

## Leveraging Belbin Theory to Build Resilient Organizations: A Strategic Perspective

Seethalakhmi. B<sup>a</sup>, Meena. G<sup>b</sup>, Martin Selvakumar Mohanan<sup>c</sup> & K. Santhanalakshmi<sup>d</sup>

<sup>a b d</sup> Faculty of Management, SRM Institute of Science and Technology, Kattankulathur - 603 203, Chennai, India

<sup>c</sup> Great Lakes Institute of Management, Chennai, Tamilnadu-603102, India

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### Abstract

In today's fast-paced and uncertain business environment a company's success hinges, on its ability to manage risks, alongside planning and efficient operations. Mitigating risks has become a focus, for businesses aiming for resilience and long-term growth. The deliberate assignment of team roles inside the organization is one successful, if sometimes disregarded, risk reduction tactic. By strategically assigning roles, organizations may leverage the skills and knowledge of their workforce to foresee and manage risks across multiple domains, including financial, operational, reputational, and strategic threats. This review article offers helpful strategies that businesses can implement as part of a bigger risk management system to optimize team role allocation. Businesses can cultivate a culture of risk awareness and resilience by incorporating risk considerations into the team creation and growth process. This study also investigates how assigning team tasks thoughtfully could work as a preventative step to lessen different organizational risks by notable theories like Belbin's Team Role Theory are cited, along with real-world data from numerous industries.

**Keywords:** Augmenting ownership, Belbin's Theory, Organizational risk, Resilience, Risk mitigation, Team Roles.

### Introduction

Organizations face various difficulties that impair productivity and overall effectiveness when they cannot define clear and effective team roles. These difficulties can include poor communication and role ambiguity to ineffective skill use and a lack of responsibility. Team members may struggle to grasp their responsibilities in the absence of defined roles, which could lead to miscommunication and conflict. Missed deadlines, decreased productivity, and increased employee turnover rates can result from disengaged workers. To overcome these challenges, role definition, communication, and skill application must be done proactively. Organizations may create cohesive teams that can mitigate the risks and accomplish their goals more effectively by defining clear responsibilities, encouraging open communication, and utilizing the variety of abilities among team members.

In projects, the significance of team role selection is showcased in (Zsolt T. Kosztyán, 2024) study. The suggested paradigm is capable of handling three things: (1) adaptable projects; (2) employee synergy; and (3) the distinction between hard and soft talents, the findings indicate that the process of selecting roles for autonomous teams can drastically save project expenses without sacrificing project quality.

### Team Composition in HRM

Establishing high-achieving teams requires careful consideration of team roles. Teams that work well are those that have been thoughtfully assembled, with the capabilities of each member enhancing the abilities of the others to create synergy and peak performance. They are more than just a group of individuals with various backgrounds and abilities. This study contributes towards effective construction team composition strategies and criteria, to improve the project outcomes by maintaining quality work teams having an optimal approach for selection processes (structured), qualifications, experience and interpersonal skills are indicative in team management (Adham, T. K. I., & Sukkar, A. (2024).

**Prioritizing the following factors while choosing team roles:**

**1. Recognize the Job Requirements:**

Evaluating the task or project at hand is essential before choosing team responsibilities. For certain tasks, different skill sets and abilities could be required. For a creative project, for example, having people with strong ideation skills might be advantageous; but, for a project with short deadlines, having people with outstanding execution and time management skills might be required. Results Human resource management H1 – + Divergent practice moderates the relationship – between multidisciplinary research and performance (H5). Such relationships are non-linear enabling benefits up to a certain threshold due to sequentially diminishing returns (Martín-Alcázar, F., Ruiz-Martínez, M., & Sánchez-Gardey, G, 2024).

**2. Evaluate Individual Preferences and Strengths:**

Make sure you fully evaluate the preferences, experiences, and strengths of every team member. Interviews, observation, and self-assessment instruments can all be used for this. Seek for personalities and skill sets that complement one another and fit the task needs. When identifying particular roles that people are likely to succeed in, think about utilizing frameworks such as Belbin's Team Role Theory. The paper delves into how work is changing with the impact of technology, globalization and employee well-being. This blog also explains the transition of HR from traditional role to strategic business partner in aligning human capital with organizational goals as we approach new decade (Chen N, Zhao X, Guo B, Sun C, 2024).

**3. Encourage Diversity:**

It's important to have a team, with perspectives and backgrounds. Having a variety of people can lead to innovation and creativity because different viewpoints bring a range of solutions to problem solving. Of choosing team members who're similar, to you it's beneficial to celebrate diversity and leverage its strengths. Businesses that embrace a proactive approach to talent development, cultivate a culture of ongoing learning and adaptation, and support diversity, equity, and inclusion may prosper in the face of unpredictability and complexity. Organizations may generate innovation, realize sustainable growth, and unlock the full potential of their workforce in the fast-paced global marketplace of the twenty-first century by collaborating to cultivate CCC. (Mouboua, P. D, 2024).

**Distribution of Roles**

Aim to make ensure that everyone in the team has a fair distribution of responsibilities. Avoid giving some roles more importance than others since this could lead to imbalances and inefficiencies. Enough representation of each position is necessary to guarantee that every facet of the activity is handled efficiently.

**1. Team Dynamics:**

When choosing roles, keep in mind the relationships among team members. Analyze issues such as possible conflicts, interpersonal connections, and communication methods. Attempt to put together a cohesive team that can benefit from each other's advantages and perform well together. The study highlights the importance of corporate social responsibility programs in enhancing an organization's reputation and fostering employee loyalty. The results indicate that in order to create an atmosphere that promotes both company goals and the growth and well-being of employees, contemporary businesses need to take a comprehensive approach to open-ended learning (OB) and integrate strategic management techniques from a variety of fields. In a corporate environment that is changing quickly, an all-encompassing strategy is necessary to maintain organizational resilience over the long term and competitiveness (Khan, D. S, 2024).

**2. Opportunities for Growth:**

When allocating tasks, consider the opportunities for team members' personal and professional growth. Roles that are assigned to people's developmental objectives might increase engagement and motivation. Promote team members' ongoing education and skill development. Crucial discoveries indicate that situational leadership adjusts to the changing requirements of product development projects, shared leadership strengthens ownership and accountability, and transformational leadership enthuses and drives team members. These leadership exemplars have a major role in creating an atmosphere that is supportive of candid communication and teamwork, which propels creativity and effectiveness in the processes involved in product creation. (Adegbola, A. E. et al, 2024).

**3. Flexibility and Adaptability:**

Recognize that team roles could need to adjust if circumstances change. Reassess role allocations and make necessary revisions to keep the team flexible and adaptable to changing circumstances.

Understanding team roles has piqued the interest of researchers and practitioners. Over time, several ideas and frameworks have been created to describe how team responsibilities interact and impact the effectiveness of the

team. Notably, employee engagement and operational resilience are contingent upon flexibility and adaptability, which are facilitated by digital HR solutions. It is determined that retaining competitive advantage and guaranteeing regulatory compliance need incorporating sustainability and ethical issues into HR procedures (Esan, O., Ajayi, F. A., & Olawale, O, (2024).

### Evolution of Team Roles in Previous Studies

Team responsibilities have evolved, highlighting the importance of collaboration and its impact on business success. Team roles, which include specific duties and tasks, provide a structure for maximizing team dynamics. The field has evolved from early models to more recent contributions. It provides a comprehensive understanding of team responsibilities, frameworks, and theories, paving the way for future research on modern approaches to team roles and their impact on organizational performance. Meredith Belbin's Team Role Theory is one of the most well-known and significant theories for determining how individuals affect a team's effectiveness.

#### 1. Belbin's Team Roles:

In the 1970s, while pursuing Henley Management College, Dr. Meredith Belbin made the discovery of these jobs. Belbin proposed that a well-functioning team requires a balance of different functions. The duties or responsibilities that members of a team naturally take up based on their preferences and areas of competence are known as Belbin Team duties. To help individuals, teams and organizations enhance their productivity in achieving shared goals Belbin Team Roles goes beyond being a theory. The effective method, for identifying ones strengths and weaknesses in Belbin Team Roles is to complete the Belbin questionnaires and receive an individual report that is based on thorough research and norms. It is advisable to seek feedback from colleagues by using the Observer Assessment tool. This will provide an updated report that offers insights, into how others perceive and appreciate your Team Role behaviors. (Belbin, M, 2004).

|                |                                                                                     | Team Roles   | Strengths                                         | Weaknesses                                        |
|----------------|-------------------------------------------------------------------------------------|--------------|---------------------------------------------------|---------------------------------------------------|
| Thinking Roles |   | Plant        | Creative innovator, problem solver                | Lacks detailed focus & communication              |
|                |                                                                                     | Evaluator    | Strategic overview, judges options                | Cannot share their vision, maybe too critical     |
|                |                                                                                     | Specialist   | Self-starter, subject matter expert               | Can be too focused, misses the bigger picture     |
| Action Roles   |  | Shaper       | Good under pressure, overcomes obstacles          | May offend others, can be provocative             |
|                |                                                                                     | Implementer  | Turns ideas into actions, effective and efficient | Inflexible & slow to respond to new ideas         |
|                |                                                                                     | Completer    | Detail oriented, precise, credible                | Poor delegation, may have poor coping skills      |
| People Roles   |  | Coordinator  | Coaches talent, shares the vision, delegates      | May shirk work, can be patronizing                |
|                |                                                                                     | Team Worker  | Diplomatic, perceptive, listening skills          | Indecisive, cannot handle pressure                |
|                |                                                                                     | Investigator | Communicator, good network, builds options        | Idealistic, losses focus, does not complete tasks |

Figure 1: Belbin's Team Roles

Source: <https://www.belbin.com/media/2307/belbin-team-role-summary-descriptions.pdf>

#### 2. Why Belbin?

Belbin Team Roles may be preferred over other frameworks because of their comprehensiveness, practical application, emphasis on team dynamics, research-based foundation, and adaptability. Belbin provides a clear grasp of the nine different functions that make up a team, which helps with team management and composition. Its popularity in corporate environments attests to its usefulness and efficiency. Belbin's concept highlights the complementary nature of various activities and mitigates organizational risks, which helps teams function at their best and adapt to a wide range of project requirements.

#### Literature Review

Higher-level authorities should take into account key elements such as teamwork, leadership, structure, trust, and reward recognition in order to create a successful team. To ensure that these elements are used effectively, a

planned training structure should be periodically implemented to keep all organization stakeholders informed about current business developments. This will enable them to make better contributions toward fostering a positive work environment and team culture (Kausik Chakraborty et al 2021).

The study looked at the relative importance of core soft and technical skills required to form a productive team under Relational Contracting agreements from the perspective of construction professionals. The results showed that although team members in RC arrangements need to be skilled in people-oriented, action-oriented, and thought-oriented positions, they are particularly required in people-oriented ones. This outcome demonstrates how important it is for RC to develop connections within the team through effective communication and cooperation in a trusting environment. (Farshid Rahmani and Christina Scott-Young, 2021).

Tawfig Khidir Ibnouf Adham et al. (2024), explore the makeup of construction teams and their specific characteristics in light of the numerous advantages of productive, innovative, and member-satisfied teams. It looks at important components and standards necessary to build an ideal to determine indispensable requirements. Team makeup that supports effective management in the building industry. The research found three crucial factors that are crucial to the efficacy of construction teams: structured methods and criteria for selection, credentials, experience, and knowledge, and lastly, interpersonal skills and talents. These factors collectively shape a framework for optimizing construction team management, emphasizing the importance of systematic selection processes, relevant expertise, and critical interpersonal skills to foster collaborative team dynamics.

In the study by Osorio Ferney et al., (2024), a competence-based role model is put forth as a methodological foundation for social innovation lab (SI lab) team confirmation guidance. An innovation team framework comparison is shown, along with a list of 14 competencies for SI lab teams. A model that includes the roles of manager, facilitator, maker, and visionary is also suggested. The two steps in the suggested methodology are as follows: two tools a self-evaluation tool and a retrospective workshop that recognize the importance of using an interpretive methodology for evaluating organizational and human competency profiles

It aims to investigate how team personality qualities affect project success, taking into account the moderating influences of role behaviour and job performance. The findings show that conscientiousness and agreeableness as personal attribute characteristics are favourable indicators of project success. Openness, extraversion, and neuroticism, on the other hand, did not significantly correlate with project success in this particular setting (Okeyia Charles et al., 2024).

### **Research Insights**

The discoveries of the literature research provide some crucial information about the makeup and management of construction teams and how these factors impact project outcomes:

#### **a) Structured Selection Processes:**

Methods and criteria for selection must be organized if construction teams are to be effective. This entails evaluating qualifications, experience, and understanding to make sure team members have the know-how to complete tasks effectively.

#### **b) Interpersonal Skills and Talents:**

Promoting cooperative team dynamics requires not only technical credentials but also interpersonal skills and talents. Good leadership, problem-solving, and communication skills are necessary for productive teams and project outcomes.

#### **c) Role Model Based on Competencies:**

Using a competence-based role model can help social innovation lab teams get confirmed. This framework comprises positions that call for particular competencies, such as manager, facilitator, maker, and visionary.

#### **d) Relational Contracting and Soft Skills:**

Soft skills are crucial for team success under Relational Contracting agreements, especially those about people-oriented roles. Building trust, cooperating with others, and communicating effectively are essential for creating a healthy work environment and accomplishing project objectives.

#### **e) Team Personality Qualities:**

Conscientiousness and agreeableness in particular have a big impact on the success of a project. These qualities improve overall project outcomes by promoting successful role behaviour and job performance.

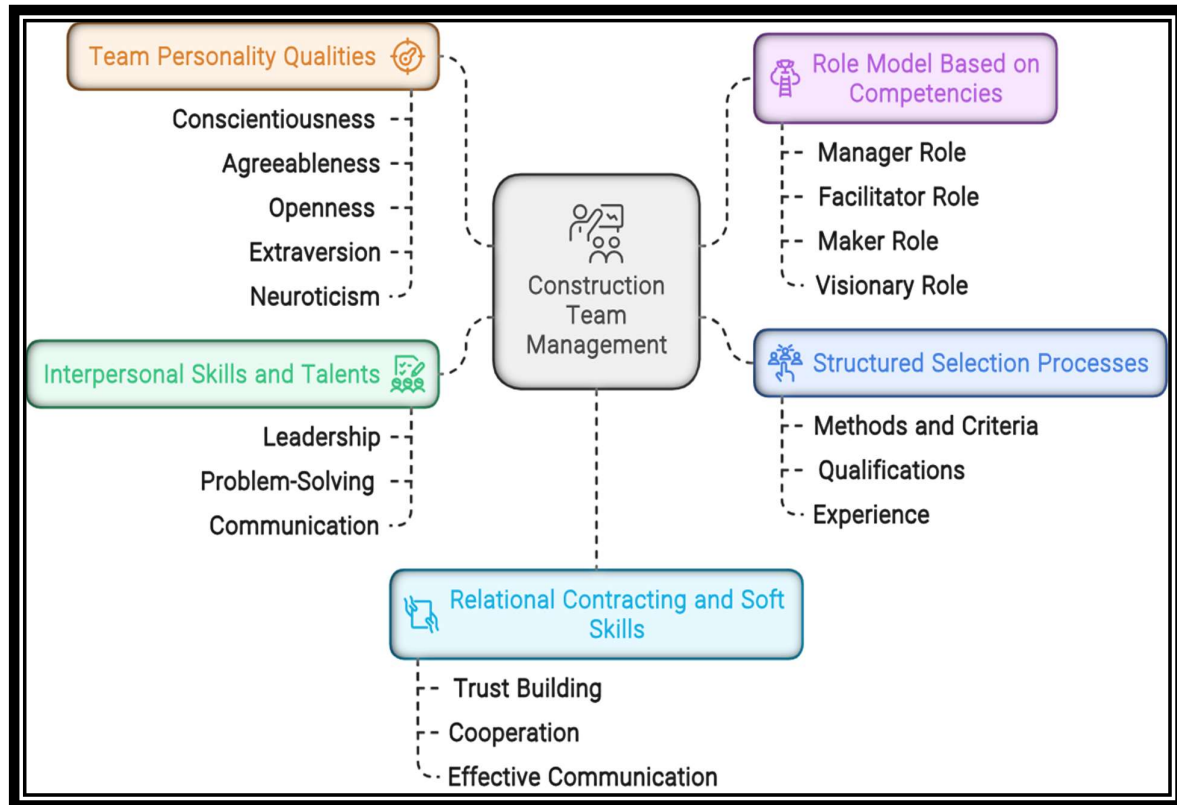


Figure 2: Proposed construction for Team Management

### The Imperative for Augmenting Ownership

Individual and group ownership are essential to the success of a business and the development of an accountable culture. However, conventional methods of ownership might not be adequate in the complicated and often changing business climate of today. Increasing ownership entails giving people the freedom to act independently, accept accountability, and effect significant change in the areas in which they have influence. Using concepts from management techniques, organizational psychology, and leadership theory, this research investigates methods for increasing ownership inside businesses. Organizations may unleash unrealized potential, improve creativity, and adjust to change more skilfully by encouraging a sense of ownership within their workforce. This article also looks at how leadership fosters an ownership culture and offers doable strategies for encouraging ownership at all organizational levels using team roles.

### Augmenting ownership in Team Roles

The foundation of organizational effectiveness is accountability, which guarantees that people accept accountability for their actions and play a part in achieving common objectives. Through the use of team members' preferences and strengths, businesses can improve responsibility by utilizing Belbin's Team Roles Framework. This essay investigates how defining and assigning team responsibilities following Belbin's paradigm can encourage accountability on the levels of the person and the team. Organizations may build balanced teams with efficient accountability distribution by learning about each team member's preferred responsibilities and areas of competence. This article also looks at how certain team responsibilities, such as the Implementer and Completer Finisher, can make sure that projects are finished to a high standard and that deadlines are fulfilled.

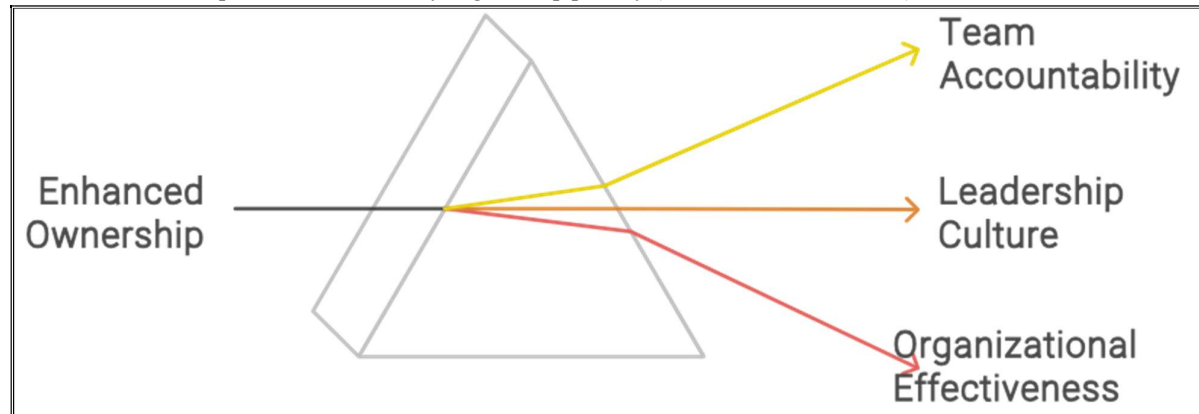
Organizations may unleash unrealized potential, improve creativity, and adjust to change more skilfully by encouraging a sense of ownership within their workforce. This article also looks at how leadership fosters an ownership culture and offers doable strategies for encouraging ownership at all organizational levels. For firms looking to develop an ownership and accountability culture, the paper provides practical suggestions ranging from decentralized decision-making to encouraging a growth attitude. Organizations may enhance organizational performance and resilience in an increasingly uncertain world by enabling individuals to become proactive change

agents through increased ownership.

The five main issues that healthcare teams usually face are connected to accountability, resolving conflicts, making decisions, reflecting on progress, and coaching. The challenges encountered by clinical and administrative teams were similar. Based on the authors' combined experience creating and implementing Team Development Interventions (TDIs), the strategies for overcoming each challenge are provided (Stephanie Zajac et.al 2021).

The findings of the structural equation modelling analysis indicate that formalization has a significant impact on employee accountability in HRM. Specifically, formalization has a direct effect that is bigger than its indirect effect. (3) Managerial monitoring behaviour serially mediated the relationship between formalization and employee accountability, beginning with managerial monitoring behaviour for task performance and continuing with managerial monitoring behavior for interpersonal skills (Deri Natria et al., 2022). (2) Perceived competence contributes more as a mediator between formalization and employee accountability than does managerial monitoring behaviour, indicating the significance of HRM's micro-foundations.

The results suggest that team learning behaviour plays a role in moderating this association between the success of IT projects and the leader's interactive implementation of a project Management Control System (MCS). Additionally, the relationship between the interactive application of project MCS and team learning behaviours is moderated by the organization's emphasis on process accountability; this effect is more pronounced in circumstances when process accountability is given top priority (Farzana Asad Mir, 2023).



**Figure 3: Triangular Framework for leadership accountability**

## Conclusion

The study emphasizes the importance of team roles in organizational effectiveness, particularly in risk management, resilience, and ownership culture. By assigning jobs based on individual preferences and strengths, organizations can reduce risks and improve performance. Utilizing frameworks like Belbin's Team Role Theory can optimize team composition and performance. Continual learning and adaptation are crucial for fostering a resilient and risk-aware culture. Enhancing competency positions to increase ownership is a proactive approach to addressing unskilled forces in teams. This ensures team members are positioned to maximize their talents and knowledge, reducing the negative effects of unskilled forces on overall performance.

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