



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Academic, Industry & Digital Skills

Week 16

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Learning Objectives

■ Industry Competencies and Key Transferable Skills (Part 3): Teamwork

By the end of this lecture, you will be able to:

- define effective teamwork
- identify common team challenges
- explain Tuckman's stages of team development
- recognise different team roles (Belbin)
- apply teamwork theory to real scenarios

**Which experiences have
you had since starting
university where you
worked as part of a team?
(e.g. assignments, events)**

Put a Finger Down – Teamwork Edition

The rules are simple:

Hold up 10 fingers.

Put one down if the statement applies to you.

(Be honest!)



**PUT A
FINGER
DOWN...**

**What patterns did
you notice?**

**Why do so many
teams struggle?**

**Why do some
teams work
brilliantly?**



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Teamwork – An Introduction

TOGETHER EVERYONE ACHIEVES MORE

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What is Teamwork?

Teamwork = a group of people working collaboratively toward a shared goal, using complementary skills and mutual accountability.

Teamwork is crucial in tourism and events industries:

- High-pressure environments
- Customer-facing roles
- Interdependent departments
- Crisis management
- Reputation at stake



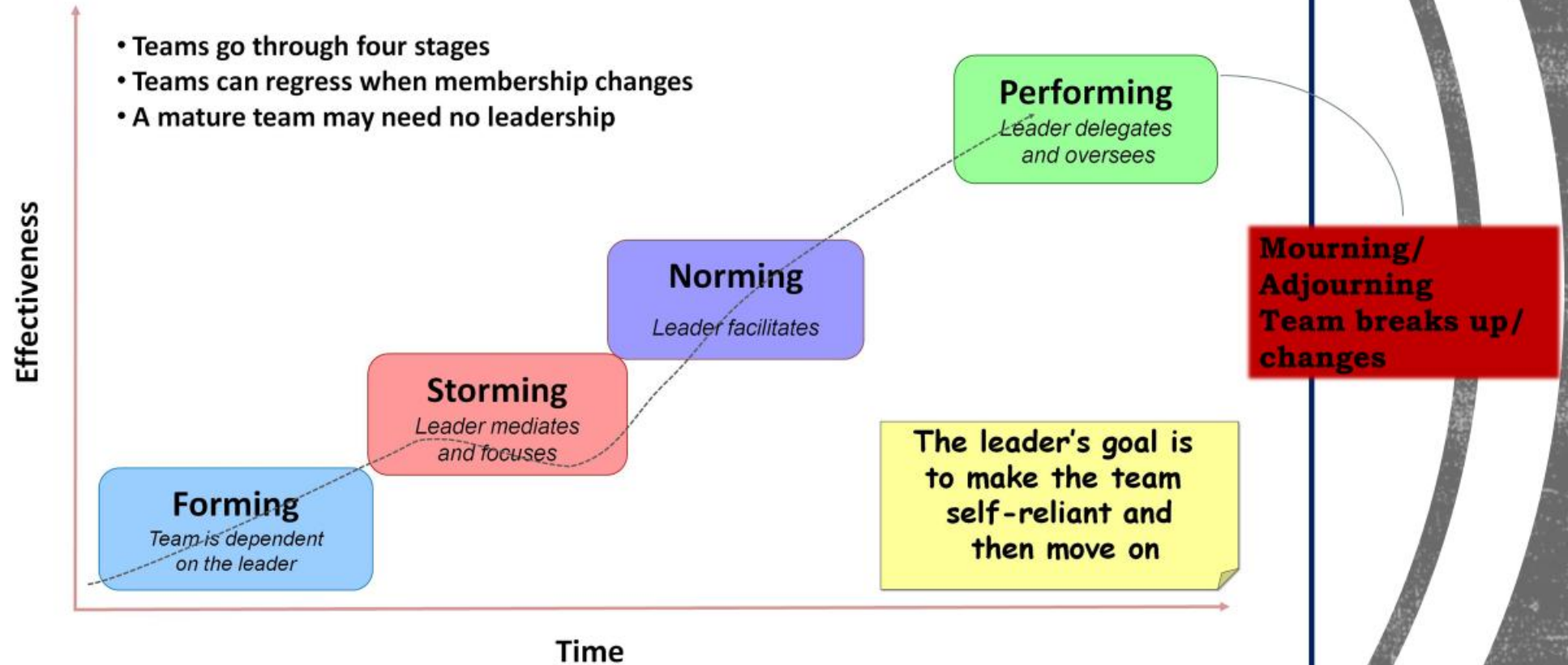
Tuckman's Stages of Team Development

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

Access: [Tuckman's Model](#)



Tuckman's Team Development Model

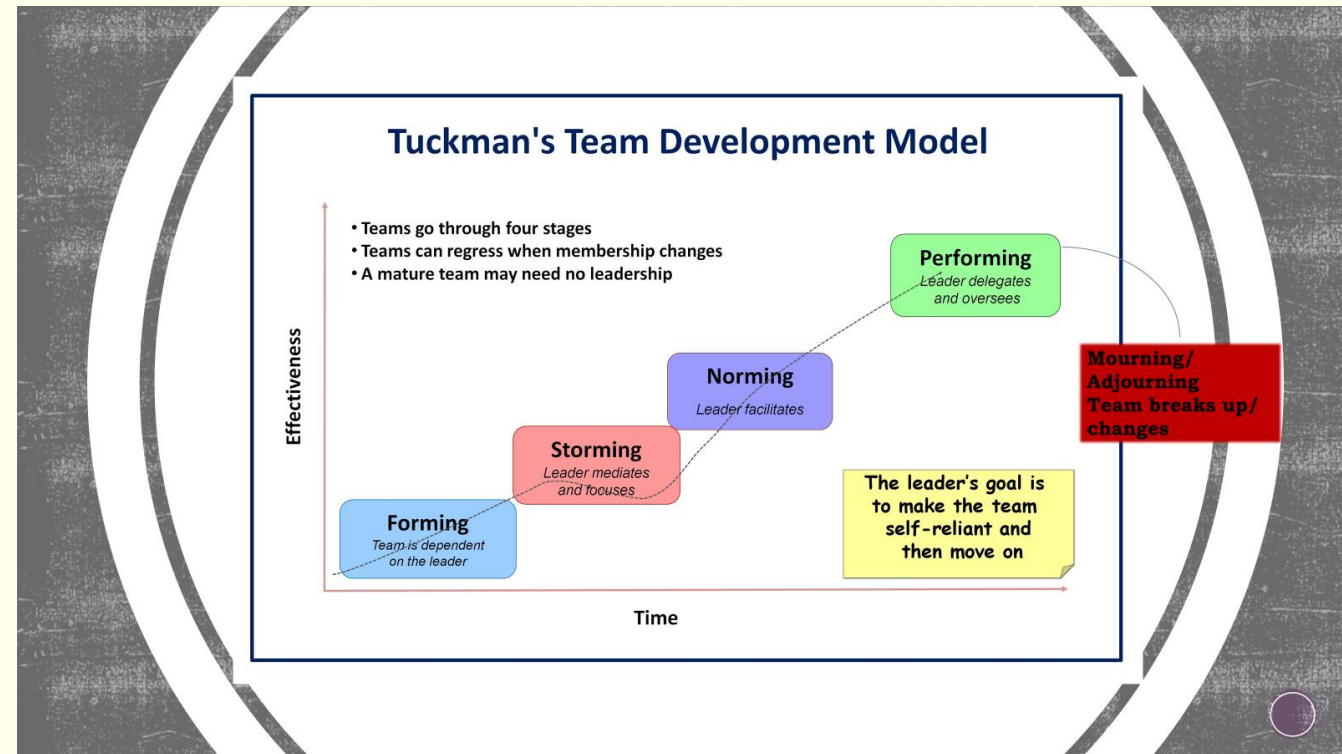


Which Stage is this?

Polite but quiet

➔ Forming

- Team members are cautious
- Roles unclear
- People avoid conflict
- Everyone is “on best behaviour”

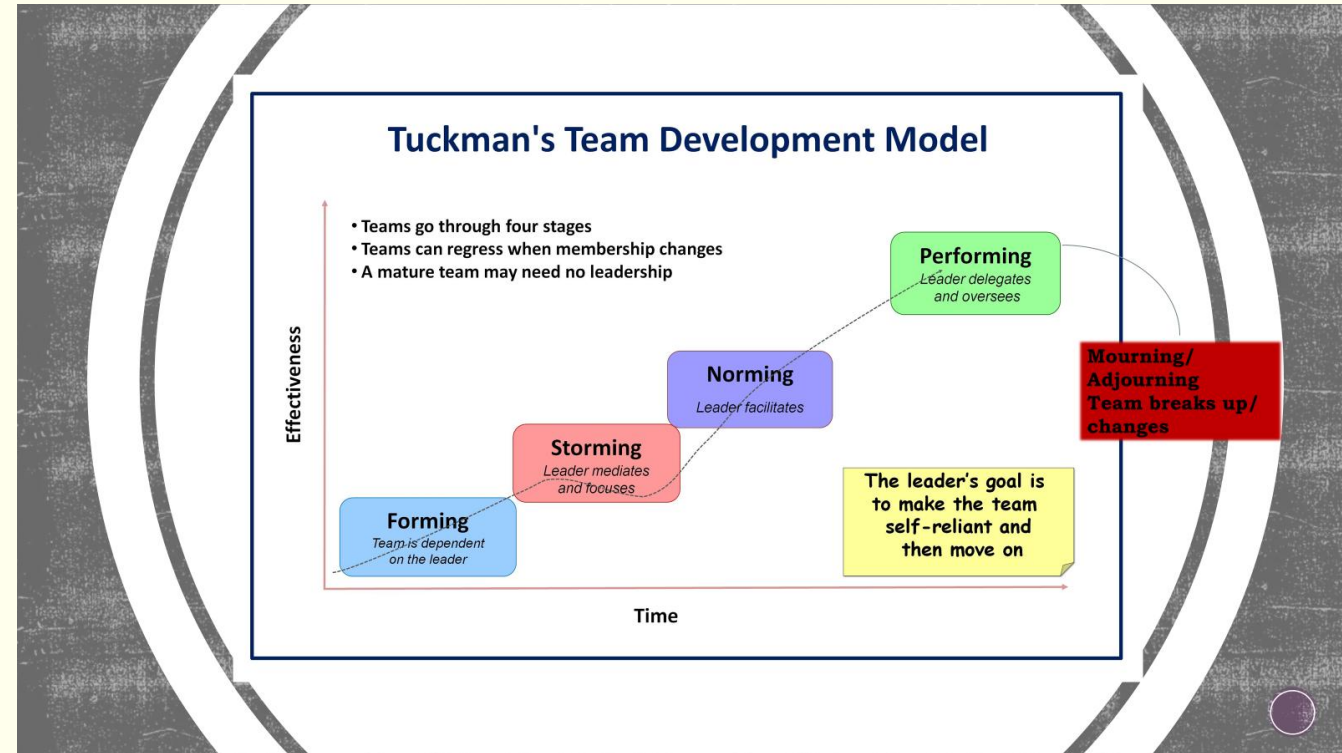


Which Stage is this? (contd.)

Conflict over ideas

➔ Storming

- Disagreements emerge
- Personalities clash
- Power struggles may occur
- Frustration increases

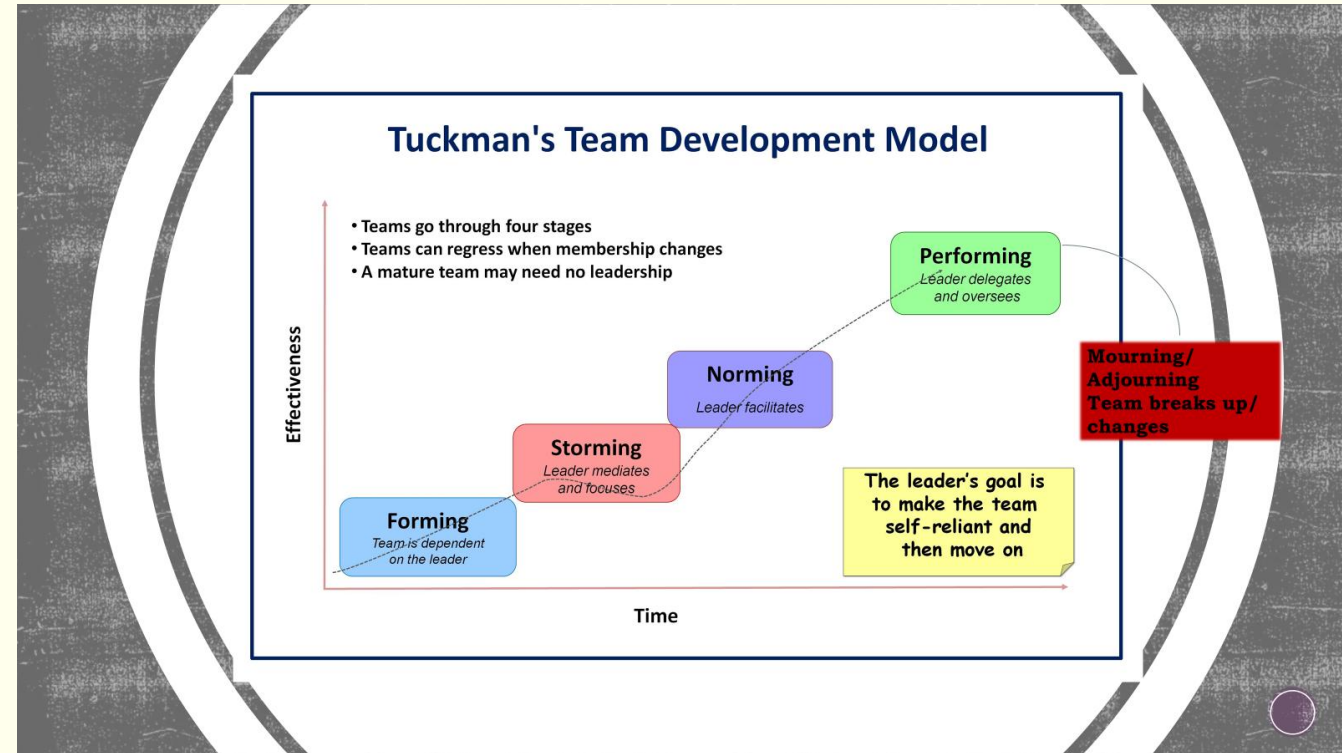


Which Stage is this? (contd.)

Roles becoming clearer

➔ Norming

- Team norms develop
- Expectations clearer
- Collaboration improves
- Trust builds

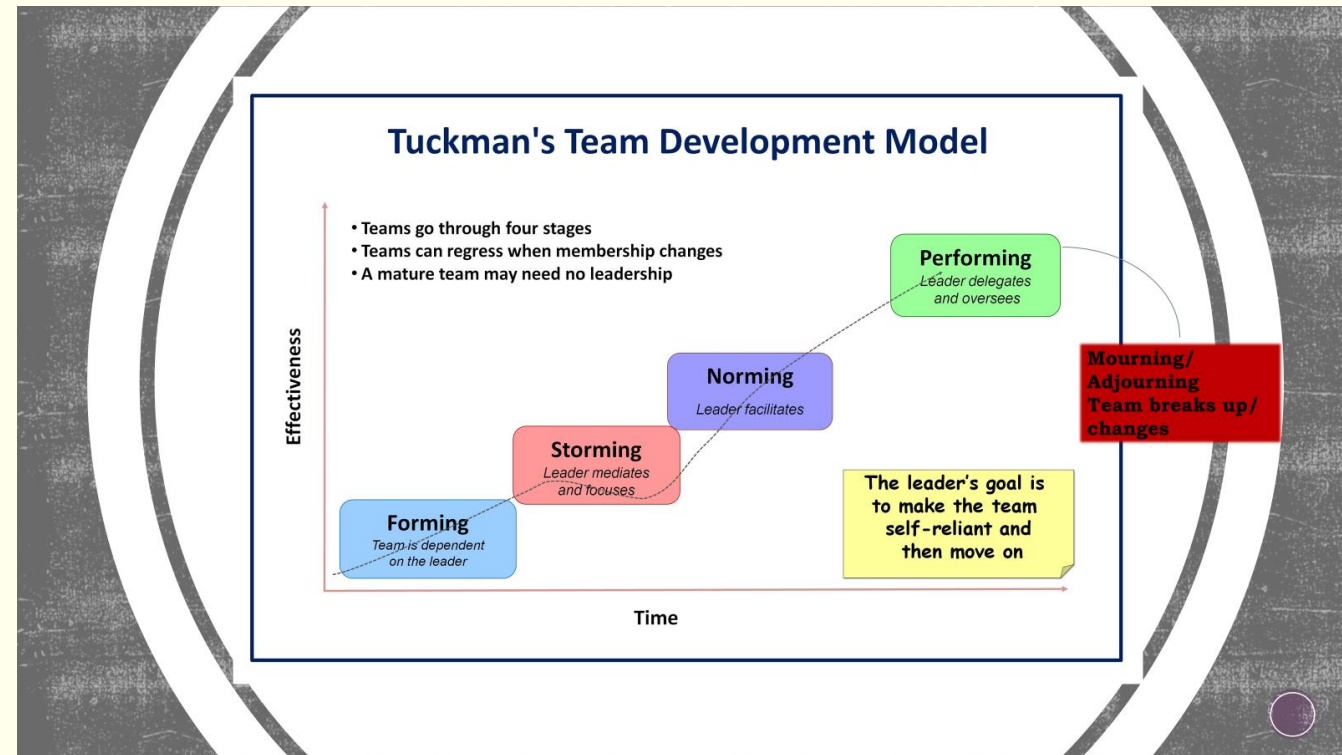


Which Stage is this? (contd.)

High productivity

➔ Performing

- Clear direction
- Strong cooperation
- Efficient decision-making
- Focus on achieving the goal

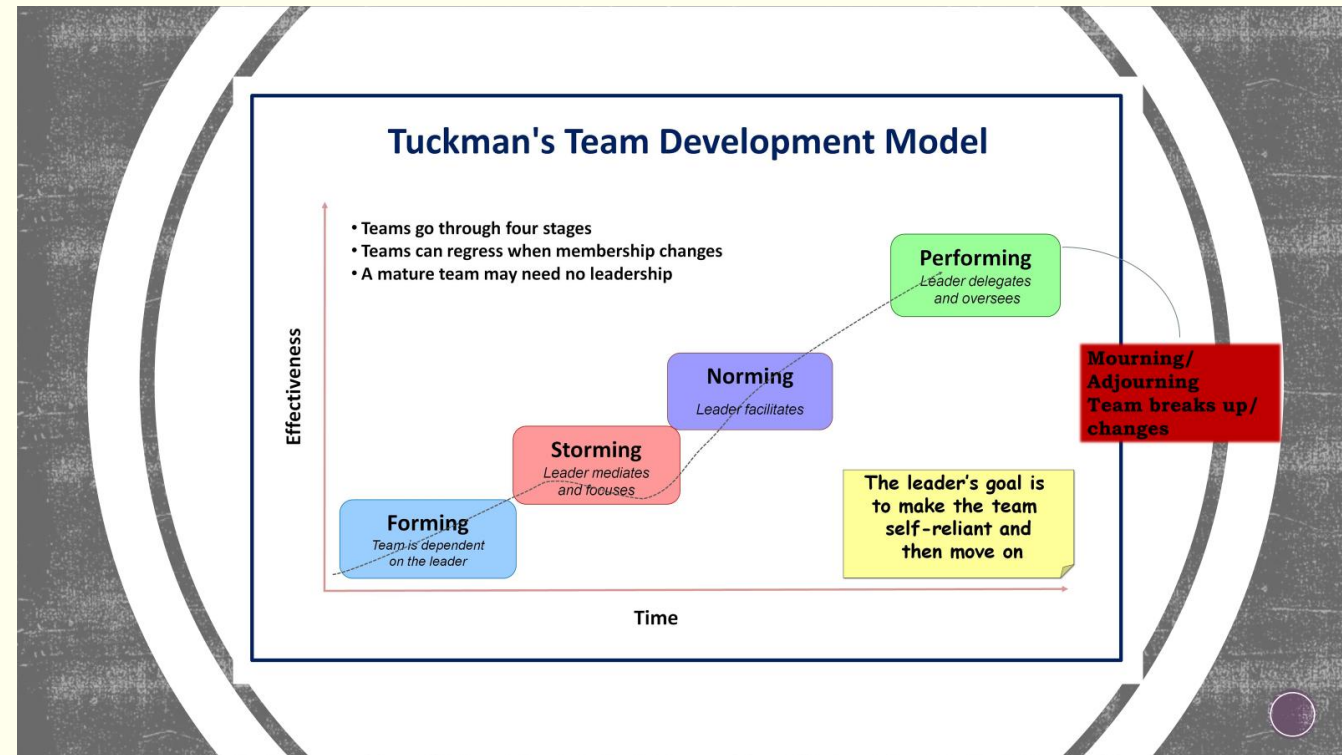


Which Stage is this? (contd.)

Project ending

➔ Adjourning

- Task completion
- Reflection
- Disbanding
- Sometimes relief... sometimes sadness



Activity: The Marshmallow Challenge

In teams of 4-5, build the tallest freestanding structure using:

- 20 spaghetti sticks
- 1 marshmallow
- Tape & string

Rules:

- Marshmallow must be on top
- 18 minutes only
- No external support
- Don't eat your building material!

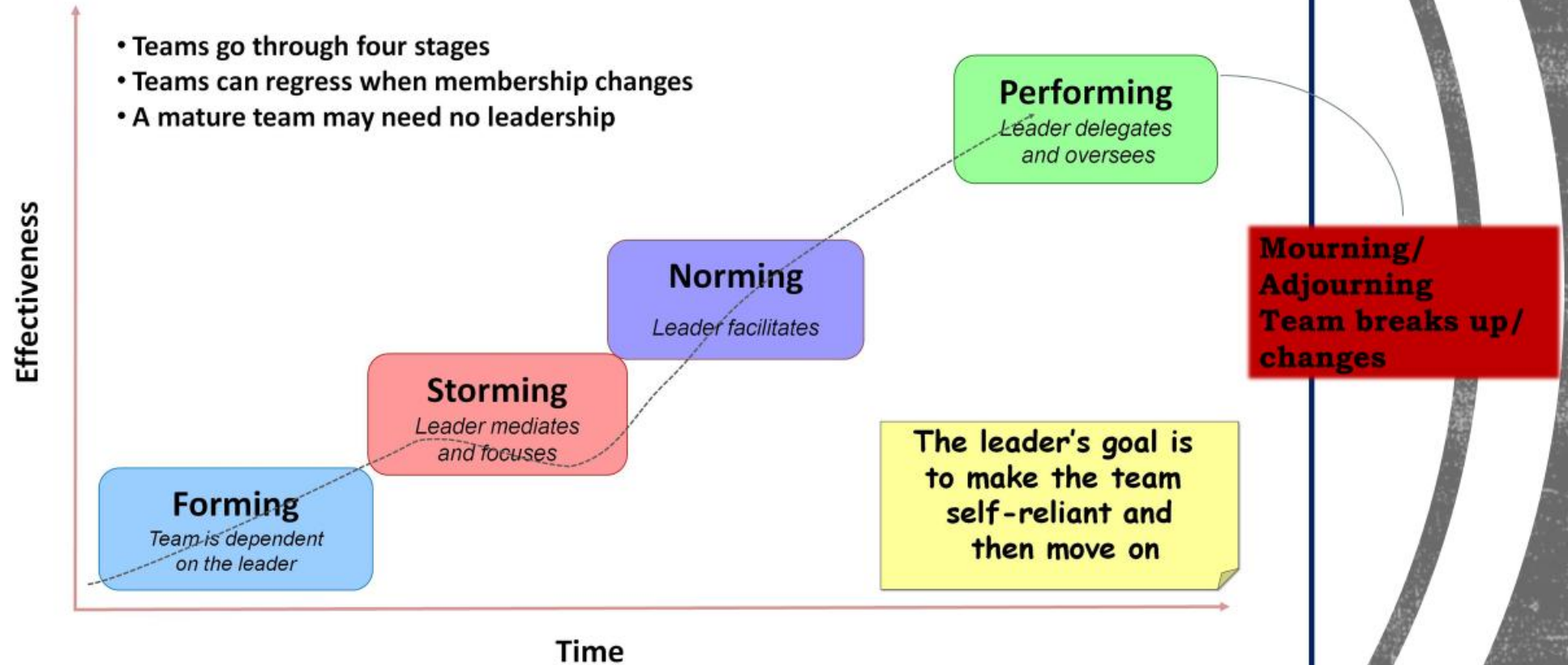


The Marshmallow Challenge

- Who became leader?
- Did everyone contribute?
- Did conflict happen?
- Did you plan first or jump straight in?
- What stage of Tuckman were you in?



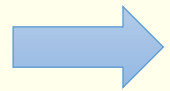
Tuckman's Team Development Model



Why do Some Teams Still Struggle?

Even if a team reaches “Performing”...

...why do some still underperform?



Because not all team members contribute in the same way.

Dr Meredith Belbin (1981) identified 9 team roles necessary for high-performing teams.

Key idea: **Effective teams need a balance of roles, not just talent.**

Belbin's Team Roles – The Social Roles

Coordinator

- **Strengths:** Confident, mature, good at delegating
- **Role in team:** Clarifies goals, promotes decision-making, harnesses team members' strengths
- **Allowable weaknesses:** Can be seen as manipulative or controlling; might offload their share of the work.

Teamworker

- **Strengths:** Cooperative, diplomatic, sensitive to team needs
- **Role in team:** Promotes harmony, supports others, helps resolve conflicts
- **Allowable weaknesses:** Can be indecisive or avoid confrontation when needed

Resource Investigator

- **Strengths:** Extroverted, enthusiastic, curious
- **Role in team:** Explores opportunities, develops contacts, brings new ideas and information
- **Allowable weaknesses:** Can lose interest quickly, overly optimistic, or forgetful of details

Belbin's Team Roles – The Thinking Roles

Plant

- **Strengths:** Creative, innovative, imaginative
- **Role in team:** Generates new ideas, solves difficult problems, provides original thinking
- **Allowable weaknesses:** Can be absent-minded, impractical or ignore details

Monitor Evaluator

- **Strengths:** Strategic, discerning, objective
- **Role in team:** Analyses options, evaluates risks and benefits, ensures rational decisions
- **Allowable weaknesses:** Can be overly critical or slow to act, lacks ability to inspire others

Specialist

- **Strengths:** Single-minded, dedicated, expert knowledge
- **Role in team:** Provides in-depth knowledge or skills, ensures technical accuracy
- **Allowable weaknesses:** Contributes narrowly, may lack interest in broader team issues, can dwell on the technicalities

Belbin's Team Roles – Task Roles

Shaper

- **Strengths:** Energetic, challenging, thrives under pressure
- **Role in team:** Pushes the team forward, overcomes obstacles, drives performance
- **Possible weaknesses:** Can be argumentative or insensitive to others' feelings

Implementer

- **Strengths:** Practical, disciplined, efficient
- **Role in team:** Turns ideas into concrete plans, organises work and ensures tasks are completed
- **Possible weaknesses:** Can be inflexible or slow to adapt to new ideas

Completer-Finisher

- **Strengths:** Detail-oriented, conscientious, high standards
- **Role in team:** Ensures tasks are polished, deadlines are met, mistakes are minimised
- **Possible weaknesses:** Can be perfectionistic, anxious or reluctant to delegate

Activity: Build Your Ideal Event Team (20 min)

Scenario:

You are organising a large-scale city cultural festival.

In groups:

- Choose 6 Belbin roles only (not all 9)
- Justify why you selected them
- Identify which role is least necessary (and explain why)

BELBIN'S TEAM ROLES



Activity: Build Your Ideal Event Team

- Which roles were selected?
- Which were ignored, and why?



Belbin's Team Roles

Belbin's theory suggests that effective teams:

- Don't rely on everyone having all roles
- Benefit from diversity in behavioural contributions
- Perform best when members understand their strengths and allowable weaknesses
- No role is “better” – each contributes value depending on the team's goals.

Roles are **descriptive, not prescriptive**. People may naturally fit multiple roles or shift depending on the task or context.

Self-Reflection (5 min)

Which role do you naturally adopt?

- The organiser?
- The peacemaker?
- The ideas person?
- The finisher?
- The driver?
- Another?

BELBIN'S TEAM ROLES



Characteristics of High-Performing Teams



- ✓ Clear shared goal
- ✓ Defined roles
- ✓ Trust
- ✓ Open communication
- ✓ Accountability
- ✓ Constructive conflict
- ✓ Adaptability

Dysfunctional Team Behaviours

Members who:

- Dominate every conversation
- Withdraw from the process altogether
- Act verbally or physically aggressive
- Naysay/block every idea
- Ignore the task at hand/perform unrelated tasks



Communication & Interpersonal Skills

Teams don't fail because people lack skills. They fail because people don't use them effectively together.

Behaviours that promote healthy team relationship-building include:

- **Active Listening** → Understand teammates' ideas & concerns
- **Clear Communication** → Avoid misunderstandings & errors
- **Empathy & Emotional Intelligence** → Build trust & resolve conflict
- **Giving & Receiving Feedback** → Improve team performance
- **Conflict Management** → Move from Storming → Norming

Personal Reflection

Write down:

1. One **strength** you bring to a team
2. One **weakness** you need to manage
3. One **action** you will take in your next group project



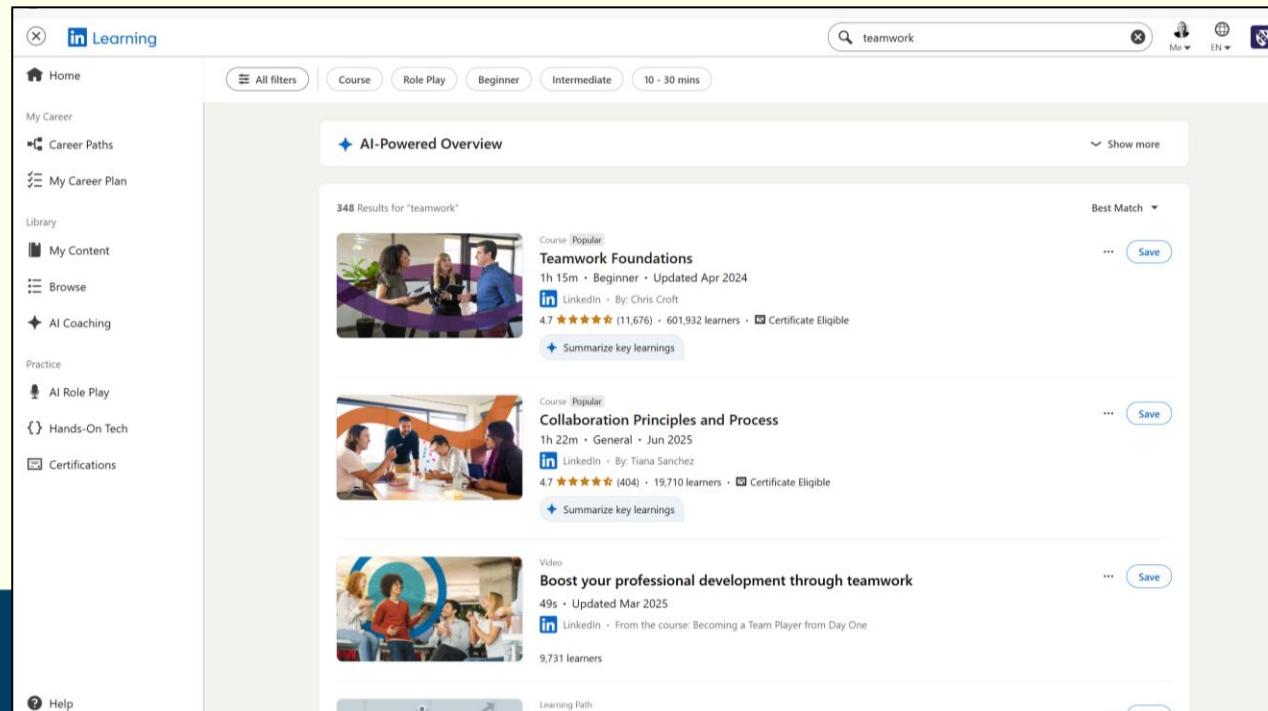
LinkedIn Learning

LinkedIn LEARNING



Remember to check out LinkedIn Learning for self-paced (asynchronous) learning.

There are lots of courses and workshops on teamworking skills – just search for “teamwork” or “collaboration” (or similar keywords) in the search bar as demonstrated below:



Homework: LinkedIn Learning

Complete a LinkedIn Learning module and share key insights with the class.

1. **Choose a Module** – Pick one module from **LinkedIn Learning** relevant to this module.
2. **Complete It** – Watch the video, take notes and reflect on key concepts.
3. **Prepare a Synopsis (200 words)**

Include:

- Why you chose it
- 3-4 key takeaways
- One concept explained in detail
- Real-world application
- Personal evaluation

How to use LinkedIn Learning (register)

Use your university login credentials to access thousands of resources.

Don't have a LinkedIn account? No problem.

You can still sign into LinkedIn Learning! Of course, having a LinkedIn account opens up the possibility of adding and showcasing certificates to your LinkedIn profile, which can boost employability.

Connecting the two can give extra kudos in terms of your future career and continued professional development.

Register for free: [LinkedIn Learning - DigiCentre | University of Wales Trinity Saint David](#)



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Assignment 2 – Presentation

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Assignment 2

! **Live Presentations: Thursday, 30th April (all day)** **!**
Submission Deadline: Friday, 1st May, by 23:59pm

- Presentations will be delivered live via Microsoft Teams
- You will be allocated a timeslot for the day (no lecture)
- Assignment workshop with MS Teams demo on 26th March



Timetable Changes

5th March (2:30-4:30pm)	lecture
12th March	no lecture (Reading Week)
19th March (2:30-4:30pm)	lecture
26th March (1-5pm)*	lecture (Careers Service visit)
2nd April	no lecture (Easter)
9th April	no lecture (Easter)
16th April	no lecture (Easter)
23rd April (2:30-4:30pm)	lecture
30th April**	Assignment 2 (Live Presentations)
1st May	Assignment 2 Deadline (by 23:59pm)
7th May	lecture



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**No lecture next week (Reading Week).
Our next lecture will take place on Thursday,
19th March, at 2:30pm,
in Room IM13
(Innovation Matrix).**

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References

Belbin (2026) *Belbin® - The Team Role Company – The Nine Belbin Team Roles*. Available at: <https://www.belbin.com/about/belbin-team-roles> (Accessed: 18th February 2026).

Trainer Bubble (2025) *Forming, Storming, Norming, Performing, Adjourning Model*. Available at: <https://www.youtube.com/watch?v=dTzRt4hQqPw> (Accessed: 18th February 2026).