

IMPROVING TEAMWORK SKILLS BY INVOLVING IN PROJECT TEAMS – A COMPARATIVE STUDY

TOADER COSMINA-SIMONA*¹, MAŁGORZATA ZAJDEL²,
MAŁGORZATA MICHALCEWICZ-KANIOWSKA², DUMITRESCU CARMEN-
SIMONA¹, ORBOI MANUELA-DORA¹, GHERMAN REMUS¹

¹ *Banat's University of Agricultural Sciences and Veterinary Medicine "King Michael I of Romania" from Timisoara, Faculty of Management and Rural Tourism*

² *University of Technology and Life Sciences in Bydgoszcz, Poland, Faculty of Management*

*Corresponding author's e-mail: cosminatoader2003@yahoo.com

Abstract: *The teamwork represents the ability to work together in order to attain a common goal. For each member, teamwork brings a lot of advantages and probably the most known are mutual support, satisfaction given by doing something together, increasing self-esteem, using each other's potential and also teamwork is about cooperation, communication, understanding, information exchange and even confrontation of opinion differences.*

In this article authors starts with importance of teamwork skills and the most important soft skills that can improve the teamwork skills and continue with a study that tries to emphasize which are those teamwork skills improved by involving in project teams. The realization of the study involved the application of a questionnaire among the people from Poland and Romania who were members of project teams.

Key words: *teamwork, skills, project teams*

INTRODUCTION

The project team is the main and most difficult resource to be managed in project management. An effective project team is one that presents in interpersonal plan exceptional qualities of commitment, orientation, cohesion, autonomy. [3,7,8]

According to specialists, there are specific skills that make some teams work better than other teams. In order to be efficient, any team needs guidance, communication, encouragement and monitoring, but also members with a developed sense of teamwork, communication and collaboration. [1,12,14]

Teamwork is one of the most important skills in most forms of employment, without which success is slow to emerge. [4,5,6] Teamwork in projects involves a set of skills, and according to the literature the main skills of teamwork are considered [11,13,15]:

- communication - teammates need to speak a common language and for this they need to communicate clear, in an efficient way;
- responsibility is an important teamwork skill because teamwork involves persons who should understand each other and beside this understand that team is efficient if team member take responsibility for own tasks for achievement of a common goal;;
- honesty, together with transparency this teamwork skill helps a team to develop and obtain desired results;
- active listening, this skill help to understanding and trust of team members and thus to an efficient teamwork;
- empathy helps to understand team members better and by default a better communication between teammates.;
- collaboration, there is no teamwork without collaboration, in this way collaboration is crucial for an efficient team;
- awareness, this skill is related to the capacity to be aware of the importance of every team member and beside this to feel secure, comfortable to highlight their abilities in order to achieve a common goal.

Also, involvement in project teams can improve soft skills related to [10]:

- Communication, skills like: confidence, conflict resolution, negotiation, public speaking, leadership;
- Problem solving, skills like: risk management, critical thinking, analysis and identification of problems, task management, emotional intelligence, solution orientation;
- Creativity, skills as: learning from others, open-mindedness, taking calculated risks, innovation, experimentation, creative thinking;
- Adaptability, skills as organization, optimism, flexibility, enthusiasm, cooperation, growth mindset, proactivity;
- Work ethic skills such as: attention to details, integrity, time management, motivation, perseverance, results-oriented, achieving goals.

MATERIALS AND METHODS

The purpose of this article is to emphasize those teamwork skills improved by involving in project teams. In order to emphasize this the following steps have been completed:

- literature review;
- selection of most important teamwork skills and skills improved through involvement in projects;
- questionnaire achievement;
- pre-testing the questionnaire;
- questionnaire distribution among people from Poland and Romania, people who were involved in project teams;
- analysis and interpretation of data;
- conclusions drawing.

The survey was involved application of an online questionnaire only to those people who were part of projects as members of project teams.

The questionnaire was designed using the application provided by Google Forms and in order to fill the questionnaire respondents had to access a link. [2,9]

The questionnaire has 17 questions distributed in 3 sections (general information, teamwork skills and other soft skills improved through involvement in projects).

The 5 questions from "General information" are related to country, gender, age, field of activity and number of projects respondents have been part of.

On section "Teamwork skills" respondents need to appreciate how they developed 7 teamwork skills as a members of project teams. In this way, using an evaluation scale from 1 to 5, respondents needed to evaluate following skills: communication, responsibility, honesty, active listening, empathy, collaboration and awareness.

On section "Other soft skills improved through involvement in projects", using also an evaluation scale, respondents evaluated skills related to:

- Communication (confidence, conflict resolution, negotiation, public speaking, leadership);
- Problem solving (risk management, critical thinking, analysis and identification of problems, task management, emotional intelligence, solution orientation);
- Creativity (learning from others, open-mindedness, taking calculated risks, innovation, experimentation, creative thinking);
- Adaptability (organization, optimism, flexibility, enthusiasm, cooperation, growth mindset, proactivity);
- Work ethic (attention to details, integrity, time management, motivation, perseverance, results-oriented, achieving goals).

The link of the questionnaire was distributed via social networks and even on closed groups of projects.

The questionnaire was applied between 25th April 2021 – 30th April 2021 among people from Poland and Romania.

The cohort is represented by 138 subjects (79 respondents from Poland and 59 respondents from Romania) who were members of project teams from different fields of activity.

RESEARCH RESULTS

According to responses provided by people who filled the questionnaire, the cohort consist in 138 subjects. As it can see in figure 1, 57% of respondents are from Poland and 43% are from Romania.

Regarding gender of respondents at the level of the whole group, most of responses are provided by female (80%). Looking at the country level, 81% of Romanian respondents are female and all Polish respondents are female. This high share of responses from women can be explained by the fact that they respond faster than men when they are asked to get involved.

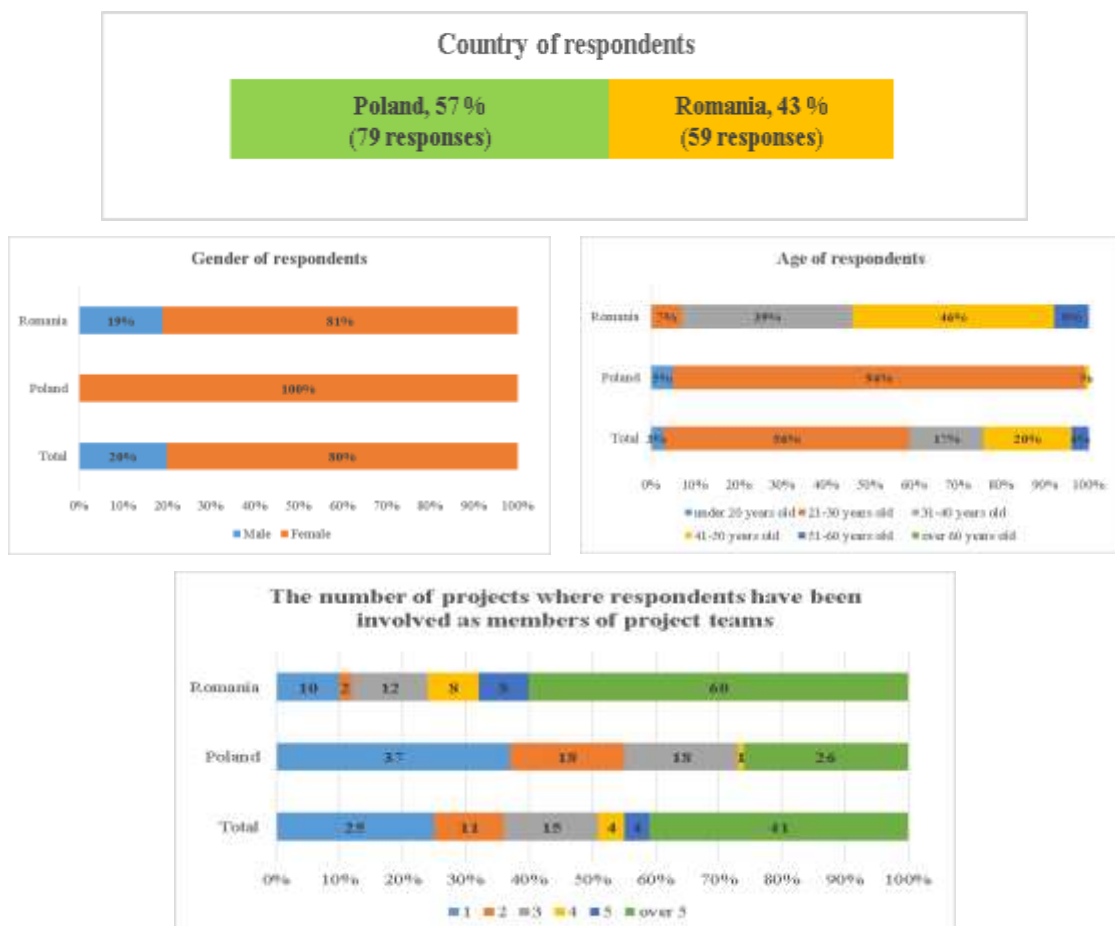


Figure 1. Cohort description

Considering the age of all respondents, the most of them are aged between 21-30 years old (56%). This percent is given by Polish respondents aged between 21-30 years old, which represents 94% from total Polish respondents. For Romanian respondents the representative age groups are 41-50 years old (46%) and 31-40 years old (39%).

About the number of projects where respondents have been involved as members of project teams, 41% of them have been members in more than 5 projects, a great part of Romanian respondents (60%) have been members in more than 5 projects, against 26% of Polish respondents, while 37% of Polish respondents have been members in 1 project. This rate of participation of Polish respondents in 1 project can be explained by the age of most Polish respondents, 94% of them are aged between 21-30 years old.

Related to their activity field, respondents are from education, services, culture, research, they carry out their activities in educational institutions, cultural institutions, research institutions, companies or NGOs as students, teachers, researchers, engineers, managers, consultants, volunteers.

Projects they have been involved are mostly educational projects, research projects, environmental projects, cultural projects, business projects, engineering projects, consulting projects or volunteering projects.

Regarding the notes given by Polish respondents to teamwork skills developed through participation in project teams, it can be observe that most of them believe that they have developed the most skills such as honesty, collaboration, empathy and communication. Also, skills such as responsibility, active listening and awareness are also recognized as skills developed by participating in project teams to a considerable extent by most respondents (figure 2).

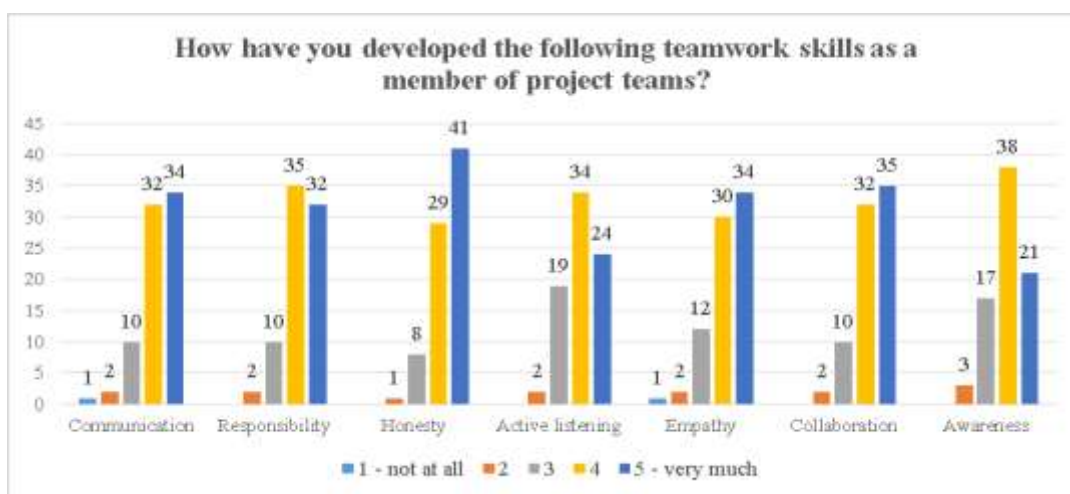


Figure 2. Developing of teamwork skills as members of project teams - responses provided by Polish respondents

According to the answers given by Romanians, most consider that participating in project teams have greatly developed all 7 teamwork skills (communication, responsibility, honesty, active listening, empathy, collaboration and awareness), the main skills being developed are responsibility and collaboration (figure 3).

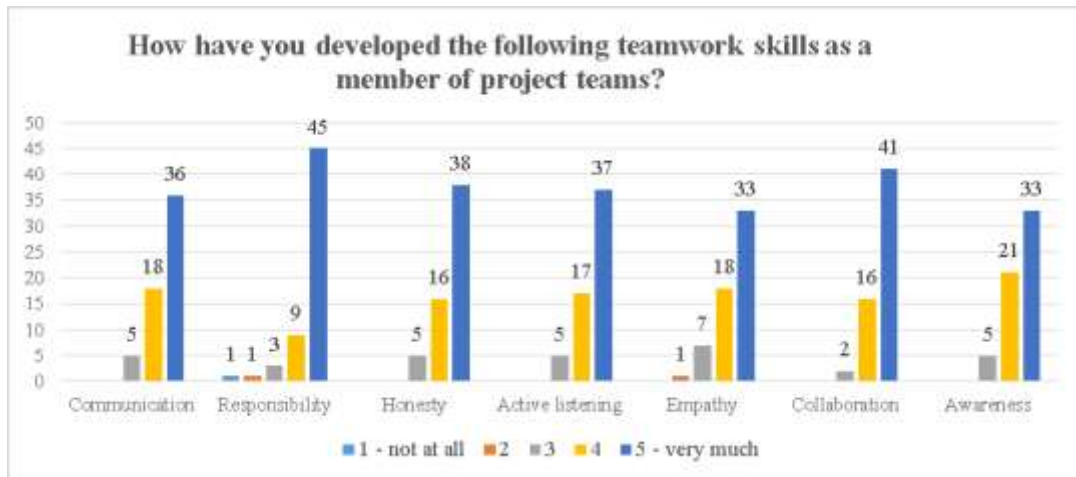


Figure 3. Developing of teamwork skills as members of project teams - responses provided by Romanian respondents

In addition to teamwork skills, the aim was to highlight other skills that are developed through involvement in projects. In this way, the respondents had to appreciate how much they developed skills related to communication, problem solving, creativity, adaptability and work ethic.

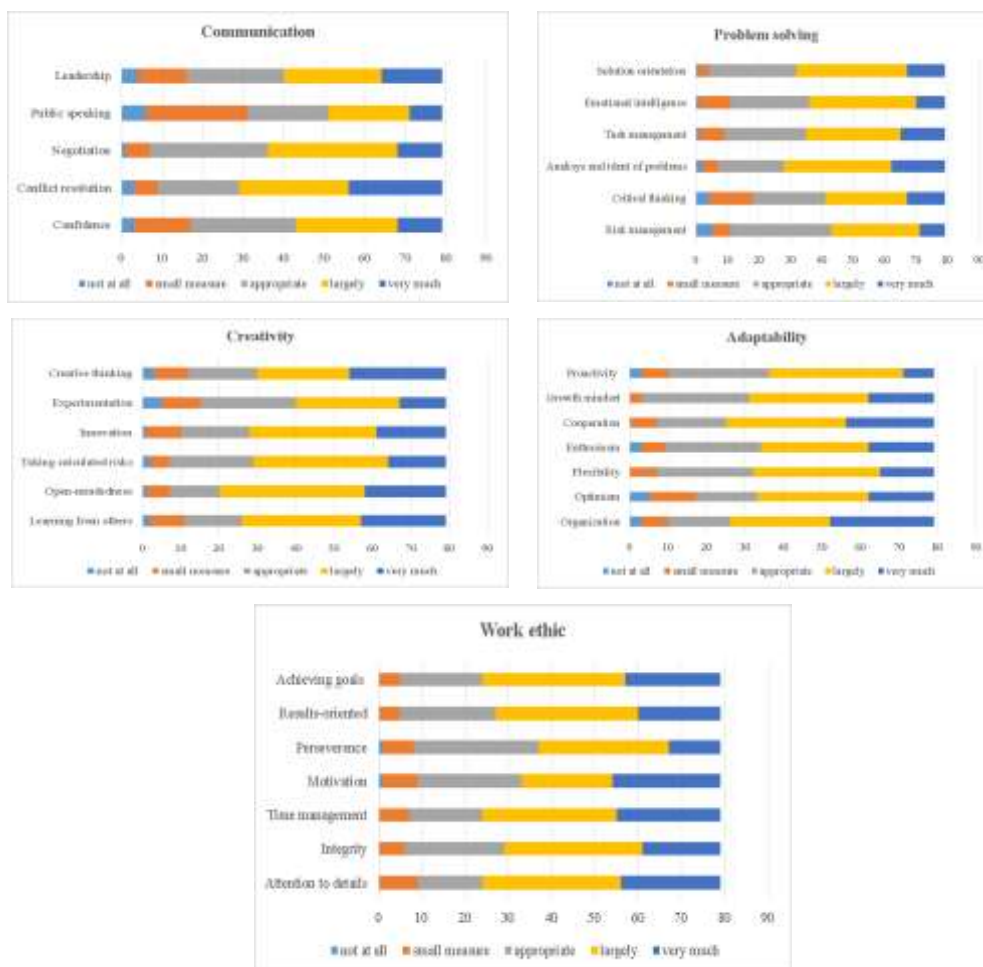


Figure 4. Other soft skills improved through involvement in projects - responses provided by Polish respondents

According to the answers provided by the Polish, they appreciate that by getting involved in projects they have developed a lot of skills such as: creative thinking, motivation and organization and largely skills like: conflict resolution, negotiation, leadership, critical thinking, analysis and identification of problems, task management, emotional intelligence, solution oriented, learning from others, open-mindedness, taking calculated risks, innovation, experimentation, optimism, flexibility, enthusiasm, cooperation, growth mindset, proactivity, attention to details, integrity, time management, perseverance, results -oriented, achieving goals. Only one skill was developed in small measure, public speaking (figure 4)

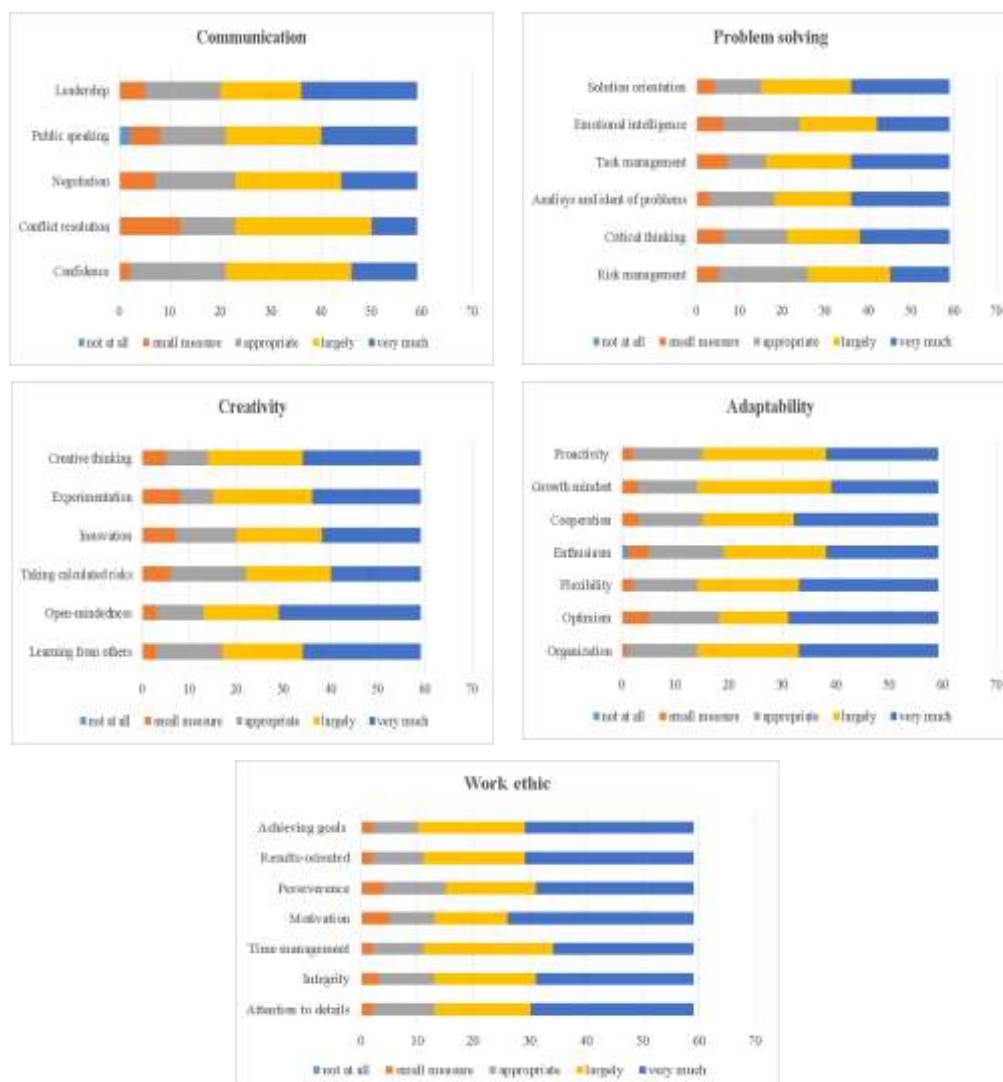


Figure 5. Other soft skills improved through involvement in projects - responses provided by Romanian respondents

Respondents from Romania believe that by engaging in projects have developed very much skills as: leadership, critical thinking, analysis and identification of problems, task management, solution orientation, learning from others, open mindedness, taking calculated risks, experimentation, creative thinking, organization, optimism, flexibility, enthusiasm, cooperation, attention to details, integrity, time management, motivation, perseverance, results oriented, achieving goals. Being part of project teams, Romanian respondents have largely developed skills such as: confidence, conflict resolution,

negotiation, emotional intelligence, growth mindset, proactivity. According to their answers, a skill was assessed as appropriate developed, risk management. (figure 5)

CONCLUSIONS

Analyzing the 138 answers to the questionnaire, responses provided by people who have been members of project teams we have noticed the following:

- Polish respondents appreciate that they have developed teamwork skills like honesty, collaboration, empathy and communication by involving in projects;
- Romanian respondents consider that teamwork skills like communication, responsibility, honesty, active listening, empathy, collaboration and awareness have greatly developed by getting in team projects;
- in addition to the development of teamwork skills, involvement in projects also involves the development of skills related to communication, problem solving, creativity, adaptability, work ethic.
- creative thinking, motivation and organization are the skills developed the most by getting involved in projects;
- most of Polish respondents developed largely skills related to creativity, adaptability, communication, work ethic and problem solving;
- most of Romanian respondents developed very much skills related to creativity, adaptability, problem solving and work ethic and largely skills related to communication.

ACKNOWLEDGEMENTS

We are thankful to all people who accepted our request to participate in this study and filled the questionnaire - Improving teamwork skills by involving in project teams or helped us in distribution of the questionnaire.

All responses were very useful in elaboration of the study.

REFERENCES

- [1]. **FRUNZE O.**, 2014, Formarea echipei performante în managementul de proiect, Administrarea Publică, nr. 4, available on https://ibn.idsi.md/sites/default/files/imag_file/Formarea%20echipei%20performante%20in%20managementul%20de%20proiect.pdf
- [2]. **GOOGLE FORMS**, <https://docs.google.com/forms>
- [3]. **NEAGU, CIBELA**, 2007, Managementul proiectelor, Tritonic, București, 98
- [4]. **NICOLESCU O.** coord., 2004, Managerii și managementul resurselor umane, Economică, București, 331-332
- [5]. **POPESCU DOINA**, 2013, Comportament organizațional, ASE, București, 249-252
- [6]. **RĂILEAN ELENA**, 2017, Managementul proiectului. Dezvoltare profesională și instituțională, Lumen, Iași, 12-21
- [7]. **TOADER, COSMINA-SIMONA**, 2013, Managementul proiectului, Ed. Universității Lucian Blaga, Sibiu, 59-60
- [8]. **TOADER COSMINA-SIMONA, SÂMBOTIN DANA, CRISTE OANA RALUCA** 2014, Formation and development of team work abilities at students through projects, Proceedings of International Conference “Modernity and competitiveness in education”, 36-41
- [9]. *** Improving teamwork skills by involving in project teams, https://docs.google.com/forms/d/e/1FAIpQLSevgZo7s2m5-Tw3-Ad-36m4v0VluT2rpkHY0rj9lA2eaoiojQ/viewform?usp=sf_link

- [10]. *** Soft Skills: Definitions and Examples, <https://www.indeed.com/career-advice/resumes-cover-letters/soft-skills>
- [11]. *** Teamwork Skills: Definition and Examples, www.indeed.com/career-advice/career-development/teamwork-skills
- [12]. *** <https://blog.debonaire.ro/8-abilitati-de-lucru-in-echipa-pe-care-angajatorii-le-apreciaza-la-angajatii-lor/>
- [13]. *** <https://ro.chalized.com/lista-abilitatilor-de-lucru-in-echipa/>
- [14]. *** <https://skillsplusproject.eu/ro/ua/61/managementul-echipei-de-proiect>
- [15]. *** www.wikijob.co.uk/content/interview-advice/competencies/teamwork