

RESEARCH ARTICLE

Ways of Developing Students' Academic Teamwork Skills

N.J.Isakulova

Doctor of pedagogical sciences, professor at Uzbekistan State World Languages University, Uzbekistan

VOLUME: Vol.06 Issue03 2026

PAGE: 165-169

Copyright © 2026 European International Journal of Pedagogics, this is an open-access article distributed under the terms of the Creative Commons Attribution-Noncommercial-Share Alike 4.0 International License. Licensed under Creative Commons License a Creative Commons Attribution 4.0 International License.

Abstract

This article highlights ways of developing students' academic teamwork skills, including proper team formation, approaches to effective team motivation, and the factors contributing to team success.

KEY WORDS

The essence and content of academic skills, typological classification, proper team formation, approaches to effective team motivation, factors of team success.

INTRODUCTION

Conflicts among colleagues, misunderstandings, and declining motivation are only some of the problems that managers at any level face. Recommendations from experienced managers on how to turn a group into a cohesive team and properly organize work processes have been compiled.

There is no single universal way to form a team correctly. Below are three recommendations that may help:

Start from the goal. What is the team's objective: to develop a new product or to support existing processes? Depending on the goal, the composition of roles, the level of participants' competencies, and each member's personal motivation are determined.

Take constraints into account. There may be constraints related to time, budget, and participants' workplace conditions. For example, a distributed or remote team may not be suitable, and all employees may need to meet in person in one office. Constraints may also arise when key team members are already engaged in other projects and that work cannot be interrupted.

Pay attention to personal qualities. Hard skills are necessary for carrying out work tasks. However, soft skills and the personal qualities of team members are also important for

ensuring that people work well together. If a strong informal leader who plans to become a formal leader in the future joins the team, this may lead to conflict later on [1].

METHODS

Using the experimental method, various pedagogical conditions are created to develop students' teamwork skills, and their effectiveness is tested. For example, one group of students may be assigned project-based tasks, while another group is asked to complete traditional individual exercises. The results are then compared, and the development of teamwork skills is assessed. In the observation method, students' behavior in collaborative activities, their ability to distribute roles, and their skills in solving problems together are directly observed.

Before forming a team, it is necessary to create a profile of each participant, considering not only professional skills but also soft skills. If mentoring new employees is required, a potential leader must understand what can and cannot be expected from them, be patient, and be able to communicate information in different ways. Conversely, to defend the interests of the project before other functional divisions, an employee should be determined, proactive, and able to

respond calmly to rejection.

If each participant works independently on his or her own task without much overlap with others, then communication skills may not need to be emphasized as strongly. During the selection process, it is important to assess how well an employee matches the developed profile. Can this person work quickly under conditions of limited information? Does he or she have teamwork skills, or is individual work more comfortable?

It may not be possible to form a strong and effective team on the very first attempt, and this is completely normal. A leader should not become overly attached to "perfect correctness," but should instead focus on constantly monitoring team performance, identifying problems, and responding to them promptly. This is especially important in the early stages, when the team is new and members are just beginning to work together. By continuously improving processes, a leader gradually forms an effective team [1].

RESULTS

How can a team be motivated? There are two levels of

motivation:

Individual motivation. Each employee has his or her own unique motivation, and it is often not limited only to salary or financial bonuses. There are many personal motivating factors: gaining prestige, gradual career advancement, working on interesting projects, earning the respect of colleagues, and taking initiative. If a manager knows the motivations of employees, he or she can find an individual approach to each of them and bring their performance to the highest level.

Team motivation. The next level of motivation is team motivation, which helps achieve a common goal. For example, a team can be encouraged through comparison. Identify an indicator in which your team outperforms competitors in the market and praise colleagues for it. Or compare the team's previous and current results: if a year ago one project required six months, now the same amount of work can be completed in three months [1].

In addition, the following approaches are important for motivating a team effectively (see Table 1.7):

Table 1.7. Approaches to Effective Team Motivation

No.	Approaches to Effective Team Motivation	Content of Effective Team Motivation
1	Setting clear and understandable goals	If the goals facing the team are clear, each member understands the importance of his or her contribution. The goal should be connected with both common and individual tasks.
2	Taking individual motivation into account	It is important to know what motivates each employee: development, recognition, interesting tasks, responsibility, or flexible working conditions. An individual approach strengthens motivation.
3	Recognition and encouragement	Openly acknowledging and praising good results raises team spirit. This does not necessarily have to be a financial reward; even simple gratitude is of great importance.
4	Opportunities for growth and development	Education, training, mentoring, and new responsibilities increase employees' internal motivation.
5	Providing trust and autonomy	Giving employees the opportunity to make independent decisions strengthens their sense of responsibility and

		interest.
6	Strengthening the team environment	An environment based on open communication, mutual support, and respect unites the team. Celebrating team achievements together is also important.
7	Fair assessment and feedback	Fairly evaluating results and providing regular constructive feedback show employees where they stand and what they should strive for.

Motivation is not a one-time measure but a continuous process. It is important for a leader to monitor the team and regularly update approaches in accordance with emerging needs.

The main problem when working with distributed teams is the lack of communication. In such teams, the risk of misunderstandings is high. Unlike in office environments, this cannot be compensated for by face-to-face meetings near the water cooler or in hallways. Therefore, when working with distributed teams, greater attention should be paid to the quality of communication, both written and online. It is necessary to define tasks in detail, clearly and comprehensively document project materials, and continuously align the context among team members.

DISCUSSION

Teamworking skills refer to the ability to perform one’s tasks within a shared activity together with other people. This skill is clearly demonstrated in team sports. For example, on a volleyball court all players share a common goal and strategy, but each of them has a specific area of responsibility.

Specialists from a large internet corporation studied hundreds of working teams within their divisions in order to identify the formula for success. The main focus was placed on the concept of a “star lineup,” suggesting that the stronger and more personally compatible the team members are, the greater the achievements of the team will be. However, in practice it was revealed that team success depends on other factors (see Table 1.8) [4].

Table 1.8. Factors of Team Success

No.	Factors of Team Success	Content of the Factors of Team Success
1	Psychological safety	There should be opportunities and a supportive environment for every person to express ideas freely. In this case, the employee’s position in the hierarchy is not important: in a properly formed team, everyone can openly share opinions about the development of the product or company without fear of being ignored or facing humiliating comments. Another important sign is the ability to openly say that one has not fully understood a task, has not adequately assessed its complexity, or may not meet the deadline. Admitting a mistake may be uncomfortable, but avoiding it may eventually lead to serious problems. If colleagues trust the team and are confident in one another’s support, problems can be solved with minimal losses.
2	Confidence in mutual reliability	It is difficult to achieve success while constantly depending on an irresponsible or passive colleague. Trust in colleagues is

		very important, and it must be justified.
3	Clear tasks and deadlines	The more clearly participants understand what needs to be done, how it should be done, and when it should be completed, the better the result will be. There can never be excessively detailed technical instructions.
4	Clear goals	A team that clearly knows what it is striving for is the team that succeeds: launching a product or update on time; achieving a certain volume of sales; obtaining an order with a record advance payment and fulfilling it. This may also include material incentives, such as a general salary increase. There is also a reputational option: the company moves to the premium segment level, opens a modern office in the city center, and organizes a team-building event by the sea. The clearer the expected results are imagined, the higher the work efficiency will be.
5	The need to take personal goals into account	It is important to create conditions for their realization: one person may come to work in order to take the family on vacation, while another may seek self-expression and a place where he or she feels useful.
6	The importance of each member	It is important for every team participant to feel that his or her contribution is producing results and bringing the team closer to the common goal.

Leading universities and companies encourage people to engage in collaborative projects. The reasons for this are as follows:

Reason 1: Teamwork promotes the emergence of innovations, helps detect mistakes more quickly, and enables the identification of the most optimal solutions to problems. All of this is possible due to employees' active listening and their ability to express their ideas freely—thanks to psychological safety.

Reason 2: Well-organized teamwork saves resources, such as the time and financial costs associated with recruiting and adapting new employees. People tend to work longer in an environment where they feel respected, are paid fairly, and

experience open communication.

Reason 3: Working in a team helps individuals make bold decisions. If you know that others will support you and share responsibility for complex choices, it becomes easier to select a risky but promising option. Where there is high risk, there is often high reward as well [4].

Problems in team interaction are often deeper than they appear at first glance. According to a study conducted by the University of California (2025), 67% of employees experience discomfort in teamwork not because of personal antipathy, but due to structural problems within the organization itself. The main causes of conflicts within teams can be divided into three levels (see Table 1.9) [3]:

Table 1.9. Main Causes of Conflicts in Teams

Level	Main Causes of Conflicts	Frequency of Occurrence
-------	--------------------------	-------------------------

Organizational level	Unclear distribution of tasks, conflicting goals, unfair allocation of resources	71%
Interpersonal level	Differences in communication styles, differences in values, competition, struggle for status	63%
Individual level	Personal characteristics, psychological incompatibility, stress outside of work	48%

An effective team cannot be formed immediately. Future team members must first go through several stages of development. These stages include the following:

1. Adaptation. When people begin communicating with each other, they tend to be cautious and usually form pairs or small groups with those who feel closest to them psychologically. This stage represents a process of mutual testing and the formation of informal rules accepted within the team. Therefore, a certain level of caution in communication and relatively low work efficiency may be observed. At the same time, employees try to keep each other informed about common issues.

2. Grouping. Over time, people form small groups according to their interests. At this stage, individual motivation may not always correspond with the overall team goals. Employees may show some resistance to performing assigned tasks. Within the team, certain boundaries for expressing opinions are established. Each member expresses his or her attitude toward events in the work process and observes colleagues' reactions.

3. Cooperation. Employees begin to show a genuine desire to solve the assigned tasks. For the first time, the team starts to perceive itself as a unified group, and members begin to communicate actively and constructively with each other.

4. Normalization of activity. At this stage, leaders begin to develop corporate norms and rules of communication within the team. This leads to an increase in the level of trust among team members.

5. Performance. At this stage, roles are distributed in order to perform assigned tasks constructively. Conflicts and disagreements within the team are resolved, and common goals become clearly defined for everyone. Each employee openly strives to contribute to achieving these goals, which creates a positive psychological and working environment. In addition, the organizational structure takes its final form. At this stage, teamwork can be considered successfully organized

[2].

CONCLUSION

Developing students' academic teamwork skills is one of the important tasks of the modern education system. Team-based activities help form essential competencies among students such as cooperation, mutual respect, responsibility sharing, collaborative problem-solving, and effective communication. In developing these skills, it is important to effectively use interactive methods, project-based learning, problem-situation analysis, group tasks, and collaborative learning technologies. In addition, properly organizing teamwork processes, encouraging student participation, clearly distributing roles, and developing criteria for evaluating results also increase the effectiveness of this process. As a result, students develop not only academic knowledge but also the social and communicative skills necessary for their future professional activities. Therefore, the systematic application of methods and technologies focused on teamwork in the educational process is an important factor in developing students' academic and professional competencies.

REFERENCES

1. Как организовать работу в команде. [Организация работы в команде: как эффективно организовать работу в команде, методы, правила, психологические основы — Контур.Толк](#)
2. Организация работы в коллективе: как стать сплоченной командой. [Организация работы в коллективе: как стать сплоченной командой](#)
3. Тяжело работать в коллективе: 7 способов решения конфликтов. [Тяжело работать в коллективе: 7 способов решения конфликтов](#)
4. Умение работать в команде — что это за навык и как его развивать. [Умение работать в команде — как развивать этот навык у себя / Skillbox Media](#)