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EFFECTS OF THE CONSOLIDATION OF WORK TEAMS WITHIN ORGANIZATIONS

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Abstract: Work teams are fundamental for business success and innovation, they represent the union of different talents, skills and visions aimed at fulfilling a common goal and purpose, by combining the capabilities of each member, they are productive forces that face complex challenges and achieve results., they have complementary skills, coordinated and committed towards common goals (Unileón, 2023), they have shared objectives, clear decision processes, open communication, mutual responsibility and a sense of belonging, they promote adaptability, efficiency and the resolution of complex problems, they improve their professional skills, the quality of their work and interpersonal relationships (Lapzo, 2024).

Keywords: work teams, characteristics, purposes

GROUPS CAN BE FORMED ACCORDING TO THEIR OBJECTIVES (CANO, 2006) IN VARIOUS WAYS (SEE FIGURE 1)

Definitions of work team (Gómez & Acosta, 2003)

1. They are a small group of people with complementary skills, committed to a common purpose, performance objectives and focus, for which they hold themselves mutually accountable. (Katzenbach and Smith, p. 39)
2. The creation of work teams is achieved when each of the members of a group makes the decision to contribute the best of their person, knowledge and skills to work optimally with their colleagues, and, even more so, when they do so convinced of which is the best for him. (Zepeda, P. 51)
3. A set of interpersonal interactions structured to achieve established goals, a team is made up of two or more

individuals who are aware of their positive interdependence, strive to achieve mutual goals, interact, are aware of who is and who is not a member of the team. team, they have specific roles or functions to perform with a limited life as members. (Johnson and Johnson, p. 533)

4. A group where individual efforts result in performance that is greater than the sum of each individual's contributions. (Robbins and Judge, p. 314)
5. Two or more people who interact with each other in situations in which at least one of the members needs to trust the other at some point, who share or agree on a sense of common purpose and objectives, and who are seen as a unity for others and/or for themselves. (Tannenbaum and Salas, p. 5)
6. A working group in which shared objectives and effective methods to achieve them have been established. (Wheelan, p. 3)
7. According to Gordon (p. 177), work groups can also be formed by needs, interests, common objectives, physical proximity, cultural similarity, people with different cultural backgrounds, interests, needs and locations can be assigned to the same group. work group, even so, it is possible that by focusing on a common objective they overcome all their disparities and manage to achieve it through their interactions and joint contributions.
8. For his part, Martínez (p. 23) points out that work groups are groups of workers who carry out autonomous tasks entrusted by the business organization, so that the result of an employee's activity does not depend on the work

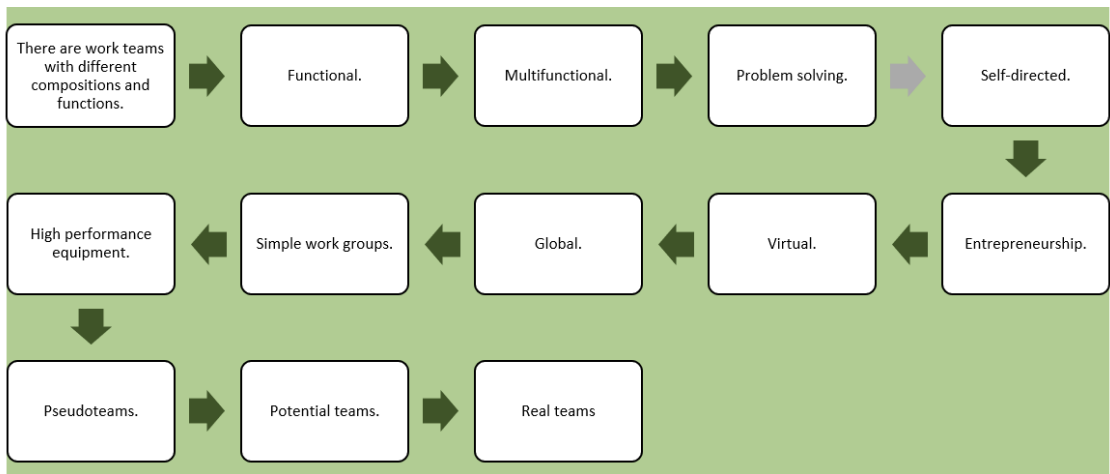


Table 1: types of groups

of the employee. rest of the employees, which is why they are formed from the assignment of a task by a third party and each member maintains independence in their activity.

9. Chiavenato (p. 272), a work group is one in which its members are motivated to work together, perceive the group as a unit of people who interact with each other, contribute to group processes, which means that some people They contribute more time and energy than others, and they assume different forms of interaction that lead them to have coincidences and disagreements.
10. Small work groups, between 3 and 8 members (Wheelan et al., 2009), complete tasks more quickly and in them individuals tend to perform more productively. While large groups, composed of 12 or more members, solve problems more consistently.

From the previous definitions of group work, there are coincidences in activities, skills, commitment, common purpose, performance objectives and focus, there is a personal contribution, knowledge, interactions, performance, trust, objectives are shared and effective methods to achieve them (TAsana, 2024), they are usually formed by needs,

interests, physical proximity, cultural similarity, people with different cultural backgrounds, interests, they carry out autonomous tasks entrusted by the business organization, they maintain independence in their activity, there is motivation to work together (Garijo, 2014), some people contribute more time and energy than others, in which there may be coincidences and disagreements (Gómez & Acosta, 2003).

INTRODUCTION

The groups are formed to provide solutions to the needs of the organization that exceed the individual capabilities to meet the organizational goals, therefore the division of work is established, the design of the organizational structure, the functional areas, departmentalization and work groups are determined. authority, there are task groups that work for its maintenance, improvement and execute temporary projects, (Lapzo, 2024) the groups cover the individual needs of security, identity, status, affiliation, power, interests and common objectives, it is formed with 2 or more individuals who contribute to the work, maintain close human relationships to carry out the assigned tasks, which influences the other members of the group and organization itself (Unileón, 2023).

1. They share information and make decisions with a common purpose.
2. Pseudo-teams lack focus on collective performance, do not have a common purpose or goal, and negatively impact the organization.
3. Potential teams improve their performance and increase their impact, but they lack clear purposes, goals, work methods and do not have collective responsibility.
4. True teams are small groups with complementary skills, committed to a purpose, objectives, common approach and responsible for performance, becoming a productive force.
5. High-performance teams are committed to the personal growth and success of each of their members, exceeding expectations.
6. Problem solving teams are made up of 5 to 12 employees from the same department, increase quality, efficiency and the work environment, investigate and resolve problems, recommending solutions or corrective actions.
7. Self-directed teams are made up of 10 to 15 members with experience, knowledge and responsibilities who carry out collective work and control, assign tasks, organize breaks and procedures, select their members, self-evaluate with the probable disappearance of supervision.
8. Cross-functional teams are employees at the same level, from different areas, they carry out tasks, exchange information, propose new ideas, solve problems and coordinate projects, work with people of diverse origins, experiences and points of view (see table 2).

FORMAL GROUPS

They are organized intentionally in companies, they improve the quality of decisions and stimulate the performance of their members, they define the structure of the organization, they have clear objectives, they choose their members based on their capabilities and competencies, they have rules and norms formalities that they must follow (Cano, 2006), include codes of conduct, work policies and standard operating procedures, their behavior is directed towards meeting goals, they meet the needs of the organization, technology and division of labor (TAsana, 2024).

Individual organizational functions (QP, 2023)

- They satisfy the need for individual affiliation.
- Develop, improve and confirm self-esteem and personal identity.
- The individual tests his perception of social reality.
- They reduce personal anxiety, insecurity and helplessness, they constitute a mechanism for solving personal and interpersonal problems.
- Perform complex and interdependent tasks.
- Generate ideas, creative solutions, coordinate interdepartmental activities.
- Solve problems with various information and valuations.
- Make complex decisions, socialize and train new employees.
- Monitor and evaluate team progress.
- They promote specialization and skills, contribute their experience and knowledge.

There are formal command groups that are

Skills and knowledge are coordinated to achieve the organization's objectives.	Skills of the different collaborators.	Increase in productivity rates.	They bet on something bigger than themselves.	They use performance parameters, a high degree of interdependence, have structured methods and are mutually responsible for their implementation.	Individuals recognize the group as a social entity and recognize themselves as part of the collective (sense of belonging).
Interaction generates relationships of authority, ascendancy, power, reciprocity and persuasion.	There is direct and reciprocal communication between individuals, which causes a relationship to be formed and innovation to exist.	Decision making, job satisfaction.	They have complementary skills with a common purpose.	There is transparent communication and conflicts are addressed constructively	There is spirit, emotions and collective feelings.
They have rules of conduct that regulate the behaviors of the groups.	There are common collective objectives that justify its existence, and it directs its energy to achieve them.	They contribute their talent, skills and energy to the work, developing reasonably efficient behaviors.	They have a strong and clearly focused leader.	They are made up of 2 or more members, with no limit on members.	Its results are the product of the individual work of its members.
There is an informal structure with some specializations in certain group functions.	The members work with each other to achieve goals: they do not limit themselves to dedicating themselves to their own work while others dedicate themselves to their respective tasks.	There is a collective goal and contribution of their work to the group.	Members have the power to make decisions, called empowerment.	They run efficient meetings. The responsibility is individual.	The purpose of the group is the mission of the organization.
They support each other and assume individual and collective responsibilities.	They self-evaluate and self-organize, thereby promoting learning and continuous improvement.	Leadership roles rotate or are shared within the team.	In them it is discussed, decided and delegated, its effectiveness is measured by its influence on others.	Individuals come together to satisfy their social, security, and affiliation needs.	The members establish and follow general rules that seek general well-being (norms), order is promoted (roles).
They value creativity and contribute to organizational knowledge and memory.	They develop emotional bonds and a sense of belonging.	Achievements and evaluations are based on collective performance.	Each individual does his or her part with the goal of achieving the group's goal.		
<p>There are individual objectives which are affected by the actions of the other members. There are two types:</p> <ul style="list-style-type: none"> • Positive (cooperation). To achieve their goals, the contribution of other members is necessary, their own efforts and those of others are promoted. • Negative (competence). It is observed when members notice that others must fail to achieve their goals in order to achieve theirs, which leads them to obstruct their work. 					

Table 2: characteristics of work groups

determined in the company's organizational chart and task groups which come together to carry out a specific task. Their particularity is that command relationships do not have a linear hierarchy (Lapzo, 2024).

Disadvantages of formal groups in the organization

- Structural rigidity limits creativity and innovation.
- There are internal conflicts due to competition or discrepancies in decision making.
- An excessive formal structure makes it difficult to adapt to rapid or unforeseen changes.
- Lack of flexibility in task assignment leads to work overload in some members or underutilization of skills in others.

INFORMAL GROUPS

Elton Mayo, in the 1920s and 1930s, made known the existence of the informal organization as a network of personal and social relationships without the need to be established or required by the formal structure of the organization, the informal organization gives priority to People and their connections, with power granted by group members, are unstable due to their subjective nature (Gómez & Acosta, 2003), influenced by personal feelings, they decide who to work with, favor cooperation between departments and promote collaboration. opening of communication channels (Cano, 2006), 70% of all communication is through informal channels, they are formed by friendships, shared interests or geographical proximity, they satisfy the social needs of their members that impact behavior, moral performance and level of satisfaction of its members (TAsana, 2024).

CHARACTERISTICS (CÁRDENAS, 2022)

- They arise naturally through interactions between individuals.
- They come together through friendship, common interests or share the same space.
- There are unwritten rules, acceptable behaviors, language of use, they support each other, share ideas, challenges and celebrate achievements.
- They influence decisions and behaviors within the organization.
- They offer stability, satisfy the needs of friendship, help and other social needs.
- They maintain and reinforce the common norms and values of their members, contribute to solving problems of all kinds, using communication channels.
- They act as reference groups.

Advantages of informal groups in the organization (Rivera, 2014)

- They are formed for security, recognition, affiliation and power.
- Social and cultural values guide their behavior and are reinforced through daily interactions.
- They satisfy the social need for status, human security, friendship and support.
- They facilitate communication, transmit unofficial information relevant to the group.
- They provide support and solutions to the problems of their members.

Disadvantages of informal groups in the organization

- They are reference groups, which can foster pressure to conform and avoid standing out or deviating from what is accepted in the group, limits individual expression, diversity of ideas, and impacts creativity and innovation in the organization.
- They may conflict with the needs and objectives of management.
- They can spread both true and false information.
- There may be resistance to change and be a barrier to progress.
- They create internal social networks.
- An enriching environment of learning and mutual support is created among participants, strengthening professional and personal development.
- They act as support networks, promote cohesion and improve the work environment.
- They promote collaboration, trust and conflict resolution at an interpersonal level
- There is respect by the organization for the spaces and moments of interaction to facilitate the formation of groups that respond to the typical needs of an organization.

When there is cohesion and work in both groups in a combined way, the organization is strengthened and is a support network for individuals, but it must not be so dominant as to have absolute control over the formal organization (QP, 2023), this allows a balance that enhances the effectiveness and functioning of the organization as a whole, are formed to meet organizational goals, from which authority groups or task groups emerge for their improvement. (see table 3 and 4).

DEVELOPMENT STAGES OF WORKING GROUPS

- When tasks and processes begin in the organization, there are conflicts in decision making, leadership confusion and stagnation.
- The members of the group know each other, they define their objectives and the structure, they seek guidance and direction, they avoid conflict for fear of not being accepted, the team norms are evaluated, there is enthusiasm in the assigned project.
- Frictions and maneuvers appear to place the position that each one will have in the team, the first difficulties arise, which causes emotional responses, to move forward we seek to solve the problems.
- Group participation rules are established, close ties are formed between colleagues and there is a shift from sole to shared leadership, there is trust, cohesion and a sense of belonging, decision-making, information and conflict resolution processes are developed.

The members work to achieve the established objectives, roles and tasks, strengths and weaknesses are recognized, there is empathy, satisfaction, enthusiasm and motivation.

At the end, a performance evaluation is made prior to its disintegration, the sadness and mourning for the dissolution (Unileón, 2023), to the relief and joy that it is over and, above all, having achieved the objectives. Some groups never reach their goal. most productive phase, while others reach it without having a well-defined task structure or without leaving the conflict phase. When mention is made of “two heads are better than one” it is understood that the sum of ideas, skills and experiences of the members of a group will generate a better result, but when the expression “too many

cooks spoil the soup” is said it means that A project can end badly despite the fact that in its development the knowledge and talents of several expert people are added, individuals generate more and better ideas when they work alone instead of in a group, due to the mutual blockage caused by the restriction of speaking by shifts in groups (QP, 2023). Benefits for the organization (see table 5):

- Development of professional skills to resolve conflicts, problems and communication skills.
- The quality of the work performed improves and there is personal and professional satisfaction.
- Strengthening interpersonal relationships, in a pleasant and cooperative environment.
- Members assume leadership roles and actively participate in decision-making, increasing their confidence and capacity and influencing results.
- Personal and professional growth is encouraged.
- Provide support to share ideas, express concerns and ask for help, in an inclusive and empathetic work environment.

Classification of the types of work teams in organizations (see table 6)

Cross-functional teams facilitate knowledge and collaboration, improve costs and quality of the product or service, encourage freedom of expression and the exploration of ideas without fear of failure or judgment, which allows fresh humor through coexistence (Cárdenas, 2022), open, transparent communication and mutual support, are made up of two or more members who interact in the search for a goal, imposed or spontaneous, and who, by carrying out their work individually, affect the other members of the group, their environment. and the company (Rivera, 2014).

The degree to which members are attracted to each other and are motivated to remain in the work group increases when the group is small, interactions are frequent, norms are accepted and followed, collective rewards are established for the group and no For individual performances, the degree to which members of a group differ or are similar to each other such as age, gender, race, culture, nationality, position level or values, among others, can be a greater diversity and source of conflict and low performance, but when differences are overcome, that characteristic can make the group more open, creative, and perform better. Stages of formation and development of a work team (see table 7 and 8)



Table 7: team effectiveness



Table 8: equipment performance

EQUIPMENT TYPOLOGY

- Innovative creators.
- Promoter explorers.
- Developer advisors.
- Entrepreneurs organizers.
- Producers.
- Caregiver advocates.
- Advisory informants.

Concrete goals facilitate clear communication and maintain concentration to achieve results.

Advantages	Disadvantages
<p>Better results are obtained when the development of tasks requires diverse skills and knowledge. They promote interpersonal motivation. They provide a heterogeneous and broad vision, which is especially important in problem-solving processes. They generate new solutions and creative ideas. Members accept and support the decisions in which they have participated, which increases their commitment to the established objectives. Adaptability and competitiveness. Improvement of operations and efficiency in the daily operations of organizations. Problem solving and advice. Specialization and coordination. Innovation and creativity. Response to non-routine and complex jobs. They integrate and coordinate different parts of the organization, there is better communication and more effective collaboration between departments and business units.</p>	<ul style="list-style-type: none"> • May be less time and cost efficient than individual work. • There may be a tendency for members to conform to the group's ideas so as not to be excluded, which can limit creativity and efficiency.. • Conflicts between members can lead to the disintegration of the structural fabric of the organization.. • May encourage some members to decrease their individual effort. • Sometimes an individual decision can be more effective than a group decision if a global understanding of the task is needed.
<p>Advantages and disadvantages of work groups in organizations. Own elaboration based on: Del Pozo (p. 64), García and Reiner (p. 116)</p>	

Table 5: advantages and disadvantages of work groups

Types of work equipment		
Type	Composition	Function
Functional	Members of the same department or functional area	They focus on activities specific to their functional area, such as marketing or finance, together meeting departmental objectives.
Multifunctional	Members of different departments or functional areas	They bring together diverse skills and experiences to work on projects that cross functional boundaries, promoting innovation and integrated solutions.
Problem solving	People selected to solve specific problems	They focus on identifying and solving specific problems, improving processes and increasing operational efficiency.
Self-directed	Members who set their own goals and pursue them independently.	They manage their own work and decision making, setting goals and planning how to achieve them without direct supervision.
Entrepreneurship	They operate semi-autonomously to create new products, processes or businesses.	They develop new products, processes or businesses, operating with significant autonomy to innovate and create value.
Virtual	Geographically or organizationally dispersed colleagues	They use communication technologies to collaborate remotely, overcoming geographical and organizational barriers.
Global	Members from different countries	They work on international projects, taking advantage of cultural diversity and global knowledge to achieve common goals.
<p>Adapted from Griffin, Phillips, and Gull (pp. 242 – 244)</p>		

Table 6: types of work groups

With work teams, adaptability and operational efficiency increase, problems are solved faster, there is greater specialization, integration, coordination, innovation and rapid response. There is no easy answer to the question of how to integrate into work when it is new, even when you are at a high level of motivation and enthusiasm. Although there are organizations with a hostile attitude and others that are more welcoming, it is essential to observe carefully. the new work environment and adapt to the dynamics and workflows of the company, mainly the first days after incorporation, in the adaptation process the following aspects are analyzed:

1. Get to know your co-workers and look for common points.
2. Participate in team activities, meetings, brainstorming sessions or social activities.
3. Communicate clearly and effectively.
4. Actively listen to colleagues and understand objectives and expectations.
5. Learn from coworkers and fulfill established commitments.
6. Be proactive, purposeful and offer help, respect the diversity and opinions of others and maintain a positive attitude.

Working in a team generates insecurities and concerns, the participants at first believe they know each other through their day-to-day relationship, they discover that their colleagues have qualities that they did not know about, abilities, tastes, points of view, the team members knew themselves better than each other. their colleagues due to the coexistence of the work environment, over time confidence, motivation, and proactivity increase, and a process of continuous learning and development begins. The keys to consolidating a work team are:

- Have a purpose aligned with the goals.
- Consolidate a collective identity,

awareness and inclusion, trust and vulnerability.

- Learn to trust, guide and empower teams, strengthen performance and productivity.
- The current environment demands that companies achieve the maturity and synergy of their effective human capital as areas of opportunity and growth.
- Management acts as an agent of change in the organizational culture.
- Have values, mission, vision, beliefs, traditions, habits.
- Commitments or trust drive the organization in its performance, abilities, skills, innovation, creativity, sense of belonging, shared responsibilities and consolidation.
- Delegating causes trust, empowers, involves supervising and investing in time.
- The best teamwork comes from people who work independently.
- They are focused on a common objective, criteria are unified and differences are overcome, competition can be generated and conflicts generated, there must be synergy and mutual support, considering the time to do one thing at a time or several.
- There is concern about the tardiness of others or values leisure time.
- It is perceived that events happen by luck or by own actions.
- A person is motivated at work when they achieve great challenges or is more motivated if they have friendly relationships with their colleagues, or is a person who is motivated by the power to be able to act on and direct others.

- If you are an extrovert or introvert.
- If you know how to manage your emotions and not let them control you.
- The way you manage conflicts: evasive, collaborative, competitive, compromising, accommodating, how you manage your time, you feel pressured.

Teams outperform individuals when the task at hand requires multiple skills, judgment, and experience; teams are more flexible and sensitive to changing events than traditional departments or other permanent groupings (see Table 9).

Management seeks positive synergy to increase performance and potential, since calling it a team or a group does not increase its productivity (see table 10). The teams are classified as:

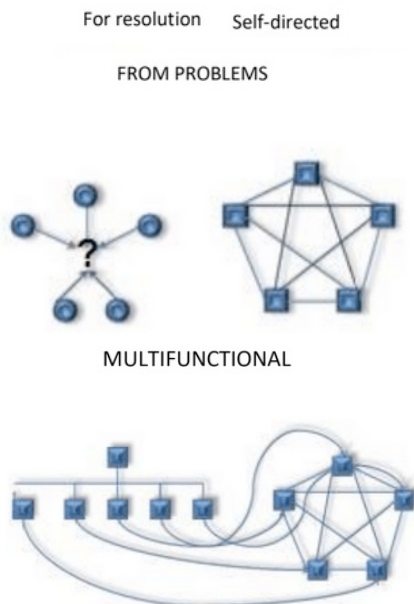


Table 10: communication between work teams

The best work teams are small, when they have more members it is difficult for them to get things done; They have problems relating constructively or reaching agreements since they do not acquire the cohesion, commitment and mutual responsibility that is needed to achieve high performance. They must be able

to identify problems, generate alternatives, evaluate them and make decisions, therefore It requires the ability to listen, give feedback, and resolve conflicts. Successful teams dedicate amounts of time and effort to discuss, outline, and agree on a collective and individual purpose; Members must agree who will do what, share the workload equally, it is necessary to schedule activities, have the required skills, resolve conflicts and how decisions will be made or modified, they require leadership and structure, to analyze the evaluations There must be reward systems and performance appraisals, share in profits and profits, build mutual trust through each other's integrity, character and ability, and consider group-based appraisals. Integrity and competence are the main characteristics to determine the trustworthiness of another. Trust is manifested when it is shown that they work for the interests of others as well as their own, but if it is shown that personal interests predominate, their credibility will decrease. Distrust arises when people ignore information, which is why it is important to keep people informed, explain the reasons for decisions, be frank when dealing with problems and know the relevant information, share feelings, be consistent with the values that guide decisions, keep confidences made by co-workers, demonstrate competence, technical and professional capacity, business sense and have the ability to communicate openly and honestly, confront differences, resolve conflicts and meet personal goals for the good of the community. equipment.

To achieve the effectiveness of the equipment, it must

- Know and understand the common quantifiable and clear objectives and goals.
- Facilitate the use of each person's talents, have interdependence.

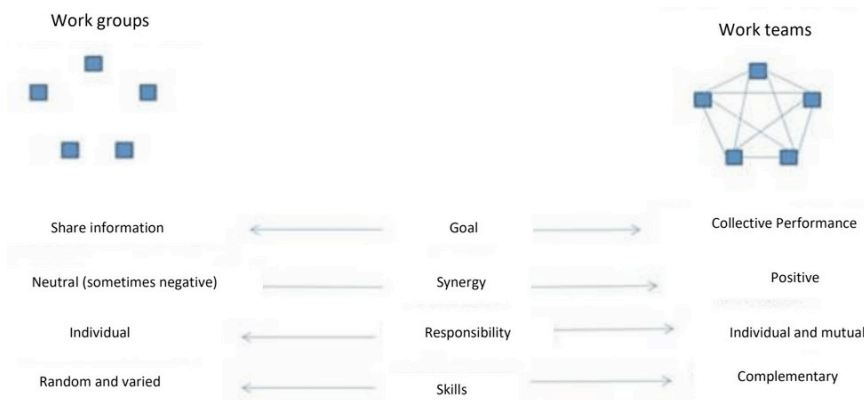


Table 9: difference between work groups and teams

- Efficiency in performance, responsibility, leadership.
- Positive thinking with new and innovative ideas.
- Defined rules and regulate subjective interpretations.

TEAM WORK ADVANTAGES

- There is synergy, motivation to apply their knowledge, skills, feelings of self-efficacy and belonging to the group.
- Greater commitment to make solutions or decisions adopted.
- There are great ideas, creativity stimulates the combination of the efforts of individuals, generates new paths for thinking and reflecting on problems, processes and systems (see table 11).

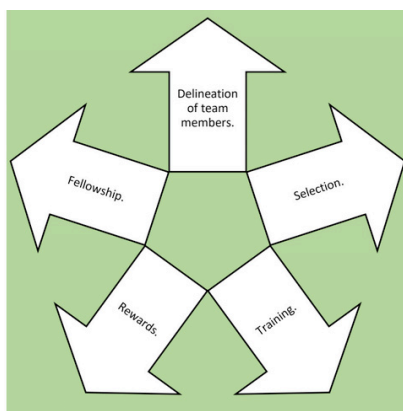


Table 11: delineation of team members

WORKING AS A TEAM ALSO ENCOURAGES

- Poor relationship between team members, poor leadership or lack of cooperation.
- Structure problems, lack of skills, direction, undefined roles or objectives.
- There are support problems, which can range from lack of training and basic tools for teams, to lack of interest on the part of higher levels.

Social loafing describes how there are people who, when working in a group, make less effort than if they worked alone. This is related to the size of the team and the way of recognizing the efforts of each member. It disappears when the members of the group believe that Their efforts and contributions are correctly observed and evaluated. One of the main factors that causes it is to what extent, and to what degree, the members of the group feel personally responsible for what is produced. In the group in which the members are relatively anonymous, and in which each contribution is very similar to the others, social loafing will appear. In the group in which each contribution is different (or at least that is what it seems to others), coercion appears and people work harder.

Pygmalion Effect refers to the fact that sometimes people become what others expect them to become, in the workplace the

phenomenon seems to consist of managers almost inevitably communicating their expectations through a wide variety of non-verbal messages, even when they do not intend to reveal their expectations or even wish to hide them.

Adonine people are those who comply with all the rules, who can be trusted, they comply with the central rules, but reject the peripheral ones if they do not suit them, they have creativity and favor change in the organization, they are in a state of rebellion. subversive and are rebellious with the organization.

Self-expectations are assumptions about what can and cannot be done, since each person has unique knowledge of their strengths and weaknesses, they are divided into two types, efficacy expectations and result expectations (Ojeda, 2017).

- Efficacy expectations: represent the belief or judgment that people make about the safety of performing a particular behavior.
- Result expectations: represent the belief or judgment that people make about the probability that a behavior will have specific results.

POWER TO EXERCISE LEADERSHIP

- Reward power.
- Coercive power.
- Power of legitimation.
- Power of the referent.
- Power of experience.
- Power of information.
- Power of persuasion.
- Charisma.

a) Trait theory: considers that leaders can be trained, including improving and

modifying their personality; the more positive qualities a person has, the more likely they are to be a leader.

b) Task-oriented: they are concerned about the productivity and carrying out the correct activity of their collaborators, with efficiency, a high level of satisfaction in personal relationships with their collaborators and good cohesion among their human team.

c) Situational leadership: a leader acts and adopts different management styles depending on the person he is directing, it is associated with the professional maturity of the people he is going to lead, he explains the objectives, approach, values Therefore, a distinction must be made between the hierarchical leader who wants to control his work group and the team leader, the team leader guides them towards the goal, the leader who specifies the team's objective and approach too much, devalues the ability to take decisions and assume responsibilities, the leader must act as a shield against any gratuitous criticism, he must create opportunities for others and seek their progress.

- A leader must recognize that everyone has faults, without blaming others.
- The leader uses errors to clarify the situation and draw conclusions.
- He Looks for constructive ways to overcome crises.
- Provides solutions focused on the entire team.
- Must not ignore differences in team performance and organizational status.

In a team, differences in status do not matter because the contribution of each individual is respected as they help to get the job done, the directors dress like the others, they eat in the

same cafeteria and there is equitable treatment (see table 12).

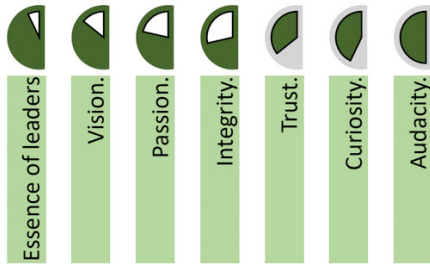


Table 12: essence of leaders

The delegation of powers and teamwork consists of thinking that the organization's employees have sufficient skills, knowledge and motivation to carry out their work in a pleasant environment, listen to workers, encourage them, advise them when they need it and reinforce their esteem. pointing out and fixing small achievements (Garijo, 2014). Team leadership and social identification: the modern leader combines transactional and transformational qualities, they participate in the team's work and establish good communication with people on the team (see table 13).

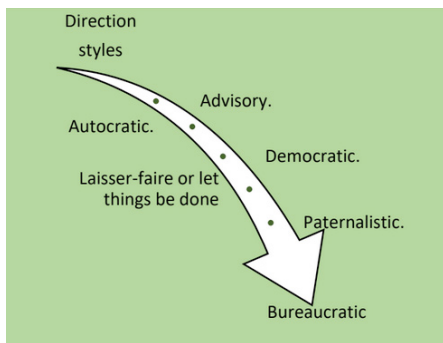


Table 13: types of leadership

Individual roles: the secret of a good team is to mix different individuals, with different roles, since there are people capable of assuming more than one role and contribute to the work in different ways, one must not believe that individuals automatically represent the appropriate roles (Ojeda, 2017).

- Promote commitment, trust, reinforce the combination and skills focused on personal qualities.
- Promote and maintain social identification among team members, cohesion and create a climate of belonging towards the team.

TASK ROLES (SEE TABLE 14)

- Roles of group creation, maintenance and positive social interaction.
- Individual or egocentric roles.
- Roles oriented to driving action.
- Role of the implementer.
- Role of the finisher.
- People-oriented roles, president or coordinator.
- Team worker (cohesive).
- Resource researcher: they are natural negotiators, they explore new opportunities, they are optimistic, they lose interest once the initial enthusiasm has passed, they quickly grasp the ideas of others and adapt them, they are very observant and have a predisposition to see what is new.
- Supervisor/evaluator are key in planning and strategy positions and achieve good results in high-level positions, lack initiative and the ability to inspire others, are dry, boring or critical.
- Specialist: he is a committed expert, his decision and skills are focused on solving problems in a limited environment, he uses many technicalities.

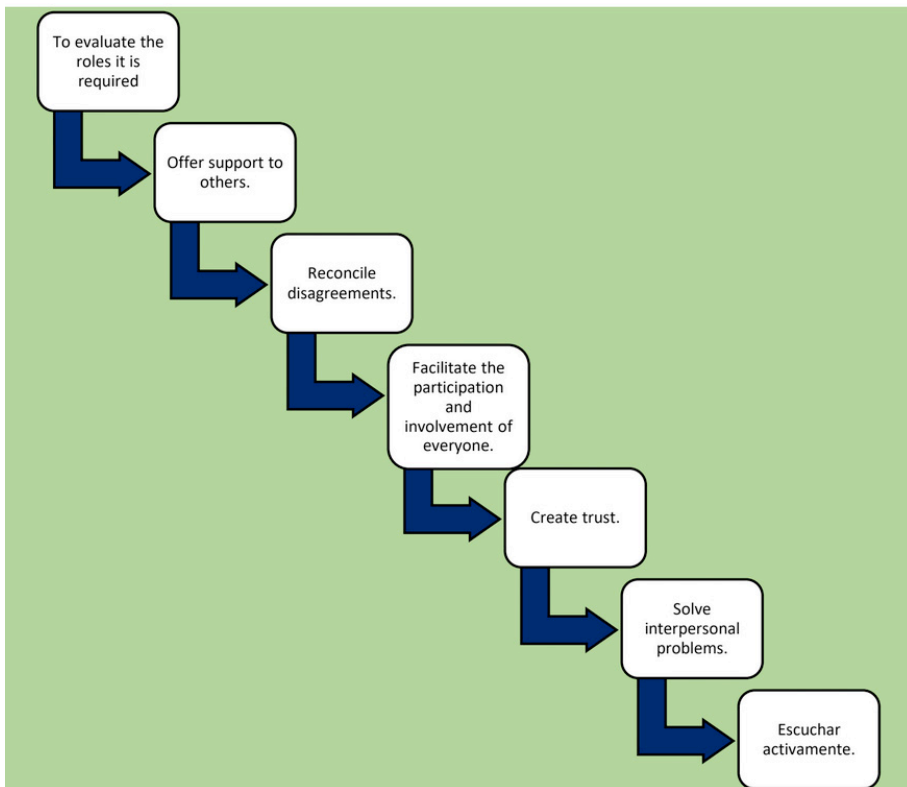


Table 14: role evaluation

CONCLUSIONS

When it is said that “two heads are better than one” it is understood that the sum of ideas, skills and experiences of the members of a group will generate a better result, when it is said that “too many cooks spoil the soup” it means that a project can end badly even though the knowledge and talents of several expert people are added to its development (Ojeda, 2017). Work groups improve the performance of their members, but reduce productivity in complex or unfamiliar tasks, with variable effects on motivation and individual performance, individuals generate more and better ideas when they work alone instead of in a group, when They meet and share skills, knowledge, improve communication, decision making and innovation. These groups provide security and a sense of belonging to their members, which can increase productivity and reduce internal conflicts. For this, it is necessary to generate

the basic conditions. that allow the members of the organization to contribute the best of themselves, improve communication and integration and give recognition to the team and organization, and meet the challenges in an objective and successful way, it is necessary to determine who is going to do what, not It must be understood that each member knows what they have to do, it is necessary to define the roles, which must be in writing, with this everyone knows what they have to do Segovia & Salmones, 2010), performance must be measured through a standard or work practice that must be maintained to produce high-level results, these standards are customer service, quality and even teamwork itself. It is necessary to determine irrelevant and sensitive information, the non-explicit message is based on valuing the person and trusting that he or she will act responsibly, when you do not exchange sensitive information with someone, you are sending the opposite message that you

do not trust the person (EE, 2016). In groups there are group and central norms, in the group norms the main ideas of the nature of the work are reflected, in the central norms: they have to do with values and establish what the group must not do, it helps help the group function smoothly, have appropriate social behavior, and help the group survive.

To generate responsibility and freedom to act, the objectives must be clear, they cannot be restrictive but not so broad that people become inhibited when carrying out the action, it is necessary to select collaborators, avoiding conflictive people because they cloud the work environment, when people isolate themselves there is a feeling that the group is special, the most productive environments are pleasant, respectful and in which participation and communication are encouraged, there must be rewards based in performance and group-centered cooperation (Garijo, 2014). Some methods for making decisions in the group are (Guzmán, 2004) unilaterally made by the boss, by majority vote, by consensus or by consultative process.

The team must know what criteria they are going to use to evaluate them and evaluate themselves by proposing work assignments, so hearing what others have achieved concerns everyone (EE, 2016), questions must be asked and clarification of what has been done, or No, in relation to the action points established by the team, a public warning must not be made when something is not done, the motivations

must be directed to the team and another to the individual (see table 15).

Motivations for the team	Individual motivations
Pose challenging projects.	Have a good salary.
Enhance the autonomy of the team, plan and make decisions.	Train for your professional development.
Offer a reward based on the result achieved.	Work in a good work environment.
Set partial, short-term goals that can be easily achieved.	Boss recognition.

Table 15: individual and team motivations

A key factor is the recognition of the type well done, presenting the results to management, mention of the work done by the team, a congratulatory letter, recognition of authorship, when people feel author and responsible for what they do. arouses interest, some people contribute more time and energy than others, and assume different forms of interaction that lead them to have coincidences and disagreements, but there must be motivation and disparity since the individual contribution is not equitable, which can generate conflicts in the relations. Therefore, efforts must be made to spend more time as a team, perform tasks more productively, solve problems, ensure that there is cohesion and attraction among each other to remain in the work group and take advantage of diversity and achieve more open, creative and constructive groups. better performance (Segovia & Salmones, 2010).

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