

Understanding Team Roles – a Case Studies

In these scenarios, we examine two situations in which individuals encounter different teams and the problems that come with them. As you read each one, take note of your observations and respond to the questions at the conclusion.

Scenario 1: Jane's Upcoming Project

Jane has held meetings with colleagues from various departments in her organization, including Marketing, Sales, Technical, Assembly, and Shipping, in order to work on a new project. However, she is not satisfied with the progress made in these meetings and feels that the composition of the group is hindering progress.

Ed, from Marketing, consistently shares his wealth of ideas with others. He also emphasizes his extensive experience and knowledge, implying that his ideas are superior without explicitly stating so.

Jane has observed that Paul, the Technical Expert, has become impatient with Ed multiple times. Paul's silence and actions indicate that he is losing interest in the project. Jane can tell from his eye-rolling and pencil-tapping that he believes the project is not progressing. Similarly, when Paul discusses technical aspects, Ed becomes impatient and argues that these details are unimportant.

Mira, from Sales, has expressed her concerns about Ed's ideas not aligning with the project objectives. She has advised him to focus on practical solutions. Ed has taken offense at her directness, but it hasn't stopped him from dominating conversations.

Jane has worked diligently to handle the difficult interactions among the team members, and Lana from Shipping has provided support and encouragement. Lana has acknowledged the efforts of all team members and consistently maintains a positive attitude.

Jane has received assistance from John from Assembly. He has interrupted Ed several times in an attempt to give everyone a chance to express their opinions.

Your answers:

What team member roles does Jane have to deal with in this group setting in terms of Benne and Sheats' research?

What steps can Jane take to enhance the situation for upcoming meetings and get her new project back on track?

Scenario 2: Alex's Redesign of the Quality-Control Program

Alex is leading an overhaul of the quality-control program in his organization. He has formed a team to create an implementation plan. However, progress has been slow because Constance, a key member of the group, is not fully supportive of the new program. She believes the old quality-control program is fine and only requires minor adjustments. She also thinks that taking this route would be more efficient and effective.

Alex has observed that Constance becomes annoyed and her body language becomes rigid when Richard takes the floor and shares his ideas and suggestions for the quality-control program. Richard, on the other hand, believes that changes need to be made and considers the current program outdated. Polite but tense arguments have arisen between the two of them.

Charles is frustrated because the project deadline is approaching with no clear progress. He has delivered his parts of the project on time and to specification. However, Charles believes Constance and Richard lack a sense of urgency to complete the project as a whole. This makes him even more upset.

Alex recognizes that there is a bottleneck in his team and believes that adding more members will help create a better equilibrium within the group and restore progress to the project.

Your answers:

According to Belbin's categorization, what roles do the members of Alex's current team fulfill?

Alex is considering adding additional members to his team in order to enhance balance. In your perspective, which roles do you think he should consider adding to assist in achieving this objective, and what are the reasons behind your suggestion?