

TEAM FORMATION: BASED ON BELBIN TEAM ROLES

Developed by
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Heterogeneous groups work most effectively. In addition, it is a prerequisite for innovative ideas. It doesn't just affect the result. It also increases learning efficiency.

Ensuring the greatest possible diversity in terms of level, talent, background, gender, interest, etc. or defining everyone's unique contribution after dividing the group (based on Belbin roles or core quadrants) can help form effective teams.

Before the course starts:

- ⇒ Students take the official Belbin quiz, which gives them insights on their behavioural roles. Students could also pick the roles themselves, without the official quiz, or if they have taken the quiz before. Refer to the [Belbin website](#) to learn more about the roles.



- ⇒ Alternatively, students can fill out a **form** in advance on which they fill in their qualities, experiences and interests.

Team formation Option A: Educators form the team

- ⇒ Formulate teams based on specific diversity criteria applicable for the course, or behavioural diversity based on the Belbin Roles (that the students should share with you in time, before the course starts). For effective teams, ensure the greatest possible diversity level, talent, background, gender, interest, etc.

STUDENT ACTIVITY

Team formation Option B: Students form their own teams

- ⇒ Students pick a colour (out of 3 – thinking, action or social) based on their identified roles and pick a hat of this colour during the session.
 - ⇒ Encourage students to form groups with well-balanced thinking, action and social roles to ensure team effectiveness.
 - ⇒ Present tips for forming a team, and examples of well-functioning and dysfunctional teams based on the distribution of Belbin Roles.
 - *Refer to appendix for presentation Ideas*
 - [*In the TU Teamwork BS module*](#)
 - ⇒ Ask students to first discuss within their groups, and then share plenary:
 - Why do they select the team composition based on the Belbin Roles in the group?
 - What drawback do you foresee in the given composition?
 - How could they overcome these challenges? What team roles would some of them like to challenge themselves with?
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APPENDIX

1. Tips for group formation:

- **Keep the group size small:** Six to eight team members is ideal. Only then can teammates get to know each other well, continuous communication between all members is possible, and maximum use can be made of the various talents in the team. On the other hand, if you work with a large team, for example, you no longer can nor want to take everyone's way of working into account and other dynamic processes get the upper hand. In case of larger groups, consider dividing into sub-teams; and joining smaller groups together for specific discussions.
- **Ensure diversity:** Well-functioning teams consist of individuals who both complement and counterbalance each other. Differences in behaviour and perspectives force team members to get the best out of themselves. The more complex the task of the team and the more varied the product, the greater the importance of a complex, varied composition of personalities within the team.
- **Divide the roles well and be flexible:** In a well-functioning team there is enough variety of characters present. It is important to divide the tasks and responsibilities in such a way that everyone's role in the team corresponds as much as possible to their natural role. Think of someone who is creative and imaginative, and therefore holds a position in which they can be creative and imaginative. Be flexible in this.

2. Presentation Material for Belbin Roles:

Diversity of roles can contribute to a high performing team. Consider the plot of any movie that requires a high performing team –

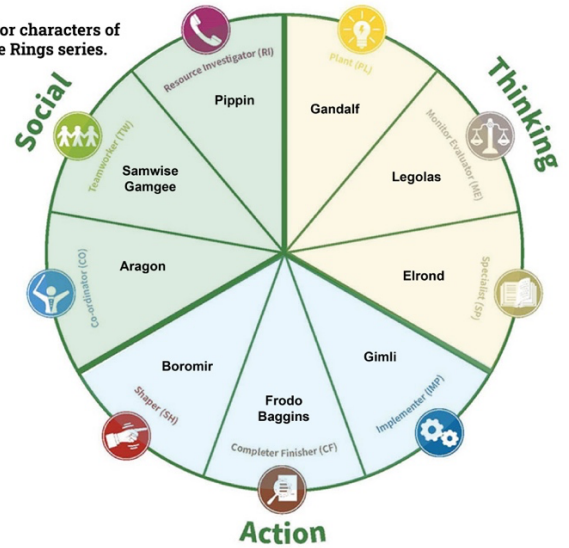
Whether it is Harry Potter and his gang of allies trying to save the world from the dark lord, or Bilbo and the rest trying to get the Ring of Sauron to Mordor. Even Kung Fu Panda becomes part of a high-performing team. And what do all these teams have in common. A diversity of roles they take on within the team, based on their distinct behaviours and characteristics.

Belbin Roles for characters of the Harry Potter series.



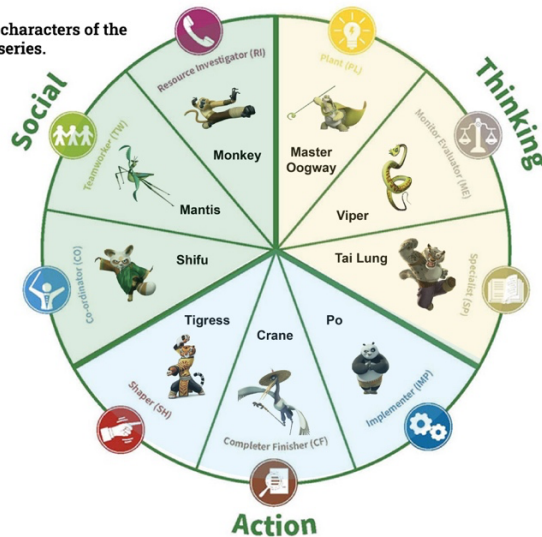
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Belbin Roles for characters of the Lord of the Rings series.



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Belbin Roles for characters of the Kung Fu Panda series.



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Belbin Roles for characters of the Avengers series.



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3. Belbin Roles per movie/book character:

Harry Potter characters with Belbin Roles

- **Plant - Luna Lovegood**
Luna is highly creative and often comes up with unique and unconventional ideas. Her out-of-the-box thinking sometimes seems odd to others, but her insights often prove valuable.
- **Resource Investigator - Fred and George Weasley**
Fred and George are resourceful, outgoing, and always on the lookout for new opportunities. Their entrepreneurial spirit, seen in the creation of Weasleys' Wizard Wheezes, shows their ability to explore possibilities and make connections.
- **Coordinator - Albus Dumbledore**
Dumbledore is the natural leader who coordinates the efforts of others, bringing out the best in them. He delegates tasks effectively and sees the bigger picture, guiding others towards common goals.
- **Shaper - Hermione Granger**
Hermione is driven, determined, and always pushes herself and others to achieve their best. She is proactive, challenges the status quo, and is often the one who motivates the group to take action.
- **Monitor Evaluator - Severus Snape**
Snape is analytical, strategic, and critical. He assesses situations with a cold, logical mind, often providing a more objective viewpoint, even if it's not always appreciated by others.
- **Teamworker - Ron Weasley**
Ron is loyal, supportive, and works well with others. He helps maintain group cohesion and ensures that everyone feels included, often mediating conflicts and providing a sense of camaraderie.
- **Implementer - Minerva McGonagall**
McGonagall is practical, efficient, and highly organized. She turns plans into actions and ensures that tasks are carried out systematically and effectively, keeping the Hogwarts staff and students on track.
- **Completer Finisher - Neville Longbottom**
Neville is meticulous, diligent, and perseveres until the job is done. He grows into a role where he ensures that nothing is left incomplete and that even the most challenging tasks are finished, as seen in his bravery during the Battle of Hogwarts.
- **Specialist - Harry Potter**
Harry is the quintessential specialist in Defense Against the Dark Arts. His unique skills and experiences make him the go-to person for defeating dark forces. His focus and dedication to this specific area make him indispensable to the team.

Lord of the Rings characters with Belbin Roles

- **Plant - Gandalf**
Gandalf is the strategic thinker and creative problem-solver of the group. His deep wisdom and ability to see beyond the obvious allow him to come up with unconventional solutions and guide the Fellowship through their quest.
- **Resource Investigator - Pippin (Peregrin Took)**
Pippin is curious, sociable, and always eager to explore new opportunities and ideas. His inquisitiveness often leads the group to new insights or resources, even if it sometimes gets him into trouble.
- **Coordinator - Aragorn**
Aragorn is a natural leader who effectively coordinates the efforts of the Fellowship. He is calm under pressure and knows how to delegate tasks while keeping everyone focused on their shared mission.
- **Shaper - Boromir**
Boromir is driven, forceful, and pushes the group towards achieving their goals, often through sheer willpower. He is determined to protect Gondor and is focused on results, even if it sometimes leads to conflict.
- **Monitor Evaluator - Legolas**
Legolas is logical, perceptive, and provides balanced judgments. His keen senses and rational approach help the group make informed decisions, especially in tricky situations.
- **Teamworker - Samwise Gamgee**
Sam is the heart of the group, always supportive and focused on the well-being of others. He works well with everyone, offering help wherever needed, and is essential in keeping morale high.
- **Implementer - Gimli**
Gimli is dependable, practical, and gets things done. He is straightforward, hardworking, and ensures that plans are put into action, often providing the muscle and determination to see things through.
- **Completer Finisher - Frodo Baggins**
Frodo is meticulous, conscientious, and driven to complete the task assigned to him, no matter the personal cost. His perseverance and attention to detail are crucial in ensuring the success of the quest to destroy the One Ring.
- **Specialist - Elrond**
Elrond is an expert in lore, history, and healing. His specialized knowledge is invaluable to the group, particularly when it comes to understanding the past and the significance of the Ring, as well as providing guidance on how to proceed.

Kung Fu Panda characters with Belbin Roles

- **Plant - Master Oogway**
Oogway is the wise old tortoise who often comes up with unconventional solutions and ideas. He's creative, visionary, and provides deep philosophical insights that others might miss.
- **Resource Investigator - Monkey**
Monkey is curious, outgoing, and always exploring new opportunities. He's the most playful and enthusiastic among the Furious Five, making him great at networking and keeping the group lively.
- **Coordinator - Shifu**
Shifu is the coordinator of the group. He ensures that everyone works together effectively, delegates tasks, and keeps the team focused on their goals.
- **Shaper - Tigress**
Tigress is strong-willed, driven, and challenges the team to achieve more. She is determined and often pushes others to reach their potential, which can sometimes come off as intense.
- **Monitor Evaluator - Viper**
Viper is calm, diplomatic, and perceptive. She analyzes situations carefully and provides balanced and rational assessments, often advising the best course of action.
- **Teamworker - Mantis**
Mantis is supportive, cooperative, and works well within the team. He helps maintain harmony and is always willing to help out wherever needed, ensuring everyone is comfortable and getting along.
- **Implementer - Po**
Po is practical, hardworking, and turns ideas into action. Although initially seen as unfit for the role, he becomes dedicated and reliable, implementing the lessons and strategies taught to him.
- **Completer Finisher - Crane**
Crane is meticulous, detail-oriented, and ensures that tasks are completed to a high standard. He's the one who ensures nothing is overlooked and that everything is done properly.
- **Specialist - Tai Lung**
Tai Lung is a specialist in combat, with a focus on achieving mastery in his field. His obsession with becoming the Dragon Warrior represents the specialist's dedication to a specific area of expertise, albeit taken to an extreme.

Avengers' characters with Belbin Roles

- **Plant - Tony Stark (Iron Man)**
Tony Stark is the quintessential Plant, bursting with creativity and innovative ideas. His genius-level intellect leads to the invention of new technologies and solutions, often thinking outside the box to solve complex problems.
- **Resource Investigator - Natasha Romanoff (Black Widow)**
Natasha is resourceful, well-connected, and excels at gathering intelligence. She's adept at networking, infiltrating, and finding out crucial information that the team needs to succeed.
- **Coordinator - Nick Fury**
Nick Fury acts as the coordinator, bringing together the various superheroes and ensuring that they work towards a common goal. He's skilled at delegating tasks and managing the dynamics of the group.
- **Shaper - Steve Rogers (Captain America)**
Captain America is the driving force who pushes the team to stay focused and motivated. He is determined, disciplined, and challenges the team to live up to their potential, often leading them into battle.
- **Monitor Evaluator - Vision**
Vision is logical, analytical, and provides a balanced perspective. His calm and rational approach allows him to assess situations carefully, making him an invaluable asset for decision-making.
- **Teamworker - Bruce Banner (Hulk)**
Bruce Banner is cooperative, supportive, and always puts the needs of the team first. Though he struggles with his Hulk persona, he works hard to ensure that he contributes positively to the group, maintaining harmony and offering help where needed.
- **Implementer - James "Rhodey" Rhodes (War Machine)**
Rhodey is practical, disciplined, and reliable. He turns plans into action and ensures that missions are executed efficiently. His military background makes him a dependable executor of strategies.
- **Completer Finisher - Clint Barton (Hawkeye)**
Hawkeye is meticulous, detail-oriented, and focused on completing tasks to a high standard. His precision and attention to detail are critical, especially in high-pressure situations where every shot counts.
- **Specialist - Thor**
Thor is a specialist in combat and Asgardian knowledge. His unique skills, strength, and understanding of otherworldly threats make him indispensable when dealing with cosmic-level challenges.