

Exhibit 1. Definition and Basic concepts

Work team

In their book, Ander- Egg & Aguilar, define a work team as a small number of people who combine their knowledge, capabilities, and complementary skills to achieve the fulfillment of certain objectives and carry out actions aimed at achieving them. The distribution of both individual and collective responsibilities is based on adequate coordination and structuring of tasks [44].

Differences between a workgroup and a work team

Over time, some authors have pointed out that a work team is born from a workgroup, stating that these definitions are not synonymous. When we talk about a work group, we refer to a group of people who share information, ideas, and experiences that individually help the members to improve their work, however, they have no responsibility for the results of others. On the contrary, in work teams there is a joint responsibility, that is, the members not only have responsibility for their tasks but also for what must be done as a team [44].

In other words, a workgroup is a group of people who come together to carry out a common activity; however, a relationship of collaboration, affinity, trust, or commitment doesn't need to be established among the members of the group. That is, it has a common objective but each member of the group focuses on developing their corresponding part of the common project, without their tasks or their development affecting the work of the others. On the other hand, when working under the team philosophy, a common mission and vision must be well established, which provides the members with this commitment of shared responsibility [10].

Likewise, work groups are characterized by having average performance, since they are oriented toward meeting the final objective, but without considering synergy as the fundamental axis of their joint activities. So, work groups are potential work teams, which can remain in that condition or can establish their objectives, leading to more demanding projects, thus becoming a work team [45].

Characteristics of a work team

According to Ander- Egg & Aguilar [44].the characteristics that must be present to truly consider a work team are the following:

- Shared leadership (each member has responsibility both individually and collectively).
- Own, well-defined objective.
- The product obtained is the result of individual effort and collective work.
- Measure its effectiveness by evaluating the team's products.
- Individual efforts that contribute to team success are recognized and celebrated.
- Your meetings should be open exchanges that seek active solutions to problems.
- Regarding decision-making, members discuss, decide, and do the work together.

Objectives of a work team

A work team aims to develop activities that allow the members, and the team, to interact in multidisciplinary contexts, as well as carry out the generation and exchange of information between team members, fostering creativity and continuous improvement. as one of its main goals. This is to foster and promote organizational innovation, as well as the search and creation of new knowledge, which can become part of the basis of the organization and be made available to its members, providing them with benefits and promoting the development of these [45].

Importance of work teams in companies

The work team within organizations is born from the need to share knowledge and collaborate among the employees of an organization to enhance the final result. Likewise, working as a team is beneficial in terms of security, self-esteem, mutual benefits, and sociability, in addition to providing the possibility of gathering skills, creating synergy, generating greater commitment and development of workers, and increasing organizational contribution. and creativity [45].

Continuous improvement

Currently, there are different ways to conceptualize the term continuous improvement, according to Cáceres García [46], it can be defined as a Japanese philosophy that considers all the activities of the organization, which functions as a constant and permanent improvement strategy. So, this improvement can refer to costs, compliance with the delivery schedule, occupational health and safety, worker development, and product improvement, among others. For this reason, many authors consider continuous improvement as the key to Japanese competitive success. Likewise, we can describe continuous improvement as the continuous process of establishing objectives and finding opportunities for improvement, by carrying out internal audits and reviews that help detect findings and encourage proposals for corrective and preventive actions. as well as putting them into operation.

Critical success factors (CSF)

The term critical success factors (CSF) is defined in the work of Alvarez et al. [31], as the identification of all those variables (capabilities, resources, competitive advantages, skills, actions) that characterize an organization. and if managed appropriately they can be key to achieving project and organizational success.

That said, the pioneer of the FCE concept was D. Ronald Daniel in 1961, who called "critical success factors" those critical areas that must remain "extraordinarily well done" for an organization to prosper. However, this concept became popular in 1979, when Rockart managed to identify seven FCEs for the *Microwave company. Associates* in the United States. Since its inception, the concept of FCE has been of great influence on organizations since it has allowed the identification of strategic areas that help prosper in different industries, from manufacturing to services [47].

Likewise, in the work of Bhatia & Kumar [48], CSFs are defined as "the limited number of areas in which satisfactory results will ensure successful competitive performance for the individual, department or organization." a reference to the managerial need to focus on those factors that require the greatest focus, and on which actions must be prioritized to ensure the success and competitiveness of the company. Likewise, it highlights that when it is not carried out the identification of the truly critical factors, decision-making, and process implementation becomes more complex and requires a greater investment of time, effort, and money.

On the other hand, in the research by Sanchez-Lizarraga et al. [49], it is mentioned that the FCE are those essential components that organizations need to enhance their advantages and competencies, allowing the satisfactory implementation of their processes and systems, such as the Quality Management System (QMS). Likewise, it highlights that, if these CSFs are not prioritized, completed, or fulfilled when organizations are about to start new projects, it is quite likely that these projects will fail.

Effectiveness

In the work of Rojas et al. [50], effectiveness is defined as the result of effectiveness (which focuses on achieving and achieving results), and efficiency (which focuses on the optimization of inputs or resources). Under this context, effectiveness must ensure that the objectives are met in a transcendent way, that is, significantly and having favorable consequences.

Derived from the above, the effectiveness of a work team can be defined as the extent to which the members actively collaborate, exchanging knowledge, skills and resources effectively, to respond to the needs that need to be satisfied to achieve goals. his objectives. Likewise, this is achieved based on both individual and team-level factors [30].

In this sense, in their research, Strode et al. [51], points out that there is a distinction between team performance, which refers to the result obtained through the actions of the members of a team, without taking into account how they carry out their task, while team effectiveness encompasses a broader and more comprehensive definition, in which the interaction of the team in carrying out tasks matters. That is, the effectiveness of the team, in addition to the achievement of objectives and goals, is concerned with the motivation of the team members.

Relationship of Effectiveness in work teams in the Implementation of continuous improvement tools

The globalization of the economy and new technologies has favored the flexibility that organizations have, leaving aside the traditional rigid structures, and promoting constant communication between workers, which makes it possible to structure responses in an environment that changes day by day.

Consequently, collective performance within organizations becomes more relevant, and research and mechanisms focused on improving teamwork become even more necessary, becoming of great interest to different sectors, including the industrial and manufacturing sectors. Under this context, it is correct to affirm that the resource of organizations, which is most strategically important, is teamwork and their organizational knowledge since it allows them to compete in the dynamic environment that is currently experienced [45].

Similarly, Alvarado-Ramírez et al. [24], highlight that both training and the timely and adequate development of human resources are key elements to promoting and maintaining a culture of change and improvement in organizations. Likewise, the analysis of human behavior, the organizational structure, and the strengthening of mechanisms that promote gradual changes in improvement teams become a necessity to successfully implement and sustain continuous improvement programs.

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