



Team management: The role of the leader in the development of a company

Gestão de equipes: O papel do líder para o desenvolvimento de uma empresa

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ABSTRACT

Several factors directly impact the efficiency and productivity of teams, as well as organizational health, which is why the crucial role of leadership in team management is highlighted, emphasizing the ability of leaders to motivate and drive their teams towards common goals, creating an environment conducive to collaboration and commitment. This leadership role is recognized as a key strategic differentiator for organizational success in a highly competitive market. Thus, we discuss the respective question: What are the impacts of the leader in team management and how does this subject contribute to the productivity of a company? In this sense, the present work aims to understand the importance of the leader's role for the management of teams in a company. Methodologically, it corresponds to a qualitative research of bibliographic review, through a collection of secondary data, with renowned authors on the subject. In addition, this research reinforces the idea that team management goes beyond the supervision of tasks, involving the creation of an environment conducive to growth, innovation and collaboration so that there is an environment of development and collective learning, which will reflect on the company's productivity.

Keywords: Team management, Leadership, Organizational health, Task supervision.

INTRODUCTION

Team management is important in the productivity of companies and the ability to lead effective and motivated teams is a strategic differential for the company. This paper explores the direct and indirect impacts of team management on operational efficiency, innovation, employee satisfaction and the organization's bottom line, i.e., its productivity.

Organizational health is the greatest competitive advantage a company can have, so it has consequences for long-term growth and sustainability. When an organization cultivates a healthy

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work environment, it is reflected in operational efficiency and ability to adapt to changing markets. In this way, this work aims to understand the impacts of team management on the company's productivity, as a healthy environment causes good communication, collaboration between team individuals, leadership competence and alignment around common goals, crucial factors to overcome challenges and seize opportunities.

Therefore, it is important to analyze what the impacts of team management are and how they can affect a company's productivity and how companies that prioritize organizational health tend to stand out from the competition, achieving better results and building a solid foundation for the future. In this way, these organizations will have low employee turnovers, which translates into cost savings with recruitment, training, and loss of know-how (set of practical knowledge).

In light of this, talent retention becomes a competitive advantage, allowing the company to maintain an experienced and dedicated team capable of innovating and executing at a high level. Customer loyalty is also strengthened, as satisfied and engaged employees tend to provide superior service, which in turn leads to greater customer satisfaction and loyalty. In this way, organizational health is not just about creating an enjoyable workplace, but about fully integrating that positivity into the business strategy, thus ensuring the viability and sustainable growth of the company in the long run.

The choice of the theme was due to the understanding of the importance of exploring information about team management, a fundamental component for organizational success, especially in an increasingly competitive market. And for this, it has as a methodological approach the qualitative research in the face of a brief bibliographic review. This approach enables a rigorous study of the concepts around the theme, such as the specificities of team management, the advantages and challenges of this management and the role of the leader in such performance.

The present work sought to explore the complexity of the business environment and the need for well-managed teams to maintain the advantage in the market. It is recognized that organizational health directly reflects on operational efficiency and the ability to adapt to changes and essential elements for professional success.

For the literature review, the main focus was the consultation of theoretical-conceptual materials that address team management from different perspectives. For this, authors whose works are references in the field of administration and people management were selected, such as Bahry and Tolfo (2022), Chiavenato (2008), Collins (2001), Cortella (2016), Covey (2005),



Goleman (2015), Kaspary and Seminotti (2012), Liboreiro and Borges (2018) and Navarro (2000), about whom the theoretical reference study will be presented in the following topics.

The article presents the following question: What are the impacts on team management and how does the leader contribute to the productivity of a company? To this end, we present as a general objective to take some impacts of team management on the company's productivity, and as specific objectives to highlight the advantages and challenges of team management for a company; articulate the role of leadership in the exercise of team management; and reflect on the importance, advantages, challenges and leadership role in team management with a view to increasing the company's productivity.

Thus, we discuss the object of study below, in order to address possible answers to the problem and to pursue the objectives established in the present study.

THEORETICAL DEVELOPMENT

TEAM MANAGEMENT

Liboreiro and Borges (2018) point out that there is ample competition in the globalized labor market, so effective team management is essential. Contemporary business dynamics, marked by rapid technological changes, rising consumer expectations and the constant need for innovation, require organizations not only to have a business strategy, but also the ability to mobilize and motivate teams around common goals. The main concepts of authors who have dedicated themselves to research on teams (Table 1).

Table 1: Authors and their concepts of team management

Author	
Lewin (1947)	Groups or teams are formed by people with similar beliefs related to the psychological forces of the social field in which they are inserted.
Hackman (1987)	Teams at work form corporations that perform tasks deemed relevant to the organization they belong to, and their performance results have consequences for the team.
Arrow e McGrath (1995)	Teams are complex and dynamic relationships between a set of members who use specific technology to achieve common purposes.
Hinsz, Tindale and Vollrath (1997)	Teams are process information that, according to the objectives to be processed, codify, share, store and learn by performing the tasks.
Zanelli (1997)	Teams coordinate competencies to respond to frequent and changing problems. A team is made up of people with maturity, responsibility and interdependence of all its members.
Katzenbach's Smith (2001)	Team is formed from a group of interdependent and integrated people, with complementary skills, committed to a common shared goal, goals and a common work approach.
Moscovici (2007)	A group that understands its goals and is committed to achieving them in a shared way. Member communication requires trust. Members have complementary skills that make it possible to achieve results.

Source: Adapted from Liboreiro and Borges (2018)



Based on the above concepts, practices and skills focused on developing, motivating and coordinating work groups aim to achieve common goals. Chiavenato (2003) approaches team management as a fundamental process within organizations, where effective leadership, communication and promotion through collaboration in the work environment are essential for success. The author highlights the importance of understanding the individual and collective dynamics of teams in order to better manage and take advantage of the potential within companies.

SPECIFICS OF TEAM MANAGEMENT

According to Szezerbicki et.al (2006), there is a recent review focused on the adoption of the institution's strategies to establish the necessary competencies and the behaviors expected for effective delivery. Each identified competency is linked to specific delivery behaviors, which serve as indicators of the employee's ability to apply the competency in question (Table 2).

Table 2: Managers' competencies and respective delivery behaviors

SKILLS	BEHAVIORS
Lead by example	<ol style="list-style-type: none">1. You are an agent of change and lead by example.2. Has good interpersonal relationships with customers, partners and employees.3. It works by inspiring people and safeguarding the company's image.4. It contributes to a climate that favors results.
Master your subjects	<ol style="list-style-type: none">1. Instructs the action plan for the team to introduce the organizational strategy.2. It suggests transformations in activities for opportunities.3. It analyzes the process in which it operates and then makes decisions.
Develops and develops the team	<ol style="list-style-type: none">1. Makes the diagnosis and proceeds with appropriate actions for its own development and the development of the team.2. It provides a harmonious environment for the team.3. It seeks to develop according to the insufficiencies of its unit.4. Transmit activities responsibly.5. Provides training for those who succeed within your team
Acts as the owner of the business	<ol style="list-style-type: none">1. It stimulates the team, the manager or other units, in order to achieve the plan, productivity and control of expenses.2. It supervises the execution indicators and requests the participation of the team to achieve the goals.3. Manages according to the unit's strategic focus.4. Practices participatory management.
Focus on the customer	<ol style="list-style-type: none">1. Communicates effectively to the customer about the requirements under their responsibility2. It proposes resources to meet the urgencies of customers.3. They monitor the activities of the management, acting on customer satisfaction.4. It recognizes the opportunities in customer service that generate effects on the results of its unit.
Encourages and practices innovation	<ol style="list-style-type: none">1. Understands the opportunities for innovation in your team's area.2. It creates a convenient environment for innovation.3. It puts innovation into practice.

Source: Adapted from Szezerbicki *et. al*, 2006.



When analyzing Table 2, the competencies and behaviors expected for delivery are classified according to several levels of complexity, always taking into account the profile of the organization's managers as the target audience.

For Kasparly and Seminotti (2012), teams develop an operational trust where all members act collectively, generating a relationship of complementarity.

According to the above-mentioned authors, the learning of group processes involves five points: personal growth, awareness of mental models of the work environment, collective vision among participants, team learning and thinking of the whole. By developing skills, companies will have the essentials to survive in the globalized market, enhancing their human resources.

Therefore, in developing these points, Senge (1990) argues that organizations not only "learn how to learn", but also equip themselves with crucial competencies for survival and success in a globalized market. This organizational learning, based on human capacity, is not limited only to the market, but to the construction of a more meaningful life, at the individual and collective level.

Siqueira, Souza and Viana (2013) discuss the importance of managing expectations and aligning interests for the success of teams in Brazil. The author proposes that leaders should actively work to understand and harmonize the organization's expectations and promote a fair and outcome-oriented work environment.

ADVANTAGES AND CHALLENGES OF TEAM MANAGEMENT

Team management, although essential for organizational success, presents a series of advantages and challenges that leaders need to go through. This balance between benefits and obstacles becomes essential for the development of teams to sustain a healthy and productive organizational environment.

According to Chiavenato (2003), good team management is fundamental to the success of an organization. In this context, understanding the advantages and challenges associated with the management of a given institution optimizes productivity, promotes innovation and maintains a healthy and motivating work environment. The author addresses that the relevance of people management practices for success is leadership.

For Schilling (2021), the advantage of team management is that in addition to face-to-face work, where what is sought is the growth of the organization, there are companies that prefer their employees to work remotely, creating projects virtually.



The author adds that teams that work virtually are an independent group of individuals who work remotely and share the organization's goals and results. They may be dispersed or distant groups, outside the company's location, but they work in contact and fulfill their responsibilities.

According to Goleman (2015), one of the advantages of team management is the ability to produce and its performance, as well-managed teams tend to produce more and be more efficient. This is due to better division of tasks, effective collaboration, and leveraging the complementary skills of team members. Efficient management fosters an environment where goals are achieved quickly and with less effort.

Team management also influences the organization's climate, where it promotes a work environment necessary for employees to feel valued, based on a collective effort. This, consequently, increases employee satisfaction and motivates by reducing turnover rates (GOLEMAN, 2015).

Also according to the author, through team management, members have the opportunity to develop new skills and competencies, either by performing challenging tasks or by learning from co-workers. This continuous development is a benefit for both the employee and the organization.

Goleman (2015) highlights the importance of emotional and social capacity, which is fundamental to be in the leadership of team management, helping in the performance of employees, in addition to making good communication possible so that they can achieve goals with commitment.

For Bahry and Tolfo (2022), facing the challenge of remaining competitive in the market is one of the main issues for organizations. The strategy of standing out through the identification and management of employees' core competencies has proven to be an effective way to differentiate products and services from the competition.

For Goleman (2000), among the main challenges for team management are ineffective **communication**, as communication failures can lead to misunderstandings, conflicts and errors in the execution of tasks; management conflicts due to individual and opinion differences are natural within teams; resistance to change; diversity of teams, which can be a competitive advantage or a challenge of cultures; and alignment and cohesion, i.e., team members aligned with organizational goals and working in a balanced way, is challenging, especially in large teams or distributed across states.



In view of the solutions to these problems, it is necessary to make an analysis to increase the advantages of team management, making it essential that leaders develop communication skills, and solutions to conflicts, as well as inclusive leadership and strategic thinking. Investing in training and leadership development, promoting recognition.

ROLE OF THE LEADER IN TEAM MANAGEMENT

Covey (2005) highlights the importance of proactivity and setting clear goals in leadership. The author also suggests that leaders are those who encourage and support their employees, as well as encourage them to take responsibility for their own development and results.

Correlated to this, the leader's role in team management is fundamental for satisfactory organizational productivity. Leaders guide their teams toward the company's goals and provide an environment that fosters team growth.

According to Sinek (2009), good leaders inspire their teams by communicating the fundamental purpose of their actions, and it is essential to understand and share the "why" behind organizational activities to significantly increase team motivation.

In this way, an effective leader clearly defines the team's goals, ensuring that all members understand and are with the organizational purposes. This includes communicating expectations, setting clear goals, and motivating the team to achieve them by creating purpose among employees. Thus, leaders have an important role in the workplace, collaborating and respecting each other.

Goleman (2000) argues the importance of a leader in understanding and managing their own emotions, as well as recognizing the emotions of others, being fundamental for team management. He highlights the importance of empathy and assertive communication, emphasizing that emotionally intelligent leaders have the ability to maintain a more productive work environment.

In this regard, the role of the leader involves fostering open communication, enabling diversity of thought. A collaborative environment allows teams to leverage the diverse skills and perspectives of their members, which is essential for problem-solving and innovation.

Cortella (2016) addresses the importance of the search for meaning at work, suggesting that efficient leaders are those capable of connecting the team's goals with larger purposes, increasing employee motivation.



In this way, it is up to the leadership to invest in the professional development of team members, including identifying and nurturing individual skills, providing opportunities for learning and growth, encouraging initiative and responsibility. Employee training contributes to increased motivation, job satisfaction, and talent retention.

Navarro (2000) addresses the importance of well-being and happiness at work. When leaders cultivate a harmonious environment, they promote employee well-being, and as a consequence, increase team success.

However, conflicts in any environment formed by teams of people have to have conflicts. Therefore, the leader must be able to manage these conflicts in a way, with which he recognizes the differences, mediating the disputes and creating solutions, this becomes essential to maintain the productivity and coexistence of the team.

For Kotter (1999), the importance of leadership in the implementation of organizational changes, arguing that leaders must be able to establish a coherent vision, clearly communicate their perspective to the team, and motivate employees to adopt new directions and approaches.

Given this, the leader must be able to adapt his strategy and approach in response to changes in the business environment, team dynamics, or challenges faced. This requires flexibility, open-mindedness to change, and the ability to lead the team through uncertainty, providing constructive information on a regular basis, and jointly acknowledging team members' commitment and achievements. The recognition of work well done increases the self-esteem of employees, reinforcing positive behaviors and results.

According to Senge (1990), the role of the leader is to provide learning and development to the team. In addition, the author suggests that leaders should promote collective learning, which is essential for the adaptation and growth of the company.

Collins (2001) points out that an efficient leader has personal humility with intense professional will, suggesting that these leaders are capable of catalyzing commitment and joint effort towards organizational excellence, increasing the efficiency of team management.

Therefore, when leaders are efficient, they act as role models for the team. By demonstrating integrity, dedication, and excellence in their own behavior, leaders set high standards and inspire their members to do the same. The leader's job in team management goes beyond supervising tasks; It's about inspiring, empowering, uniting, and guiding the team toward success. The important thing is that a masterful leader is able to lead a team, making it perform well and highly productive.



RESULTS AND DISCUSSION

The results and discussions of this study show the importance of team management in the organizational context. Through the literature review, it is possible to identify several aspects that directly influence the productivity of the teams, as well as the organizational well-being.

The role of team management leadership emerges as the main theme. Leaders are those who are able to motivate and drive teams with common goals, providing a work environment that favors collaboration, innovation, and commitment. Leadership ability, therefore, represents a key strategic differentiator for organizational success in a highly competitive market.

Organizational health, identified as the greatest competitive advantage a company can have, is largely influenced by efficient team management. A healthy work environment that promotes good communication between team members, contributing to adaptation to market changes. This conclusion corresponds with the observations of authors such as Goleman (2015) and Covey (2005), who emphasize the importance of emotional competence and the establishment of a shared vision in leadership.

In addition, the literature review emphasizes that organizations that prioritize organizational health tend to achieve superior results, distinguishing themselves from the competition. This is due, in part, to the ability to retain talent, as satisfied and engaged employees tend to provide superior service, strengthening customer loyalty. This dynamic is supported by the analysis of authors such as Bahry and Tolfo (2022) and Navarro (2000), who highlight the correlation between employee satisfaction, innovation, and the organization's final results.

Another relevant aspect discussed in this work is the transformation in team management in the face of the reality of remote work. Adapting to new ways of working, as suggested by Schilling (2021), are situations that demand a leadership approach that adapts to current times .

The discussion also emphasizes the importance of continuous competency development within teams. The ability to learn and adapt quickly to new market demands is an essential skill for the survival and sustainable growth of organizations, as highlighted by Senge (1990) and attested by Cortella (2016).

This study reinforces the idea that team management is not limited to supervising tasks, but involves building an environment that encourages growth, innovation, and collaboration. This implies significant challenges for leaders, who develop solid skills in communication, conflict resolution, and inclusive leadership, according to the concepts of the authors cited throughout the article.



The results of the analyses present in the text contribute in a theoretical and practical way to the management of teams, providing information for researchers and practitioners interested in professional improvement and organizational effectiveness. The analysis based on the literature review allowed us to identify the key elements that influence team management, emphasizing the critical role of leadership, organizational health and the development of competencies for the success of organizations.

FINAL THOUGHTS

In view of the theme presented, the article emphasizes the fundamental importance of team management for the success and sustainability of companies. Through the analyses presented, a deep discussion of the concepts presented by the cited authors is made, making it possible to understand that leading efficient and motivated teams is a strategic differential, which determines business competitiveness in the market.

Team management enhances operational efficiency, as well as contributes significantly to employee satisfaction and, consequently, to the organization's results. Organizational health is a factor that reflects on the company's ability to grow and sustain itself in the long term. Organizations that have a healthy work environment promote good communication, collaborate and align their goals, tend to take advantage of opportunities.

The present study highlights the importance of talent retention as a competitive advantage, showing that experienced and dedicated teams are able to innovate and perform their tasks at a high level. At the same time, customer loyalty is strengthened by the quality of service provided by engaged employees, generating greater satisfaction and loyalty on the part of consumers.

The analysis of the theoretical contributions points out that team management faces significant challenges, especially with regard to adapting to new forms of work, such as remote and virtual work. This reality requires leaders to have a capacity for innovation and continuous adaptation, as well as the development of social emotional skills that are essential for leading and promoting a productive work environment.

Finally, leaders play an important role in team management, not only by setting the direction and objectives, but also by directing the team to opportunities, promoting the continuous development of their teams in a collective learning environment.



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