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Introduction

For any organisation, managing team and facilitating teamwork approaches are needed to generate better outcome. It is found that effective teamwork helps in developing interest of people to work together along with increasing job satisfaction. Working in a team also enhanced personal growth and helps in reducing stress of employees. Strong leadership helps in enhancing adaptability of employees along with leading people to enhance effectiveness of communication, which helps in enhancing involvement, which is a primary criteria of successful team development. Thus, in the study, it is going to be discussed about the models that can be used for enhancing teamwork approaches. Also, the necessity of creating cohesive and effective team has been mentioned along with considering team roles to select team embers in staff recruiting. The study is aimed towards analysing the barriers of effective teamwork and to recommend strategies to overcome those.

Overview of Team working

Team is defined as a group, who performs tasks independently for working towards accomplishing common mission of the organisation. Working together as a team is found to be comprised of skills, which helps in solving complex issues along with creating new ideas and solution to manage performance of team along with generating good teamwork benefits. ² Teamwork is said as the process of working collaboratively with a group of people to achieve a common goal (Stepanova *et al.* 2020). Teamwork also helps in building strong relationship with employees as employees are found to work closely with each other along with feeling united and collaborated to manage skills and talents of team members to achieve a common goal. Teamwork is found to maximise

knowledge and idea sharing along with helping individuals to learn new skills along with gaining better experience.

Discussing about the characteristics of effective teamwork, it is related to *setting a clear direction*, *managing open and honest communication*, *supporting risk taking & change*, *mutual accountability* and *open communication* (Arnold, 2018). All these helps a team to work towards meeting a solid goal along with reaching to the targets to understand and work with a common purpose. For building integrity, proper training approaches are needed to be provided to the employees for developing integration.

Common challenges that arise in team regarding *trust issues*, *lack of clarity* and *withholding of information* (Lacerenza *et al.* 2018). All these ends up in reducing engagement, which impacts on team performance. Open communication helps employees to know about what is been expected of them and lack of such criteria it is found to create a delay that minimises productivity loss along with affecting methods of communication. As a result, engagement is found to get reduced along with affecting quality of the work. Withholding information is another one, which is found to affect productivity or delay of work. Thus, effective team development models and strategies are needed to be integrated for managing the conflicts.

Models of team development

Tuckman's team development model helps in explaining development in a team for developing maturity and ability along with *establishing relationships for enhancing participation* along with developing a new team. The stages of the mode help in understanding the characteristics along with observing group behaviour for identifying and observing behaviours to identify the teams to move forward. It helps in establishing relationship for simplifying the work approaches (Serenhov

and Kaldera Holu Pathiranage, 2021). The stages in the ⁴ model are Forming, Storming, Norming and Performing. In the *Forming stage*, the process is absorbed regarding structuring the team to manage conflicts. The observable behaviours are developed regarding avoiding controversy along with staying safe. Handling the feeling of team members are needed to avoid any uncertain event to get occurred. Then it is *Storming stage*, where the tasks get organised along with managing conflicts in the process. In this stage, team needs to be able to resolve conflicts by themselves along with managing behaviour by following the code of behaviour. Then it is *norming stage*, where the members are found to be able to create new ways of doing and staying together for enhancing effectiveness in leadership (Hildebrandt and Marr, 2020). Team starts to take decisions by themselves along with encouraging others to take active participation in the decision-making process. Last is *Performing stage*, where team is found to be able to manage things flexibly along with managing project guidance to measure knowledge performance along with sharing leadership value. Choosing such model helps in *understanding the ways of evolving a team* along with analysing different issues at different stages in development.

Then, there is **GRPI model**, which is a comprehensive framework, which helps in describing the key factors for managing the function of the team by managing Goals, Roles & Responsibilities, Processes & Procedures and Interactions. **Goals** are related to understanding and creating a team goal for understanding the goal and the ways of fitting in the company. Communication efficiency is needed for enhancing business goals (Lucas, 2022). **Roles** are found to be essential for clarifying the issues in the team. Then it is **processes**, which is needed to be discussed for providing administrative support, which helps in managing revenue to the business. Last one is **interactions**, which helps in managing team effectiveness to enhance good working relationships.

However, Tuckman's team development model is found to be useful for enhancing limitation for improving performance of the team, which will help in generating higher profit.

Discussion on team roles

Cohesive teams are seen to be beneficial in enhancing communication and workload in order to maximise the skills and talent of individual team members. It is found that the creation of a cohesive and effective team requires *an analysis of the skills and personalities* of team members (Frost, 2022). The process of building an effective team needs to create ⁵ a balance between strengths and weaknesses between team members so that each team member can give their best and overall productivity gets enhanced. It is also important to *set goals for team members* and assign roles to team members based on their strengths. This can also be beneficial for team members in knowing what is being expected from them in the team. The team leaders need to encourage collaboration in the team to make team members work with each other to complete the team tasks on time effectively.

⁶ Belbin's team model identifies nine key roles that are being categorised into ¹ three groups; action-oriented, people-oriented, and thought oriented. The action-oriented roles are Shaper, Implementer, and complete. The people-oriented roles are Coordinator, Team worker, and Resource Investigator. The thought-oriented roles are Plant, Evaluator, and specialist. Belbin's team roles can be beneficial in identifying potential strengths and weaknesses in the team. This is found to be beneficial in overcoming conflict between team workers. The use of this model can be done by assigning the roles to team members according to their strengths and weaknesses (Lynch *et al.* 2018). Thus, assigning the roles to different individuals in a team will help in enhancing the productivity and efficiency of the team.

It is important ³ to consider team roles in selecting team members or in recruiting new staff as it helps in outlining the day-to-day components of the role that is being offered. It is also found to be beneficial in ensuring an open line of communication and understanding to the people being hired or for the management too (Mooney, 2019). It is also important to analyse the skill set of team members or new staff as it can help in recruiting those people who can justify the team role. The process of bringing an experienced person into a team can be also beneficial as the experience of a person shows the education and skills that can be evaluated before recruiting into a team. It also shows whether the person is able to contribute while working in a team or not.

Impact of effective teamwork

For the success of a company, teamwork is needed for the benefits of effective teamwork, which are;

Better problem solving- Theory of relativity was discovered by Einstein as it helps in adopting correct responses along with processing information's effectively (⁷ Lacerenza *et al.* 2018).

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Increasing potential of innovation- Teamwork helps in enhancing integration for increasing potential of the business to conduct innovation.

Enhanced personal growth- It is related to manage the concepts for managing different experiences for helping the business to overcome future errors (Vrontis *et al.* 2022).

More opportunities of growth- Collaboration is needed for having better change to bring in the business. Increased globalisation helps in creating an environment by generating cooperation for bringing benefit to the whole group.

Boosted productivity is a part of this, where employees are found to be motivated for enhancing approaches in better risk taking and handling those. The hierarchies are needed to stay directly integrated with the team to provide encouragement. Considering an example, Jeff Bezos is found to be one of the most famous axioms of team management for keeping productive communication. Also, teamwork helps in enhancing smarter risk-taking approaches and based on this concept, Jeff Bezos has followed 2 Pizza rule (MIDDLETON, 2022). The rule has mentioned about keeping the team small to manage work process. Integrating ***Coyle Code*** helps in managing high performance of teams along with mentioning the top skills, which are Build safety, sharing vulnerability, and Establishing purpose (Regenold, 2019). The code has mentioned about the need of ensuring purpose and mission of the team along with enhancing successful practice for recognising human needs to stay focused and engaged. Building safety is related to promoting safe environment to build belongings to enhance professional and transactional engagement. Cultural code has been useful in cultivating necessary group skills for enhancing success of the business along with

establishing purpose. Group performance helps in managing successful culture along with encouraging positive behaviours. Integrating the approach of cycle code is found to be useful in expanding creativity along with enhancing collaboration.

Successful collaboration helps in allowing teams to produce innovative solution to the issues for managing complex problems along with working efficiently to share goals. Analysing the barriers of teamwork is needed for acknowledging the barriers along with understanding strategies to produce high quality work (Kiwanuka *et al.* 2019). The barriers to teamwork are;

Ineffective leadership- It is needed for the team to work together and ineffective leadership can result in feeling disconnected and unmotivated. Employees skills are also found to not get developed, which affects opportunity of team members.

Goal confusion- Successful collaboration starts with shared goals and lack of clarification in shared goal is found to affect the workflow as people are unable to understand the business goals.

Lack of trust- Trust is needed to work towards a set of shared goals along with affecting the trust of team members as they do not feel comfortable in working with other members.

For overcoming the barriers, understanding the real-life scenarios are needed along with following their ways of managing team. Developing trust relationship is needed for establishing open and interpersonal communication. For enhancing integration, British Airways is found to offer market competitive salary to keep employees loyal and engaged.

Conclusion and Recommendation

Conclusion: From the study, it came to know about the definition of what is team and teamwork. The characteristics of teamwork has been mentioned along with discussing common issues, which

are found to be related to lack of clarity, information withholding and trust issues. Tuckman's team development model has been mentioned as the effective one by mentioning its four stages. Team roles has been discussed by mentioning Belbin's team models and its nine key roles. Impact of effective and non-effective teamwork has been mentioned, on which basis strategies has been recommended.

Recommendation: For building effective team, it is needed for the hierarchies to *integrate people based on the skills* and as per the requirement. High performing team is comprised of individuals, which looks after embracing vision along with managing contribution to *enhance trust and respect* along with supporting each other. *Proper training approaches* are also needed to be integrated by observing performance of employees. employees are needed to be learnt about the necessity of change along with developing their *ability of managing conflict*.

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