



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

BMBS4004 – Managing People and Teams

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

Recap of Week 2

- Explored how individual behaviour influences organisational performance and team success.
- Reviewed motivation theories, including Self-Determination Theory, Maslow, Herzberg and McClelland.
- Considered how personality, attitudes and behaviours affect workplace relationships and effectiveness.
- Examined employee engagement and how managers can support motivation, employee voice, leadership and organisational integrity

Learning outcomes for today

Explain	Explain the stages of team development using Tuckman's model.
Identify	Identify different team roles using Belbin's Team Roles framework.
Evaluate	Evaluate factors that contribute to effective and ineffective team performance.
Apply	Apply team-working principles to a practical group problem-solving activity.
Assess	Assess the importance of psychological safety, communication, trust and shared objectives within teams.
Prepare	Prepare for assessment by applying theory to workplace and team scenarios.

Working in Teams



Think of the best team you have worked in. What made it successful?



Discuss in groups or pairs and write three characteristics down.

What is the difference between a group and a team?

Group vs. Team

Both are made up of people, but they work in very different ways.



Debate

- In groups, discuss whether a jury in a court of law is a group or a team.
- Once you have reached a conclusion, consider why, bearing in mind the points covered on previous slide.
- You have 5 minutes!



Tuckman's Theory

- The 5 stages of Team Development



QUIZ TIME



Get into teams and give yourselves a team name.



Appoint a scribe!



For each of the following scenarios, state which stage you think the team are at and what they could do next.



Don't shout your answers out as we will go through the answers as a class after all 5 scenarios.



Scenario 1 – The Project Team

- In a project team, two members argued over who should lead the creative direction, causing tension and confusion among others.



Scenario 2 – The Event Planning Team

- After months of planning and executing a successful company conference, the Event Planning team held a final meeting to wrap up their work. They reviewed what went well and what could be improved for future events. The team members shared their appreciation for each other's efforts and celebrated their success with a small farewell gathering.



Scenario 3 – The Research Team

- After initial conflicts and role negotiations, the research team reached a phase where members understood and accepted each other's strengths and working styles. They established clear roles, Anna managed data collection, Brian focused on analysis, and Carla coordinated meetings. Team members communicated openly, gave constructive feedback, and supported one another.



Scenario 4 – The Product Team

- The New Product Development team met for the first time to discuss their goals and timelines. Members were polite and cautious, focusing on introductions and learning about each other's backgrounds. Everyone was eager but uncertain about their roles and how the team would function.



Scenario 5 – The Software Team

- After months of working together, the software development team had reached a high level of trust and collaboration. Roles were clear, but flexible, with team members stepping up as needed to solve problems and support each other. Communication was open and constructive, allowing them to quickly resolve issues. The team was focused on delivering high-quality features on time and continuously improving their processes.





Tuckman - Checking Understanding – Page 1 of handout

Take a look at the worksheet and answer the 3 questions.

You can do this individually or in pairs.

Break



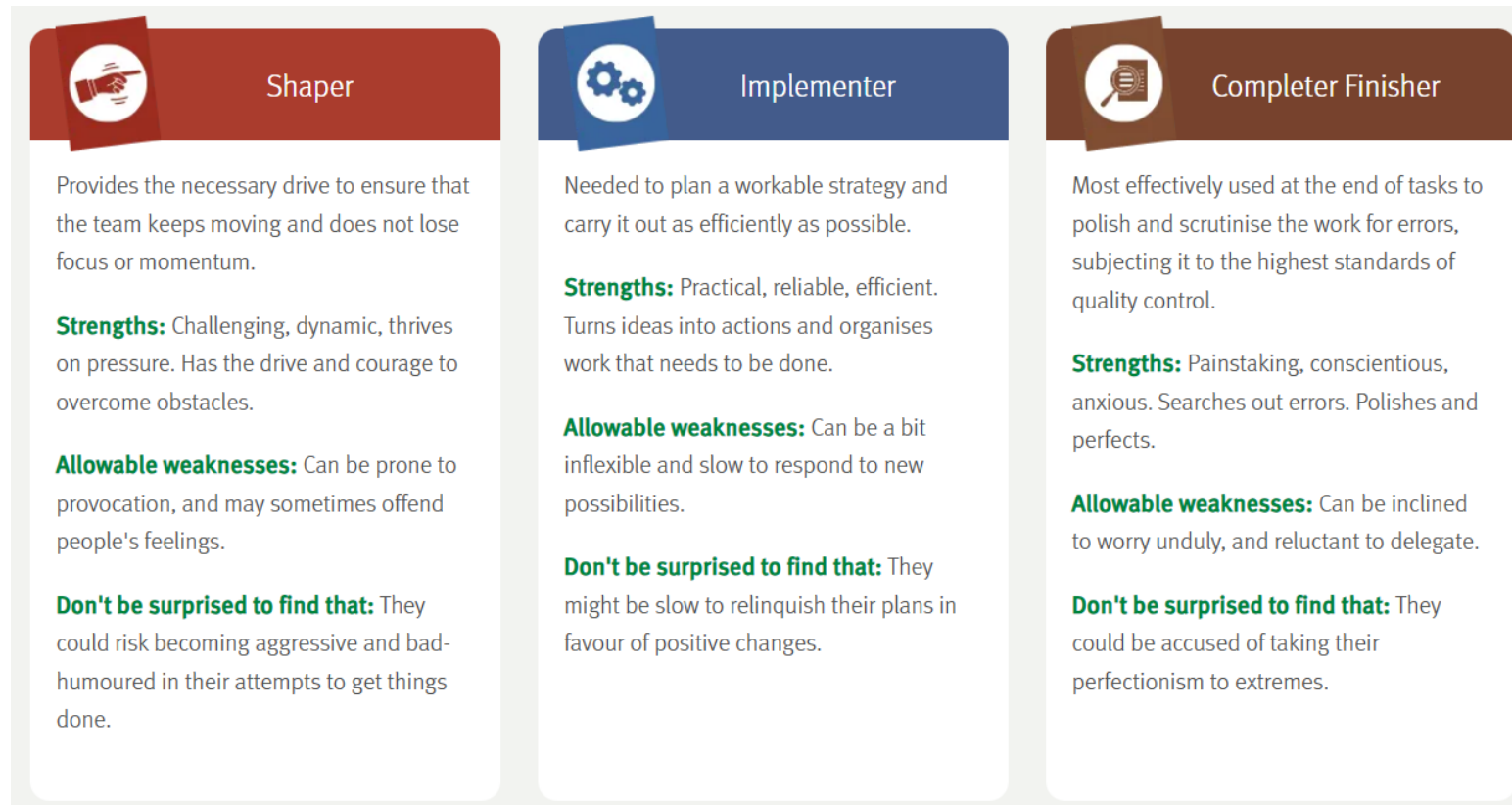
Belbin's Theory



Belbin's Team Roles



Action Oriented



People-Oriented

 Resource Investigator	 Teamworker	 Co-ordinator
Uses their inquisitive nature to find ideas to bring back to the team.	Helps the team to gel, using their versatility to identify the work required and complete it on behalf of the team.	Needed to focus on the team's objectives, draw out team members and delegate work appropriately.
Strengths: Outgoing, enthusiastic. Explores opportunities and develops contacts.	Strengths: Co-operative, perceptive and diplomatic. Listens and averts friction.	Strengths: Mature, confident, identifies talent. Clarifies goals.
Allowable weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.	Allowable weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation.	Allowable weaknesses: Can be seen as manipulative and might offload their own share of the work.
Don't be surprised to find that: They might forget to follow up on a lead.	Don't be surprised to find that: They might be hesitant to make unpopular decisions.	Don't be surprised to find that: They might over-delegate, leaving themselves little work to do.

Thinking Oriented



Which team role are you? (Pages 2-9 of handout)

Complete the Belbin questionnaire on Moodle to determine which team member role you are most likely to adopt.

There are seven statements for you to consider and respond to.

We will help you to work out your results once you have completed and discuss what they mean following this.

Role	Potential contribution	Allowable weakness / watch-out
Plant	Generates original ideas and alternative approaches.	May overlook detail or communicate ideas impractically.
Resource Investigator	Explores opportunities and builds external contacts.	May lose enthusiasm after the initial stage.
Coordinator	Clarifies goals and draws out contributions.	May be perceived as delegating too much.
Shaper	Creates momentum and challenges inertia.	Can sound provocative or impatient.
Monitor Evaluator	Offers logical, impartial judgement.	May appear slow or overly critical.
Teamworker	Supports relationships, listens and reduces friction.	May avoid difficult decisions.
Implementer	Turns decisions into practical, organised action.	May resist sudden change.
Completer Finisher	Checks quality, detail and deadlines.	May worry excessively or struggle to delegate.
Specialist	Contributes deep knowledge in a focused area.	May concentrate narrowly on technical interests.

The importance of self-awareness

- Belbin (2026) found that high-performing, self-aware teams are built from high-performing, self-aware individuals who:
 - **Understand**, work with, and develop their strongest role contributions;
 - **Are attuned** to how others experience their behaviour, and
 - **Actively manage** the associated weaknesses which are the flipside of their strengths.





Effective and Ineffective Team Performance (Page 10 of handout)

Read the case studies and
answer the questions, making
recommendations for Case B.

Break



Psychological Safety (CIPD, 2024)



"Psychological safety" refers to how confident we feel to take appropriate risks at work because of our relationships with colleagues and managers.



In psychologically safe work environments, people tend to be less defensive and focus on accomplishing team goals and preventing problems, instead of just protecting themselves.



They feel at ease offering original ideas, sharing different viewpoints, asking questions or admitting mistakes, knowing that they won't face punishment or ridicule from their colleagues.



Think-Pair-Share (Page 11 of handout)

How can managers create
psychological safety in teams?

What does an effective team look like?



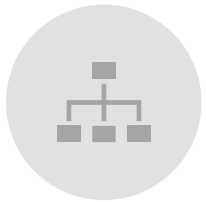
Think about the ideas explored today.



How safely can team members speak up?



How effectively does the team communicate?



Are roles and objectives clear?



How well does the team manage challenges and learn from mistakes?



Let's now use these questions to assess a team in practice



Team Performance Checklist (Page 12 of handout)



Using the checklist provided, assess a team you know (workplace, sports team, project group).



Identify strengths, weaknesses and improvement actions.



Assessment preparation



Assessment - Component 1 – w/c 19/10/26

Assessment Task: Crisis-Management Role Play

- In a group of three, you will participate in a 30-minute organisational crisis-management role play based on a workplace scenario involving communication breakdown, team conflict, leadership challenges and employee wellbeing. The 30 minutes includes the role play itself, questions from the tutor and a structured debrief. Please note your tutor will be allocating your groups.

Scenario

- Northstar Travel has introduced a new online booking system that is experiencing significant technical problems. Customers have been charged twice, bookings have disappeared and waiting times for customer support have increased. Employees are experiencing stress and confusion, while tensions have developed between the customer-service, IT, marketing and management teams. Senior management has called an urgent meeting to agree how the organisation should respond.

Role allocation

Role 1: Operations Director

Focuses on service recovery, operational continuity and customer impact.

Advocates for a more structured, directive or transactional leadership approach to stabilise the situation quickly.

Prioritises clear accountability, rapid decisions and standardised processes.

Role 2: HR / Employee-Relations Adviser

Focuses on employee voice, wellbeing, inclusion and fair treatment.

Advocates for a more participative, supportive or transformational leadership approach.

Prioritises staff engagement, psychological safety, cross-functional collaboration and sustainable improvement.

Role 3: IT / Systems Manager

Focuses on technical root causes, system reliability and realistic timelines for fixes.

Balances operational pressure with technical constraints and risk.

Encourages evidence-based decision-making, transparent communication about system limitations and coordinated cross-team working.

Task Requirements – During the meeting you must...

Remain in your assigned professional role.

Explain relevant theories and concepts relating to individual behaviour, teamwork, communication and leadership.

Apply appropriate models to the Northstar Travel scenario (e.g. Tuckman, Belbin, situational/transactional/transformational leadership, motivation theories, communication models).

Present and justify your role's proposed response.

Listen and respond to alternative viewpoints from the other two roles.

Consider the ethical and inclusive implications of different approaches.

Negotiate a practical organisational response.

Contribute to a final recommendation and action plan.

Assessment Preparation – Theory Mapping

In your groups of three discuss how the theories covered so far could support your viewpoint in the role play.



Examples as follows:

Operations Director – Tuckman's
Team Development

HR Advisor – Psychological
Safety and Motivation Theories

IT Manager – Belbin's Team
Roles

Research Action Plan

Before next week you will each:

Find 2 academic sources.

Read the case study.

Prepare one possible recommendation.

Bring one theory relevant to our role.

Recap – Today we have...

- Explored the difference between groups and teams and examined the characteristics that contribute to successful team performance, including communication, trust, shared goals and leadership.
- Applied Tuckman's Five Stages of Team Development (Forming, Storming, Norming, Performing and Adjourning) to understand how teams develop and perform over time.
- Investigated Belbin's Team Roles, recognising how different behavioural contributions and self-awareness can improve team effectiveness.
- Evaluated the importance of psychological safety, effective communication and collaboration, while preparing to apply teamwork and leadership theories to the upcoming assessment scenario.

Looking back and learning



Each week, review the effects and learn from this experience.



Emphasis should be on the first step to understanding ourselves and the people around us than immediate solutions to problems and situations



Try to look at yourself and how you interact with people this week



See if you notice anything different



Take notes each week to help with your assessments

Any questions?



Reference List

- Belbin, R. M. (2010) *Team roles at work*. Second edition. Butterworth-Heinemann.
- Belbin (2026) *Belbin and self-awareness: the key to higher-performing teams*. Available at: <https://www.belbin.com/landing-pages/belbin-and-self-awareness-the-key-to-higher-performing-teams> (Accessed: 17 September 2026).
- CIPD (2024) *Trust and Psychological Safety: An Evidence Review*. Available at: <https://www.cipd.org/uk/knowledge/evidence-reviews/trust-psychological-safety/> (Accessed: 14 September 2026).