

Enhancing Teamwork and Managing Performance

What is Teamwork?

Within teams, members' behaviors can be categorized in terms of both *taskwork* and *teamwork* processes. "Taskwork represents *what* it is that teams are doing, whereas teamwork describes *how* they are doing it with each other. Specifically, while taskwork involves the execution of core technical competencies within a given domain, teamwork refers to the range of interactive and interdependent behavioural processes among team members that convert team inputs (e.g., member characteristics, organizational funding, team member composition) into outcomes (e.g., team performance, team member satisfaction).

Some examples of teamwork (and respective comparisons to taskwork) include: the seamless communication between a surgeon, nurse, and anaesthesiologist, rather than the technical competencies of these practitioners; the synergy between a mid-fielder and a striker in the soccer field, rather than their respective skill sets related to passing or receiving a football; and so forth. Research from an assortment of studies indicates that teamwork—is positively related to important team effectiveness variables, including team performance, group cohesion, collective efficacy, and member satisfaction.

With regard to regulating team performance (i.e., locomotion), teamwork behaviors include those that occur:

- (a) before/in preparation for team task performance,
- (b) during the execution of team performance, and
- (c) after completing the team task.

First, with regard to teamwork behaviors that occur *before/in preparation* for team task performance, these include the active process of defining the team's overall purpose/mission, setting team goals, and formulating action plans/strategies for how goals and broader purposes will be achieved. **Second**, teamwork behaviors that occur *during the execution* of team tasks include actions that correspond to members' communication, coordination, and cooperation with each other. At this stage, team members translate what they have previously planned (during the preparation phase) into action. **Third**, in terms of teamwork behaviors that occur *after completing* the team task (i.e., reflection), these include monitoring important situations and conducting post-task appraisals of the team's performance and system variables (e.g., internal team resources, broader environmental conditions), solving problems that are precluding team goal attainment, making innovative adjustments to the team's strategy, and providing/receiving verbal and behavioral assistance to/from teammates.

Group Activity - Objectives

- Ways to provide social support within teams
- Promoting ways to manage interpersonal conflict among teammates
- Objectives and Goal Setting
- Creating Action Plans
- Assessing the outcome variable of team performance