of the control.

Conditions for achieving team acme

The achievement of team acme is possible only with the creation of certain conditions ensuring the maximum realisation of the team's potential.

The leadership of a sports team is a key condition of development. The coach must possess profession-

al knowledge, leadership qualities, and the ability to inspire the team to achieve results.

World-level material-technical provision creates the base for high-quality preparation: modern equipment, sports facilities, medical provision, and means of recovery.

Scientific-methodological support ensures the use of the advanced achievements of sports science, interaction with leading scientific centres, and the attraction of specialists of various profiles.

Psychological preparation is aimed at the formation of an optimal mental state, the development of volitional qualities, the increase of stress resistance, and the cohesion of the collective.

The recovery system maintains high working capacity under conditions of intensive loads through medico-biological, psychological, and pedagogical means.

Obstacles on the way to team acme

On the way to the achievement of team acme, the team may encounter various obstacles requiring overcoming.

Complacency arises after successes. The team loses the motivation for improvement and lowers the requirements for the quality of work. Conflicts in the team destroy unity, reduce the effectiveness of interaction, and divert energy from sports goals. Overtraining and burnout arise from excessive loads or monotony, leading to a reduction of working capacity and an increase in the risk of injuries. Insufficient individualisation hinders the maximum realisation of the potential of individual players, which affects the team-wide result.

Conclusions. Thus, the achievement of team acme in sports represents a complex multifactorial process requiring a systematic acmeological approach. Success in team game sports depends on the creation of special conditions, the application of advanced technologies, and the overcoming of arising obstacles.

References

1. Merkurev K.L., Dzhililov A.A. Akmeologiya fizicheskoy kultury i sporta: ucheb.-metod. posobie. Tolyatti: Izd-vo TGU, 2011. 59 p.
2. Nikitushkin V.G., Suslov F.P. Sport vysshikh dostizheniy: teoriya i metodika: uchebnoe posobie. Moskva: Sport, 2018. 320 p.
3. Khozyainov G.I., Kuzmina N.V., Varfolomeeva L.E. Akmeologiya fizicheskoy kultury i sporta: ucheb. posobie dlya stud. vyssh. ped. zavedeniy. Moskva: Izdatelskiy tsentr «Akademiya», 2005. 208 p.