

Define and elaborate the concept of Teamwork:

Teamwork is a work done by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole. Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal.

Teamwork skills are the qualities and abilities that allow you to work well with others during conversations, projects, meetings or other collaborations. Having teamwork skills is dependent on your ability to communicate well, actively listen and be responsible and honest.

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way.^{[1][2]} This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal.^[3] Basic requirements for effective teamwork are an adequate team size. The context is important, and team sizes can vary depending upon the objective. A team must include at least 2 or more members, and most teams range in size from 2 to 100. Sports teams generally have fixed sizes based upon set rules, and work teams may change in size depending upon the phase and complexity of the objective. Teams need to be able to leverage resources to be productive (i.e., playing fields or meeting spaces, scheduled times for planning, guidance from coaches or supervisors, support from the organization, etc.), and clearly defined roles within the team in order for everyone to have a clear purpose. Teamwork is present in any context where a group of people are working together to achieve a common goal. These contexts include an industrial organization (formal work teams), athletics (sports teams), a school (classmates working on a project), and the healthcare system (operating room teams). In each of these settings, the level of teamwork and interdependence can vary from low (e.g., golf, track and field), to intermediate (e.g., baseball, football), to high (e.g., basketball, soccer), depending on the amount of

communication, interaction, and collaboration present between team members. e. g. Team work coordinates the work as early as possible

Even though collaborative work among individuals is very prominent today, that was not the case over half a century ago. The shift from the typical assembly line to more contemporary organizational models that contain increasing amounts of teamwork first came about during World War I and World War II, in an effort for countries to unite their people. The movement towards teamwork was mostly due to the Hawthorne studies, a set of studies conducted in the 1920s and 1930s that highlighted the positive aspects of teamwork in an organizational setting. After organizations recognized the value of teamwork and the positive effects it had on their companies, entire fields of work shifted from the typical assembly line to the contemporary High Performance Organizational Model.

There are certain characteristics that a team must have in order to work effectively. These characteristics are interrelated.

It is imperative that group cohesion is strong within the team. There is a positive relationship between group cohesion and performance.

Communication is another vital characteristic for effective teamwork. Members must be able to effectively communicate with each other to overcome obstacles, resolve conflict, and avoid confusion. Communication increases cohesion.

Communication is important within teams to clearly define the team's purpose so that there is a common goal. Having a common goal will increase cohesion because all members are striving for the same objective and will help each other achieve their goal.

Commitment is another important characteristic for teams. It occurs when members are focused on achieving the team's common goal.

Accountability is necessary to ensure milestones are reached and that all members are participating. Holding members accountable increases commitment within team relations.

Basic team dynamics include

- Open communication to avoid conflicts.
- Effective coordination to avoid confusion and the overstepping of boundaries.

- Efficient cooperation to perform the tasks in a timely manner and produce the required results, especially in the form of workload sharing.^[10]
- High levels of interdependence to maintain high levels of trust, risk-taking, and performance.

All these teamwork conditions lead to the team turning in a finished product. A way to measure if the teamwork was effective, the organization must examine the quality of the output, the process, and the members' experience. Specifically, the teamwork can be deemed efficient if: the output met or exceeded the organization's standard; if the process the team chose to take helped them reach their goals; and if the members are reporting high levels of satisfaction with the team members as well as the processes which the team followed.

Specific teamwork processes have been identified fall into three categories:

1. Transition processes
2. Action processes
3. Interpersonal processes

These processes are thoroughly explained below:

Transition processes:

These processes occur between periods of action. In this period, the team members can evaluate their overall performance as a team as well as on an individual level, give feedback to each other, make clarifications about the upcoming tasks, and make any changes that would improve the process of collaborating.

- Task Analysis
- Goal Specification
- Strategy Formulation
- result oriented group

Action processes:

These processes take place when the team steps to accomplish its goals and objectives. In this stage, team members keep each other informed about their progress and their responsibilities, while helping one another with certain tasks. Feedback and collaborative work continues to exist in high levels throughout this process.

- Monitoring progress toward goals
- Systems Monitoring
- Team Monitoring and Backup Behaviour
- Coordination

Interpersonal processes:

These processes are present in both action periods and transition periods, and occur between team members. This is a continuous process, in which team members must communicate any thoughts and/or feelings concerning either another team member or a manner in which a task is being performed. Furthermore, team members encourage and support each other on their individual tasks.

- Conflict management
- Motivation and Confidence building
- Affect Management

The Teamwork has a number of advantages as well as drawbacks. These can be portrayed like the following points.

Utilizing teamwork is sometimes unnecessary and can lead to teams not reaching their performance peak. Some of those disadvantages includes:

Social Loafing: This phenomenon appears when an individual working in a group places less effort than they can towards a task. This can create an inequality between the amount of work other individuals are placing within the team, therefore can create conflict and lead to lower levels of performance.

- Behaviour Conflicts or Ingrained Individualism: Employees in higher organizational levels have adapted to their positions at the top that require more individualism, and therefore have trouble engaging in collaborative work. This creates a more competitive environment with a lack of communication and higher levels of conflict. This disadvantage is mostly seen organizations that utilize teamwork in an extremely hierarchical environment.
- Individual Tasks: Certain tasks do not require teamwork, and are more appropriate for individual work. By placing a team to complete an 'individual task', there can be high levels of conflict between members which can damage the team's dynamic and weaken their overall performance.

- Groupthink: A psychological phenomenon that occurs within a group of people when conflict is avoided and the desire for cohesiveness is greater than the desire for the best decision. When a team is experiencing groupthink, alternative solutions will not be suggested due to fear of rejection or disagreement within the group. Group members will measure success based on the harmony of their group and not by the outcome of their decisions. One way to avoid or counteract groupthink is to have members of a group be from a diverse background and have different characteristics (Gender, age, nationality). Another way to counteract groupthink is to require each member to suggest a different idea.
- Working in teams has also shown to be very beneficial. Some of these advantages include the following:
 - Problem solving: A group of people can bring together various perspectives and combine views and opinions to rapidly and effectively solve an issue. Due to the team's culture, each team member has a responsibility to contribute equally and offer their unique perspective on a problem to arrive at the best possible solution.^[20] Overall, teamwork can lead to better decisions, products, or services. The effectiveness of teamwork depends on the following six components of collaboration among team members: communication, coordination, balance of member contributions, mutual support, effort, and cohesion.^[21]
 - Healthy competition: A healthy competition in groups can be used to motivate individuals and help the team excel.
 - Developing relationships: A team that continues to work together will eventually develop an increased level of bonding. This can help members avoid unnecessary conflicts since they have become well acquainted with each other through teamwork.^[20] By building strong relationships between members, team members' satisfaction with their team increases, therefore improving both teamwork and performance.^[12]
 - Individual qualities: Every team member can offer their unique knowledge and ability to help improve other team members. Through teamwork the sharing of these qualities will allow team members to be more productive in the future.
 - Motivation: Working collaboratively can lead to increased motivation levels within a team due to increasing accountability for individual performance. When groups are being compared,

members tend to become more ambitious to perform better. Providing groups with a comparison standard increases their performance level thus encouraging members to work collaboratively.

Paulus describes additional benefits of teamwork:

- Shared workload
- Opportunity to achieve leadership and personal satisfaction
- Sense of belonging to a successful team
- Ability to accomplish more than if team members worked individually.