CHANGES IN TEAMWORK
AND NEW LEADERSHIP CHARACTERISTICS,
TRIGGERED BY THE WORK FORM CHANGES

Mateusz BYCZYK

Poznan University of Economics and Business, Department of Organisation and Management Theory;
mateusz.byczyk@gmail.com, ORCID: 0000-0003-3188-2619

Purpose: This article aims to explore the evolving dynamics of teamwork and the emerging leadership characteristics that have been brought about by the shifting landscape of work. It examines how changes in work formats, such as remote and flexible arrangements, have influenced team collaboration and the qualities now crucial for effective leadership in this transformed work environment. By examining these developments, this work tries to provide insights and guidance for both organizations and supervisors to adapt and thrive in this new era of work.

Design/methodology/approach: This critical literature review is based on articles focused on the role of leader and manager in the context of teamwork performance, taking into account the recent work form changes, all of the reviewed papers were published between 2017 and 2022.

Findings: Today's teams operate differently than those from ten years ago. Newly formed groups should be led by individuals who embody leadership qualities, while also possessing some managerial traits. Leaders, utilizing new ICT tools, can influence every aspect of team management. Modern leadership now requires creativity, inclusivity, global connectivity, collaboration, technical competence, and agility. Additionally, leaders need to be adaptable, emotionally intelligent, and capable of providing moral support, especially in a remote or hybrid work setting.

Practical/social implications: The challenges discussed in the reviewed articles suggest that similar issues will arise in most organizations today. Supervisors can use these insights to determine whether their teams need a manager or a leader, based on team conditions. Managers ensure accountability by following established rules, while leaders in-spire and motivate through vision and personal qualities. The choice between a manager and a leader, or a combination of both, depends on the team's specific goals, the nature of the project, and the skills and qualities of the individuals involved.

Originality/value: This literature review emphasizes that today's employees expect supervisors to navigate and act in alignment with contemporary knowledge and technological potentials. Understanding these expectations helps organizations foster better leadership and teamwork in the modern work environment.

Keywords: Leader, manager, team, teamwork, remote work.

Category of the paper: Literature review.

JEL codes: J24, M12, M54, O15.

1. Introduction

Today's, companies expect employees to present creativity, innovative ideas and willingness to change. Additionally, while innovation creativity is based on producing the novelty (Wen, Zhou, Lu, 2017), we must remember that organization's ability of being innovative, is a key factor for long-term growth, what depends on its headmaster and his/her competences (Portnova, Peiseniece, 2017). An innovative environment allows their open use of new ideas, introduced from organizational processes, which were made from various resources (Portnova, Peiseniece, 2017). Current employees are looking for supervisors who are open to interpersonal relations, give attention to all personal needs and problems, listen carefully and frequently communicate to solve daily tasks (Vijaybaskar, 2020). The most discouraging features of supervisor, in their opinion are: bad communication behaviors, rudeness, sloth, micromanaging and meanness. As modern leaders, we should be creative, inclusive, globally connected, collaborative, challenge-seeking, technically competent and agile (Camp, Young, Bushardt, 2022). Also, "it is important for the team to understand how to communicate, when done properly, it allows them to become more productive and satisfied" (Rathod, 2022, p. 36). With the use of communication employees are able to freely and efficiently discuss, share knowledge or interact without secrets (Agbejule, Lehtineva, 2022).

The success of employees management and positive chance of increasing performance all de-pends on Human Resources' (HRs) practices of its supervisors (Navío-Marco, Solórzano-García, Palencia-González, 2019). One of those HR practices is communication. With the use of effective communication, it is possible to encourage teamwork, motivate employees, build confidence, manage uncertainties, avoid mistakes and reduce unproductivity (Alvarenga et al., 2020). Supervisors who present supportive attitudes and are integrated with subordinates are able to better understand their feelings which makes cooperation and work easier (Milewski, 2021). By that, they are able to motivate, direct and harmoniously guide employees by the use of the most effective communication channel. Communication affects most of the areas, such as learning, encouraging or guiding subordinates, that is why supervisor must be aware of it (Cernicova-Bucă, 2020). Thanks to improving and caring about the quality of communication, as well as the appropriate character of leadership, it is possible to have a positive impact on employees/subordinates, so that they can demonstrate their full potential.

However, recently in the work environment, there have been many changes, including those caused by the COVID-19 pandemic. It triggered the world crisis by affecting service companies, bringing market problems and disrupting well-established environments (Kashive, Khanna, Powale, 2022). One of the disadvantages of COVID-19 pandemic, was the massive inhibition in the economic activities (Hamouche, 2021). The pandemic forced many businesses to do things differently to survive, such as adapting to new circumstances, converting face-to-face approaches to virtual interactions or taking advantage of new opportunities (Johnson,

2021). In consequence, the performance was destabilized, which required time and efforts to adapt to this environment (Renkema, Bondarouk, Bos-Nehles, 2018). Teams that have traditionally worked in an on-site format have had to transition to a less familiar remote or hybrid form, thereby limiting 'live' interactions. Virtual work, for which teams were not always prepared, has shown that communication and leading virtual teams are something to which team leaders do not always know how to respond correctly. Witnessing this, we can notice that in teams working remotely or in a hybrid manner, problems related to communication are increasingly emerging. Supervisors of these teams, due to the complex environment and a vast amount of experience in almost only on-site work, often struggle to suggest ideal team-based solutions to communication problems or to select communication tools that would satisfy the entire team. Even if today's youngest employees possess a broad spectrum of skills and competencies that far outrun those of previous generations, like high proficiency with technology or strong will to learn new skills and receive knowledge while working (Baker Rosa, Hastings, 2018) it is still hard for them to communicate properly. Here, a research gap appears, emphasizing the issue of insufficient knowledge on how to manage communication in virtual teams to achieve the level of communication satisfaction that the team had during on-site work.

This article aims to investigate the changing teamwork and the evolving leadership qualities influenced by the evolving work environment. It explores the impact of contemporary work arrangements, such as remote and flexible setups, on team collaboration and the essential leader-ship attributes in this new work landscape. By examining these trends, this study offers insights and recommendations to help organizations and managers adapt successfully. The primary research questions can be inferred as: (1) How have recent changes in work environments affected team-work dynamics? (2) What are the evolving leadership qualities necessary for effective team management in remote and hybrid work setups? (3) How can communication in virtual teams be man-aged to achieve high levels of satisfaction?

The critical literature review draws on articles published from 2017 to 2022, examining the roles of leaders and managers in the context of team performance within the context of recent work environment changes. Its key contribution lies in highlighting the expectation of today's employees for leaders to navigate and act in alignment with modern knowledge and technology's potential.

The article follows a well-structured format, beginning with an Introduction to provide an overview of the topic. The Method section details the research methodology. The main body of the article is organized into several sub-sections within 'The After-effects of Changes Made to Teamwork', covering topics such as team, teamwork dynamics, the impact of changes in work formats and the evolving nature of management and leadership. Finally, the article wraps up with a Discussion and Summary section to provide insights and conclusions derived from the research.

2. Method

The selected method - Critical Literature Review (CLR) is employed in academic and research settings with the purpose of summarizing the current body of research on a specific topic or issue. Moreover, through the use of CLR, papers can assess the strengths and weaknesses of prior re-search and literature within a particular field. Ultimately, this method enables the identification of gaps in existing research and the pinpointing of areas requiring further investigation.

This review used publications from databases, related to management, economy and human resource management. The selected databases were: "EBSCO", "CAMBRIDGE JOURNALS", "EMER-ALD" and "GOOGLE SCHOLAR". It was decided to choose these databases because they have one of the most diverse publications from the analyzed scientific area. The search was conducted on the basis of keywords combination and those phrases included: "manager and leader" or "manager versus leader", "leadership", "management", "manager and leader", "manager vs leader" "team-work characteristics", "remote work", "virtual teams" and "COVID-19 pandemic work changes".

When selecting papers related to the topic of this article, the following parameters were applied: (1) there were presented differences between manager and leader as well as management and leadership; (2) those articles presented advantages and disadvantages of the phrases mentioned above; (3) some articles presented changes caused by COVID-19 pandemic; (4) articles were supervisors' and some of employees' point of view; (5) all articles were not older than 5 years to address to recent work environment characteristics and also most of papers were from years 2020-2022 to include COVID-19; and (6) all articles had to be in English as it is the most popular language of scientific literature.

The conducted search resulted in 5.802 articles. A brief study of titles and abstracts resulted in the drop of 4493 papers unmatched to the research topic. The remaining 1309 results were checked for eligibility, leading to another exclusion of 1139 works, which were nonsignificant or irrelevant to primary topic. The remaining 170 articles were deeply analyzed, which resulted in the choose of 48 the most significant papers.

3. Literature review - The after-effects of changes made to teamwork

3.1. Team

Ciocirlan (2018, p. 29) described organization as an "association of people with shared concepts or interests, brought together in compliance with a regulation or statute, in order to perform organized activity". Those activities can be daily, operational or strategic. While each

of those differs by time, they are all important for long-term survival. Every task conducted in organizations needs an adequate amount of assets. Recently, higher-ups began to report the increasing problem, most likely caused by pandemic, where they have to work with a limited number of resources. With them limited, to maintain in good performance level they had to make adjustments and invent new possible ways to reach imposed goals (Johnson, 2021). Following the importance of completing the daily organizational task there are many different roles to be fulfilled, which would be impossible for one person to accomplish. Long ago, to work efficiently, enterprises had to establish better solutions as opposed to one-person task completion approach.

Teams are groups of working and learning individuals inside organizations. The main purpose of the team is to achieve a goal or solve a daily work activity (Buzamăt, 2022). In a team, strategy is turned into action, that is why they must be able to grow and learn (Dixon, 2017). There are different skills needed in daily task completion, so it is obligatory to have diversified teams.

Each member of the team has the right to suggest new perspectives, styles, attitudes, ideas or intentions. These new ideas can be crucial to build a good and healthy organizational culture (Rathod, 2022). Culture is built by the whole team, with the use of their everyday interactions, introduced policies, attentional priorities and crisis solutions (Wallace et al., 2020). In organizations, it is based on the shared values, norms, beliefs and needs, which in return can trigger team-fitted behaviors (Camp, Young, Bushardt, 2022). "A key in nurturing a team culture lay in granting employees a fair amount of autonomy so they are able to make independent decisions regarding how to achieve desired outcomes" (Hess, 2018, p. 286).

Project teams characteristics, differentiate them as: cross-functional, multidisciplinary, designed for specific tasks, self-organized or hierarchically organized (Moura, Dominguez, Varajão, 2019). This division emphasizes that a project team is created for a specific purpose, important from the perspective of the organization's needs.

Each project team has its director, on his/her shoulders lies all responsibilities, restrictions, hopes and challenges to reach planned or desired result (Rathod, 2022). Teams' growth is also one of supervisor's responsibilities (Postuła, Majczyk, 2018).

3.2. Teamwork

Along with the team theory, teamwork is a team activity, where people are guided or coordinated to reach a specific target. As teamwork, we can define the set of views, behaviors and attitudes that take part in task performance (Moura, Dominguez, Varajão, 2019). Thanks to teamwork it is possible to increase the quality, speed and outcomes of work, in contrast to one-person work results.

Each team is evaluated by its results and they are based on the whole team efficiency; the better it is, the better the results are. All multi-layered processes, born from team members' cooperation, with the proper engagement of everyone, is called team performance (Moura,

Dominguez, Varajão, 2019). The team, which wants to remain competitive within the enterprise, must present a high performance level, for which the supervisor is responsible (Rathod, 2022). What's more, due to knowledge shared within team members, it is possible to influence their learning efficacy and engagement, while minimizing the probability of problem occurrence (Hess, 2018).

Recently, attitudes towards work have shifted drastically and currently organizations put more emphasis on cross-cultural teamwork (Kappagomtula, 2017). Today's teams are broad, different and with specific needs (Rathod, 2022). They try to find a way to efficiently integrate and cooperate with the new environment (Zhou et al., 2021). With teamwork quality level, we can evaluate the level of actions and relations of project team members (Agbejule, Lehtineva, 2022). Interdisciplinary team projects are difficult to take care of and the complicacy becomes more visible when the size of the project is vast (Kappagomtula, 2017).

3.3. Teamwork vs. work form changes

The recent pandemic problems have forced supervisors and their subordinates to rethink their roles to meet the needs caused by the shift in environment (Dandalt, 2021). Pandemic started a previously known but undeveloped concept of remote work. This trend happen to achieve rapid growth due to its huge potential. Following that, by switching from stationary to virtual work, the team needed to introduce and keep a new culture, adjusted to new complicated circumstances (Camp, Young, Bushardt, 2022).

Despite many benefits, the current remote work environment influenced the increase in the level of uncertainty and instability. Virtual teams may lead to employee's isolation, arising from lack of previous daily activities conducted in stationary teams (Hamouche, 2021). However, more and more researches show that new ways of working increase work satisfaction and employee's engagement. In addition, people have a higher sense of autonomy in this work environment (Dandalt, 2021). Another research results of business complicity show the need of increasing employee well-being by the use of remote work potential (Ardebili et al., 2022). As an advantage of remote work, we need to highlight the opportunities of having the flexible work hours, time saving, better work-life balance and possibility to experience new ICT (information and communication technology) uses.

The COVID-19 crisis forced IT-enabled work introduction in some enterprises and emphasized the need for digital competences, useful for employees' daily task solving (Miszczak, 2022). Even though virtual teams are dependent on technology to do anything, they are widely used to overcome the restrictions of time and place to replace traditional teams (Kashive, Khanna, Powale, 2022).

3.4. Manager and leader

Most of the teams are guided by supervisors also known as managers. Managers, simply, are people taking care of management (Postuła, Majczyk, 2018). Coordinating and overseeing the work of subordinates, along the way of accomplishing the requested results, is their main responsibility (Simić, 2020). Manager is a part of a formal organizational hierarchy, with its power and authority in directing actions of subordinates.

Every manager must be aware of specific managerial practices which are stimulating subordinates and drive them to fast results accompanied by high quality (Portnova, Peiseniece, 2017). Their decisions affect the actions and behaviors of those earlier-mentioned employees. Success-seeking manager is obliged to identify the innovative solutions in the decision-making process (Iasmina et al., 2017). Today's managers are expected to be creative to bring solutions for complex and unexpected modern problems (McKeown, 2018) and thanks to understanding of other people's emotions, it is possible to know better ways to affect their actions.

Previously, in literature, leaders and managers were equated. However, as the time passed, the definition of manager has started to deteriorate in consequence of the idea:

'A good manager does things right, while leader do the right things' (Beckley, 2020). The position of the manager is based on formal authority and legitimate power, while the leader's seat is not pointed in any normative act, employment agreement or job description (Ciocirlan, 2018).

A manager is a person that holds power. On the other hand, leader is a person you want to follow without formal designation. In many articles authors presented the difference of leader and manager as the ability to influence others without the use of their authority and status (Miszczak, 2022). Leaders are tasked to lead people and guide them through the problems to increase and develop their skills (Postuła, Majczyk, 2018). In leader's hands lies the power to influence or bend the group's performance to achieve desired goals of the team (Ribeiro Cantarino, 2022). The team leader role is based on setting tasks or goals, new strategy adoption, accelerating working processes and introducing performance levels, needed or expected by the organization (Huang, Huang, Chang, 2019). In Table 1. is a comprehensive comparison of the managerial and leadership approaches to team guidance, shedding light on the distinct strategies and attributes that managers and leaders employ in order to effectively steer teams toward their objectives.

Table 1.
Manager's and leader's way of team guide

Field	Manager	Leader
Work-style	Taking action	Use cognitive and imaginative features
	Utilizing subordinates	Inspiring subordinates
	Formal and disciplined mind	Visionaries
Employees' affection	Administration / Giving orders	Psychological influence
	Using given power to command others	Establishing social connections
	Following hierarchy	Friendly / Human oriented
	Manipulation	Motivation
Task completion	Following given goals	Creating own goals
	Achieve result no matter how	Use current assets
Main area of concern	Solving everyday problems	Taking care of strategic issues
	Running enterprise	HRM
	Managing and controlling task / people	Encouraging others

Source: Own work, based on: Ciocirlan, 2018; Postuła, Majczyk, 2018; Walsh, 2020; Lucia, 2018; Buzamăt, 2022 and Bhattacharyya, 2020

As a head of the team, the leader is in charge of making team members engaged, focused, with a solid level of understanding and knowledge (Rathod, 2022). Leaders care about team spirit that is why they must know the needs of its team members (Buzamăt, 2022). The good leader has some specific characteristics, like: honesty, inspiration, communicativeness, decisiveness, authority delegation, courage, justice, kindness, competence, creativity, optimism and intuition (Vardiashvili, 2022). With those, leaders promote respect, dignity and team acceptance, while pointing the avoidance of destructive behaviors (Wallace et al., 2020).

Newly made leaders are people deeply concerned about HR (Vardiashvili, 2022). The possibilities of modern HRs are considered to be of huge relevancy for the enterprises and it can be noticed the value of this function within employee engagement (Navío-Marco, Solórzano-García, Palencia-González, 2019). It is increasingly underlined, that as team leader, we must try to maintain the balance between control and trust (Vardiashvili, 2022), and also, we must provide constructive feedback to make our subordinates grow (Buzamăt, 2022).

3.5. Management and leadership

Following the description of supervising theory, two basic dimensions can be distinguished. First is task-concerned behavior, which is simply described as placing goals completion at first, without hesitation. Another one is strictly opposite, named employee-concerned behavior, and it is built around pro-human actions, relations and respect (Wen, Zhou, Lu, 2017). Those two definitions allowed us to distinguish two ways of employee guide – first is management while the second mentioned is leadership.

The foundation of a successful organization underlies in its management character (Ciocirlan, 2018). "Management is, somehow, the art of knowing what you want person to do, and then seeing that they do it in the best and cheapest way" (Simić, 2020, p. 3). As management, we can define the process of planning, directing, organizing and controlling

all resources belonging to an organization (human, informational, physical and financial) in exchange to reach desired goals (Lucia, 2018).

Constant evolution and recent economic crises made old management practices questionable enough to start the rapid growth of interest in leadership within scientific literature (Lašáková, Remišová, Kirchmayer, 2017). Most researchers, among leadership behaviors present: fairness, integrity, ethical guidance, people orientation, power sharing, role clarification and concern for sustainability (Lašáková, Remišová, Kirchmayer, 2017).

When a group of people is led towards a specific goal, under the influence, but not force, it is called leadership (Portnova, Peiseniece, 2017). The process of leadership is built thanks to relations made between leader and its followers (Chung, Navarro, 2021). By leadership, we can also define the process of creating route for others, with enough power to support their needs and goal completion (Simić, 2020). Leading a team through all challenges needs the identification of all conditions that may destroy or restrict the team's potential (Domínguez-Escrig et al., 2021). The proper leading of the group allows them to make a creative solution, without a waste of time, money or efforts (Iasmina et al., 2017).

As good leaders we are able to influence other team members, and also, those direct subordinates are able to change the leader's attitude or behaviors. Those leaders aware of its team competences can adjust tasks' requirements to fit its employees' knowledge and skills (Zheng et al., 2021). In contrary, bad leaders tend to act defensively for criticism when the job is 'heading the wrong way'; they become unmotivated to develop their skills which make them ineffective. It is highly appreciated to remember, the leader is a guardian of its subordinates, who build a relationship operating on trust (Zubek, 2020). "Trust is the intention or willingness to accept vulnerability based on positive expectations of the intentions or behaviors of others" (Dixon, 2017, p. 141). Highly competent supervisors, who have mastered certain competences are better prepared to use emerging opportunities to improve their competitive position (Stańczyk, Stańczyk, Szalonka, 2020).

3.6. Supervision changes in work form context

When forms of work switched from stationary to hybrid or remote, the supervisors had to change their minds and management styles (Dandalt, 2021). The main goal of current team wardens need to be the concentration on providing moral support to avoid psychological problems. This might have forced changes from manager to leader.

The reality, shaped from 21st century's technological changes, influences almost all areas of economic and public life. Additionally, the spread of COVID-19 resulted in rapid redefinition of the work requirements. Modern leaders are in charge of guiding their subordinates under unknown circumstances, where they have to give employees the needed directions to fulfill organizational expectations (Vardiashvili, 2022). In this environment, employees are at risk, that is why they need to be strictly monitored to avoid unwanted situations (Johnson, 2021). However, the COVID-19 pandemic, as well as the fourth industrial

revolution, allowed enterprises to take part in digital changes to improve the way they operate on daily/basic tasks (Ngayo Fotso, 2021). From a business point of view, the recent pandemic was called the most important event that transformed organizational lives, needs and approaches (Camp, Young, Bushardt, 2022).

The pandemic undoubtedly shifted the way of work and team supervision (Moore, Hanson, 2022). The switch to remote work, growth of virtual teams and new information and communication technologies (Vijaybaskar, 2020) increased the need of using the new IT tools to motivate others (Miszczak, 2022). Newly created E-HRM (Electronic Human Resource Management) is able to cover all needs or requirements of the complicated, post-pandemic reality (Zhou et al., 2021). Organizations started to understand that the performance of their leaders is a major component of creating a healthy work environment (Moore, Hanson, 2022). Table 2 provides an in-depth examination of the shifts in team supervision practices brought about by changes in work environment structures, offering a detailed analysis of the evolving roles and strategies that supervisors and team leaders must adopt to effectively navigate the dynamic landscape of contemporary work arrangements.

Table 2.
Changes in team supervising caused by work form environments

Areas	Stationary team	Virtual team
Integration of work with technology	Low level digital competences	Daily use of ICT / IT tools
Expected / Needed supervising style	Bureaucratic	Psychological
Management style	Classic	E-HRM
Focusing on:	Knowledge acquisition	Skill building, mindset change, behavior growth
Employees relations	Daily group activities	Employees isolation
Meeting ways	Face-to-face approach	Virtual interactions
Employees work behavior	Healthy relations	Trust issues / conflicts
Communication style	Open	Exclusionary
Team connections	Homogenous	Diversified

Source: own work, based on: Miszczak, 2022; Ardebili et al., 2022; Dandalt, 2021; Ribeiro Cantarino, 2022; Hamouche, 2021; Johnson, 2021; Vardiashvili, 2022; Kashive, Khanna, Powale, 2022; Moura, Dominguez, Varajão, 2019.

Apart from challenges, the COVID-19 invoked possibilities, with which employers were able to execute their HRM actions in new, previously unknown ways. In consequence, employees received an increase in flexibility on many levels, named as: work format, timelines, dress code or role compassion. New remote work possibility gave chance disabled employees to work under friendly video conference environments. People in charge understood, the subordinates are doing their best under the complicated circumstances (Chung, Navarro, 2021).

4. Discussion and summary

"Civilizations that prospered were led by great leaders while the civilizations that perished were often the victims of poor leadership. Business organizations are a part of the society and civilization" (Bhattacharyya, 2020, p. 374). Survival of the society, its dreams, crucial values and needs, are all dependent on the leaders' competencies (Ciocirlan, 2018). Currently, we live in the age of knowledge. In this case, the major role of leadership is to establish a high level of knowledge acquisition, knowledge sharing, implementation of innovative solutions and an ability to adapt to rapid changes (Zubek, 2020). Supervisors must remember, they are responsible for the health of employees while they are at work. They have to ensure that the workplace is safe, free of any hazards that may hurt them physically or psychologically (Hamouche, 2021).

The current reality requires a modern style of management in organizations. The new type of leader should be characterized by the following: caring for employees, caring for customers and caring for the community (Vardiashvili, 2022). Additionally, thanks to leaders, it is possible to switch subordinate's self-oriented identity into group-oriented ones (Özalp Türetgen, Unsal, Dural, 2017). The new management methods require more human-oriented way of thinking, to fully understand employees' needs and feelings, which were placed as the most important in the new environment (Domínguez-Escrig et al., 2021).

Also, we can observe the current tendency of reducing the importance of technical skills and authority over employees. What is more, the pandemic period changed the old managerial rigorous skills to more human-oriented leader's skills and behaviours. In previous literature we could observe the tendency to focus on the hard competencies to easily handle projects, relegating the soft skills to the end. Thanks to emotional knowledge, they will be able to convince teams and understand their true needs (Montiel, Gallo, Antolin-Lopez, 2020). Human capital is viewed as the personal attributes of a leader and their capacity to adapt and utilize these attributes (Gallego-Roquelaure, 2020) and they can use it in many beneficial ways.

Development of influential relationship between leader, direct reports, other team members and team supervisors will result in effective lead across the organization (Beckley, 2020). A communication of a good supervisor is able to influence the willingness of subordinates to share their thoughts and give comments of current good and unwanted practices (McKeown, 2018).

Sometimes, authors stated that the role of manager and leader can be occupied by the same person, but if by definition managers and leaders are different, how can one be manager and leader simultaneously? (Simić, 2020). It may be simply explained. Apart from 'leading people', leaders are also in charge of planning, organizing and controlling organizational resources. Similarly, managers should also try to lead people, with the use of a human-friendly approach (which is the opposite from their task-oriented minds).

Modern project managers must partially become leaders, as it is needed to combine hard skills of management with soft qualities of leadership, to deal with people and be efficient in terms of assignments, cases and targets (Alvarenga et al., 2020). To reach that point, organizations must try to motivate supervisors to learn new skills required for responsible management. Following that, managers and leaders must be ready and highly motivated to improve by learning new skills (Montiel, Gallo, Antolin-Lopez, 2020) and adapting to new environment.

5. Limitations

The article's literature review from 2017 to 2022 provides valuable insights into recent developments in teamwork and leadership. However, future research could expand its scope to include a broader range of industries, enhancing the applicability of findings across various sectors. Additionally, incorporating diverse geographical contexts would offer a more comprehensive understanding of global challenges. While focusing on pandemic-related changes, exploring other disruptions could enrich the analysis. Finally, acknowledging variations in team dynamics and ICT proficiency across different teams would provide a more nuanced perspective.

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