

Chapter 20

The Cohesive Factors in Building Resilience and Team Dynamism in a Turbulent Era: Team Motivation and the Organizationally Resilient

Rodney James Luster

University of Phoenix, USA

Elvire Daniels

 <https://orcid.org/0000-0001-5314-6933>

University of Phoenix, USA

Stephen More

University of Phoenix, USA

Alana Morales

University of Phoenix, USA

ABSTRACT

The effects of the COVID-19 pandemic on industry have also tested leaders and their organizations to explore the potentials of sustainability amidst such impacting conditions. Amidst this flurry of responsibility, a focus on protecting human capital and building resilience has emerged as a primary linchpin for continuity. Exploring the dynamics of authentic leaders and their processes for team development, alongside the pivotal role of teams in “knowledge organizations,” current effective business practices may provide insight into resilience-building for many more organizations. The focus of this contributive chapter is to examine organizational leadership and its important role in defining enhanced employee resilience practices during a turbulent era, with a closer look at the “cohesive factors” of durability and resilience as determinants of high-functioning teams and organizations.

DOI: 10.4018/978-1-6684-4605-8.ch020

INTRODUCTION

Dynamics of the 21st century

The world has witnessed unprecedented times, not the least of which was the COVID-19 pandemic which hit the world at the beginning of 2020. The business community, like other sectors of the world was not spared the depressing challenges of the pandemic. The appeal for increased research in entrepreneurship and organizational resilience could not have been more compelling than what has been witnessed as of late. The pandemic itself has, in many ways, altered the way organizations engage with their consumer communities. The adverse effect of the COVID-19 pandemic is likely to live with organizations for some years to come. The need for supporting organizational structure, however, is imminently upon the world. This is especially true for the value that functional work teams bring to the endurance of a work culture. Exploring team development and the role of teams in *knowledge* organizations could provide some insight into resilience building. The very culture of the use of teams in project execution could prepare an organization for future challenges. The economic dynamics of the 21st century is dictated by knowledge organizations comprising knowledgeable employees and their productivity (Bratianu et al., 2021).

The application of knowledge for the creation of tangible and intangible products plays an important role in contemporary knowledge economies. These economies thrive on the concept of knowledge, which represents the production, use, and circulation of all the relevant economic activities. Within the modern economies, knowledge organizations refer to the agents which provide the critical infrastructure and processes that feeds the knowledge market (el Geneidy et al., 2021).

The key advantages of engaging the potential of a team-developed process include the aggregation of various individual competencies, individual productive behaviors, and *employee-unique* experiences (Albon et al., 2014). These assets can be deployed to develop competitive advantages and resilience for an organization. Interestingly, Tan et al. (2008) reiterated the preponderance and indispensability of work teams in modern business organizations. The appeal for work teams is the heightened demand for a team-based approach to project management in the knowledge organizations and firms planning to remain competitive in increasingly challenging business environments (More, 2021). The facets of understanding the complementary possibilities of teams, especially during unprecedented times, stands to be a pivotal component to the success and sustainability of those organizations wishing to remain viable and productive for the future.

This contributive chapter to entrepreneurship and resilience looks to examine both *resilience* and *motivation* as the two primary *cohesive factors* of durability within teams, and the dynamic advantages of knowledge-brokering environments that foster and engender resilient workers. The opportunity to envision greater resilience through cohesive teams alongside authentic leadership amidst the durative aspects of a phenomenon such as COVID-19 are observed as potentiating variables that offer hope to businesses seeking to strengthen their human capital.

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