



MONDAY
BASICS:

TRAINING & COFFEE

TEAMWORK BASICS

Barbara Vastenavond



UNIVERSITAT ROVIRA I VIRGILI
Departament d'Enginyeria Química





Barbara Vastenavond, MBA

Research group:



Executive director:



THINK OF THE BEST TEAM YOU'VE EVER WORKED IN.

What made it great?





NOW IMAGINE...

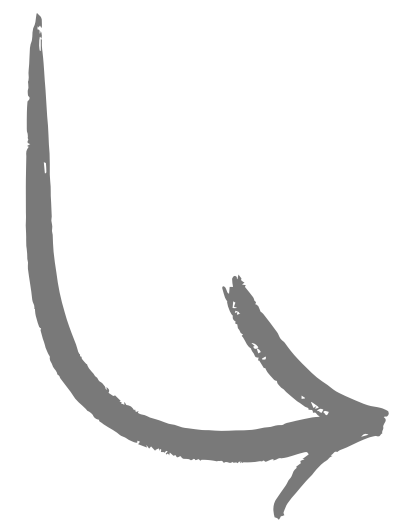
A committee to develop a new interdisciplinary research programme.

Composed of top researchers in their area of expertise with lots of publications, and awards... All brilliant minds!

How do you think they will perform together?



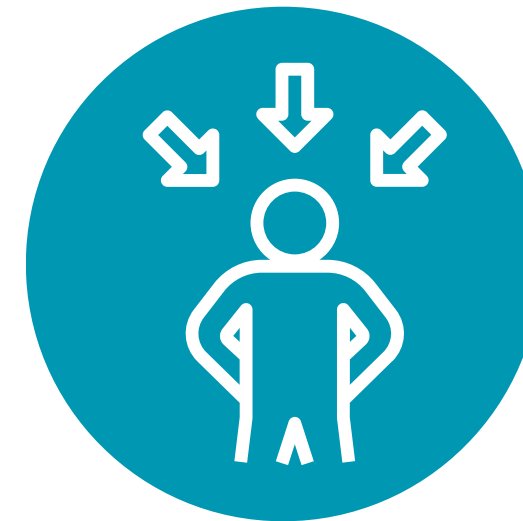
**A team of highly
intelligent individuals
doesn't automatically
make a high-
performing team**



Role imbalance



Too many ideas, no
decisions

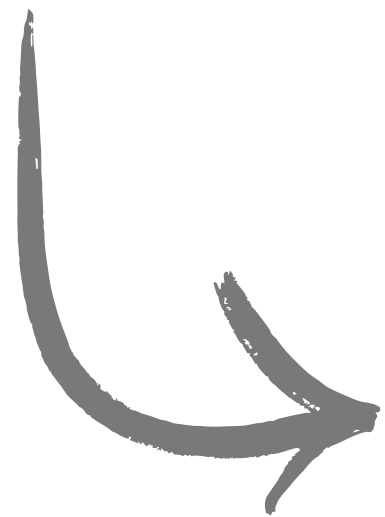


Ego clashes and poor
listening



No one finishes the job

KEY: BALANCED TEAMS



Belbin Role Model *

*Developed by Dr. Meredith Belbin after a 9-year study on team dynamics at Henley Management College in the 1970s.




BELBIN TEST

- Not a personality test, but a tool to **explore strengths and improvement areas** in teamwork.
- Identifies your **two most predominant team roles**.
- Shows both roles where you may excel and roles with potential for growth.
- Helps increase self-awareness of how one's **behaviour affects others**.

WHAT IS A TEAM ROLE?

A tendency to **behave**,
contribute and **interrelate** with
others in a particular way.



Beyond job titles or technical skills,
focusing on **behavioral strengths**
and **interpersonal dynamics**



BELBIN ROLE MODEL

9 roles grouped into
3 categories

Each role has:

- **Strengths:** its primary contribution to the team
- **Allowable weaknesses:** natural limitations that come with the role



Action-Oriented Roles

Shaper



Challenging, dynamic

Drives forward, challenges the team, thrives under pressure. Overcomes obstacles.

Has a tendency to provocation. Offends people's feelings.

Leading a research team to meet a strict grant deadline.

Implementer



Practical, reliable, efficient

Turns ideas into actions and organises work that needs to be done. Turns ideas into workable plans.

Somewhat inflexible.
Slow to respond to new possibilities.

Organizing lab schedules, setting up research protocols.

Completer-Finisher



Conscientious, anxious

Ensures accuracy, detail-oriented. Searches out errors. Polishes and perfects.

Inclined to worry unduly.
Resistant to delegate.

Proofreading and finalizing a scientific paper before submission.



EXAMPLE

People (social) -Oriented Roles

Coordinator



**Diplomatic, confident,
identifies talent**

*Clarifies goals, delegates
effectively. Guides the team
towards goals.*

Can be seen as
manipulative. Offloads
own share of the work.



EXAMPLE

Chairing a department meeting
to ensure all voices are heard.

Resource Investigator



**Outgoing, curious,
enthusiastic, communicative**

*Explores opportunities,
builds networks.*

Over-optimistic. Loses
interest once initial
enthusiasm has passed.

Gets in touch with a lab to
borrow equipment or share data.

Teamworker



**Co-operative, perceptive
and diplomatic**

*Promotes collaboration,
supports others, resolves
conflicts. Listens and smooths
conflicts.*

Indecisive in crunch
situations. Avoids
confrontation.

Bridging gaps between different
research groups in an
interdisciplinary project.

Thinking-Oriented Roles

Plant



**Creative, imaginative,
free-thinking**

*Original thinker. Generates
ideas and solves difficult
problems.*

*Ignores incidentals.
Too preoccupied to
communicate effectively.*

Designing a novel research
approach for a PhD thesis.

Monitor Evaluator



**Sober, strategic and
discerning**

*Offers critical judgment and
analysis. Sees all options and
judges accurately.*

*Lacks drive and ability to
inspire others. Can be
overly critical.*

Reviewing a research proposal
for feasibility and weaknesses.

Specialist



Dedicated, focused

*Brings in-depth
knowledge of a key area.
The go-to person when
the team needs technical
or specialised input.*

*Focus narrowly. Only
contributes within their
area of expertise.*

The go-to person for advanced
statistical methods in a research
team.



EXAMPLE

Belbin roles focus:

Explore
Plant
Resource Investigator



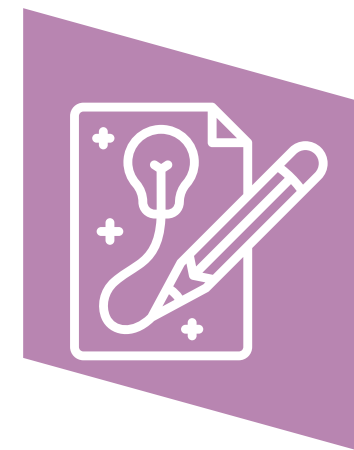
Follow-up
Monitor Evaluator
Completer Finisher

Organize
Coordinator
Implementer



Support
Teamworker

Control
Shaper



Create
Plant

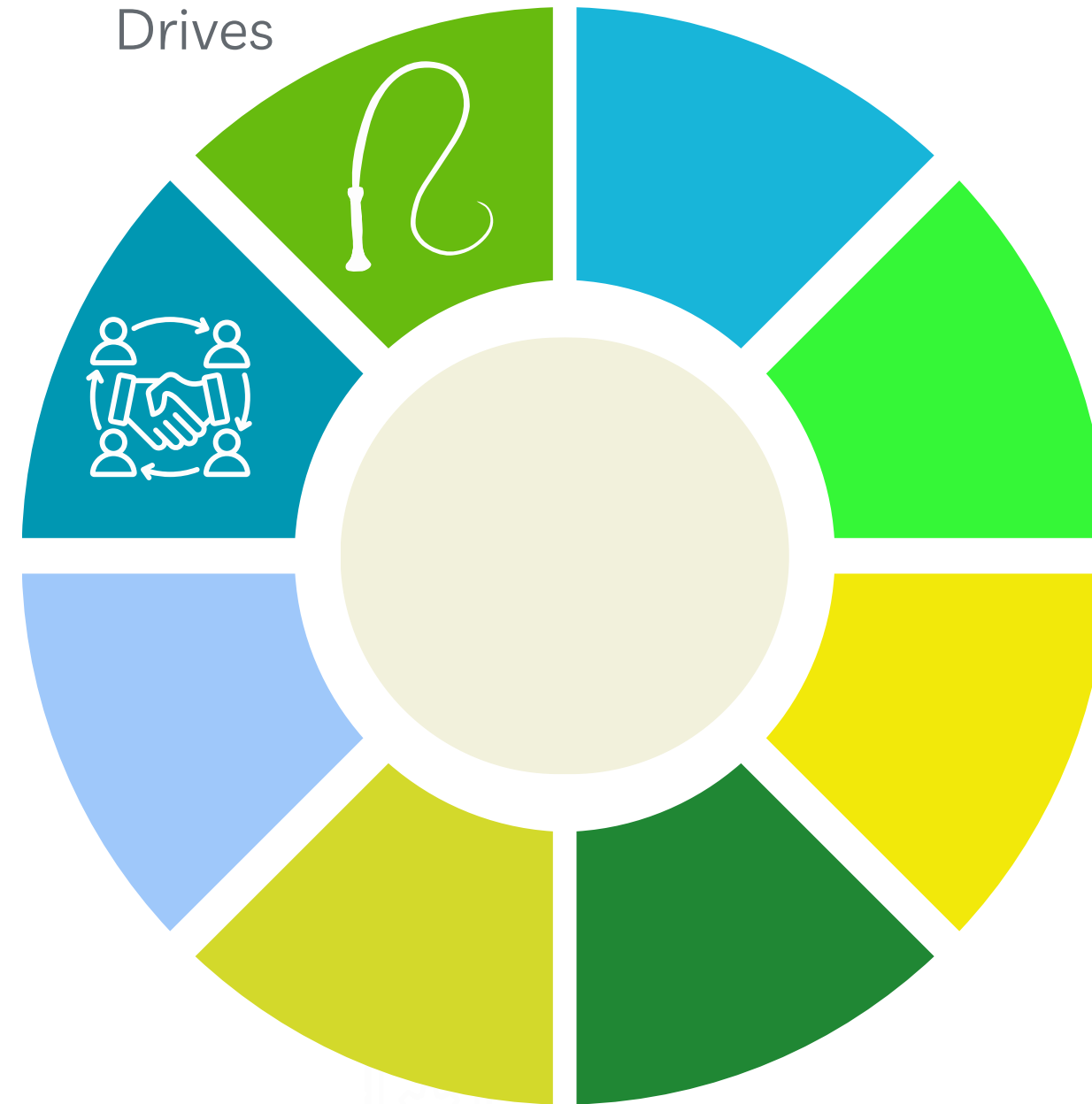
Belbin roles orientation:

LEADING

Coordinator
Generalizes

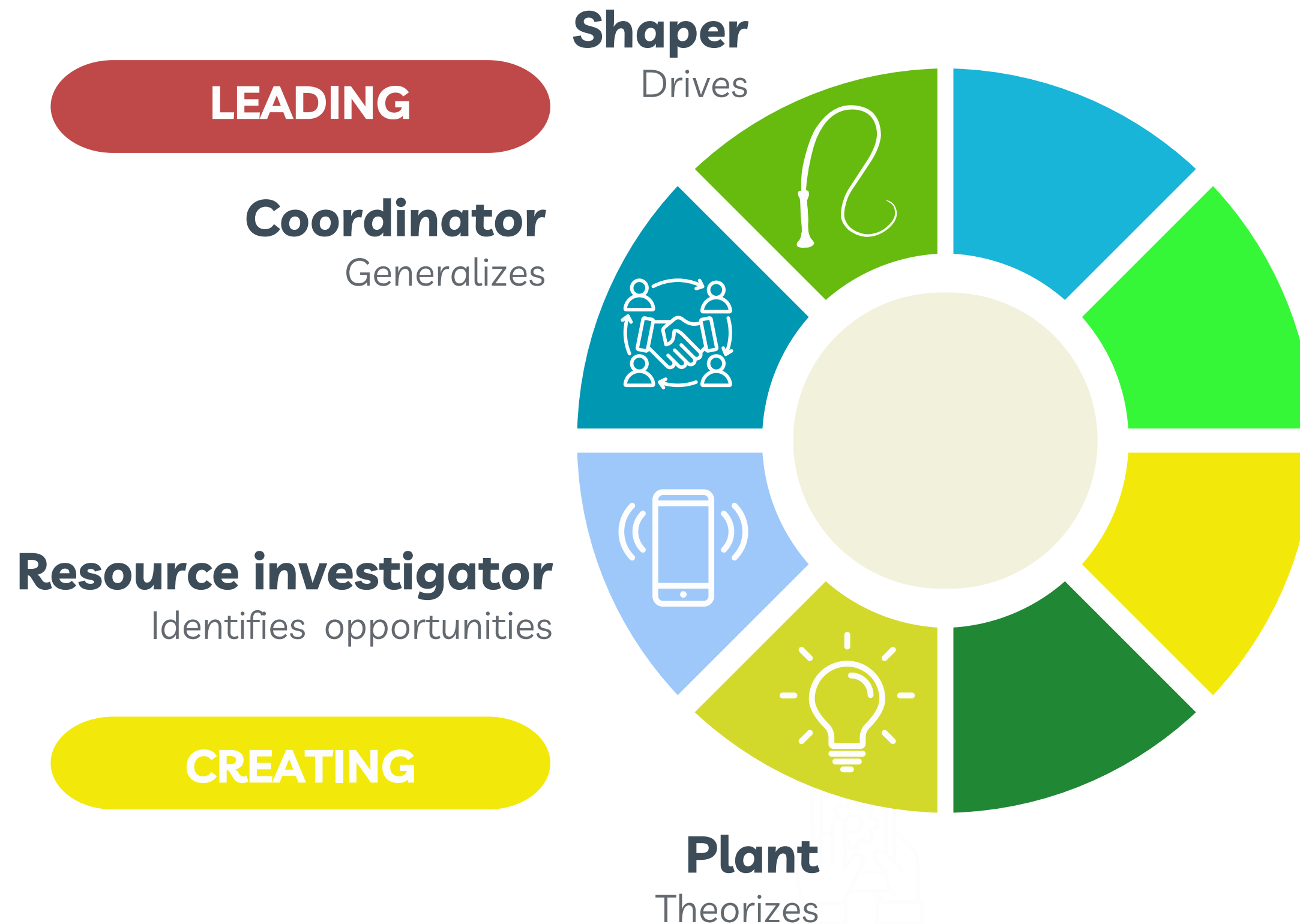
Provides leadership by **coordinating** the efforts and contributions of team members.

Shaper
Drives



Drives the team toward **its goals** through strong direction and control. Often **influential** in how the team operates, even without being the formal leader. Effective at **getting things done**, but may overwhelm others or clash without diplomacy.

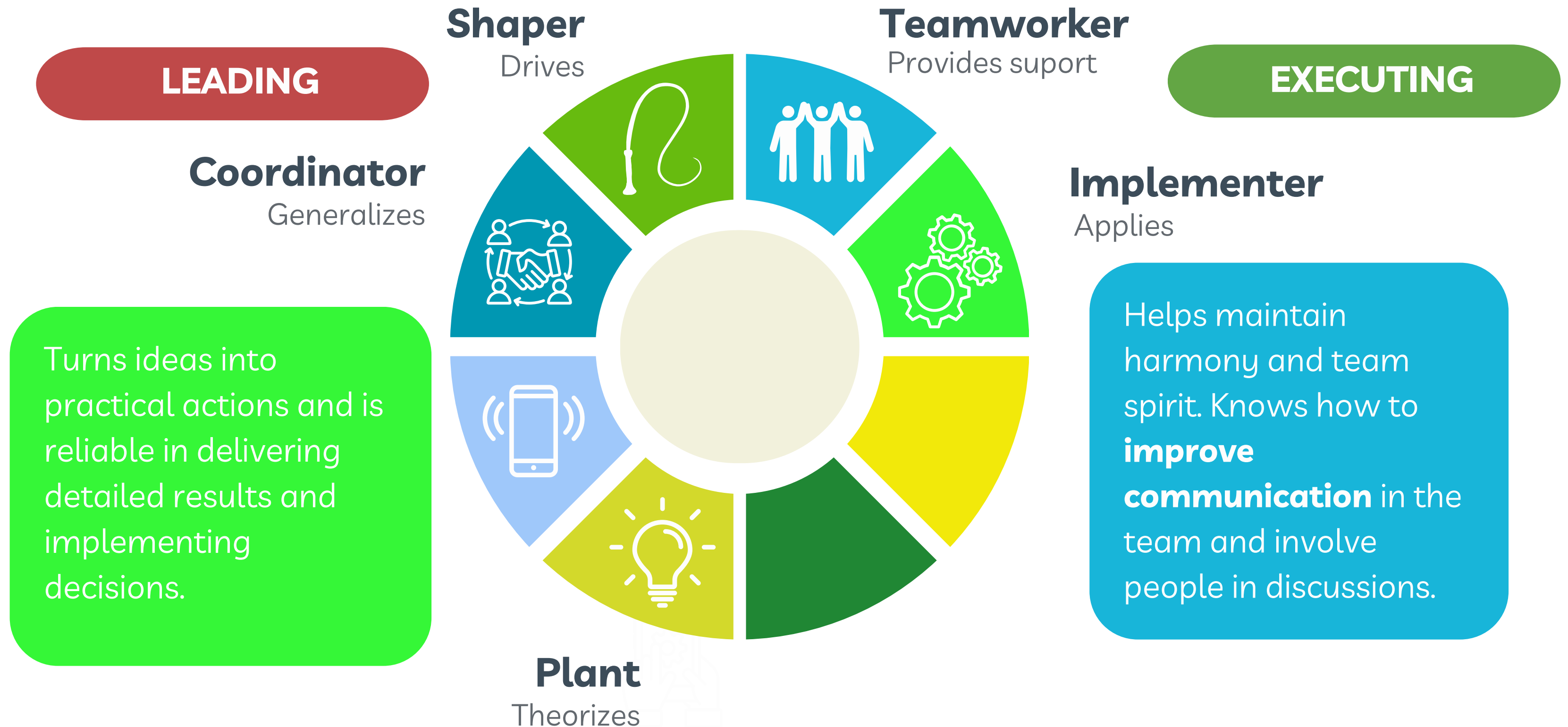
Belbin roles orientation:



Generates ideas to solve team problems, focusing on **big-picture** issues rather than small details.

Acts as a **source of information** and **ideas**. Has an ever-expanding portfolio of **contacts**.

Belbin roles orientation:



Belbin roles orientation:

Knows how to **evaluate** ideas and suggestions. Tends to be **objective** and knows how to analyze problems and **evaluate alternatives**.

Detail-oriented and keeps the team on **schedule**, ensuring tasks are completed and creating a **sense of urgency** when needed.

Shaper
Drives

Teamworker
Provides support

Implementer
Applies

Monitor evaluator
Judges impartially

Plant
Theorizes

Completer finisher
Fine-tune protocols, systems, reports...

EXECUTING

FINISHING



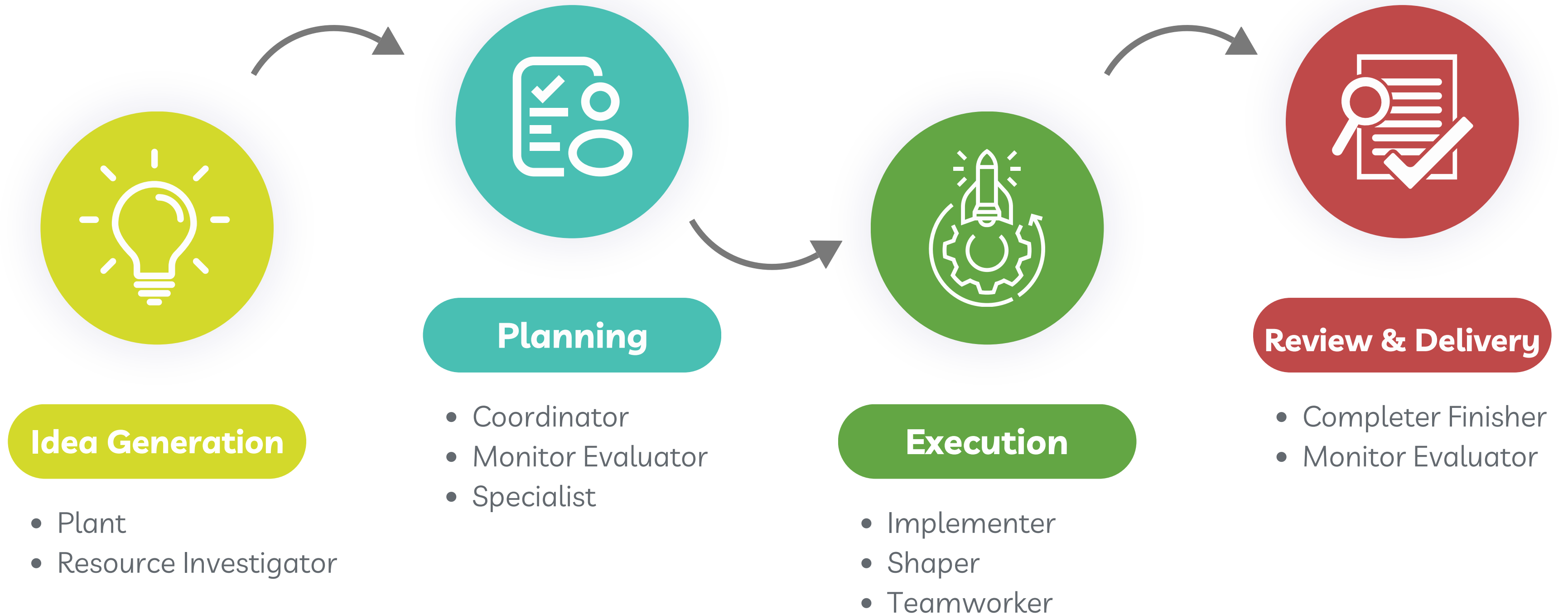
SCENARIO- BASED QUESTIONS

Pick the Best Answer

Let's play

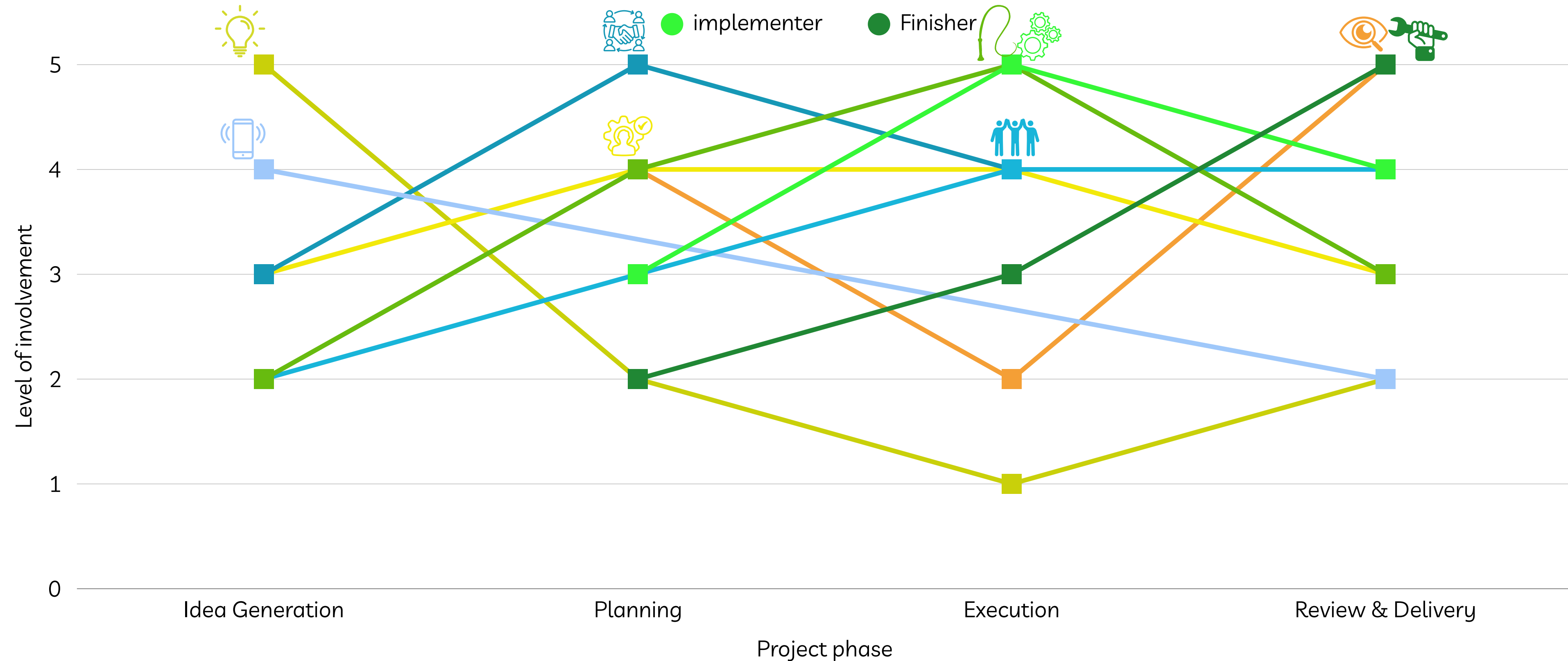


Belbin roles across the project phases:



Belbin roles across the project phases:

● Plant
 ● Monitor evaluator
 ● Specialist
 ● Coordinator
 ● Resources investigator
 ● Teamworker
 ● Shaper



**What challenges arise
when a project team has
too many "Shapers" and
not enough
"Teamworkers" or
"Monitor Evaluators"?**



CONFLICTS, LACK OF COLLABORATION, AND POOR DECISION-MAKING

- Too many **Shapers** can lead to **power struggles**, as each tries to push their vision forward. They may argue instead of cooperating.
- Without enough **Teamworkers**, there's a **lack of cohesion**, making it harder to resolve conflicts and support each other.
- Without **Monitor Evaluators**, **decision-making may be impulsive**, with no one stepping back to critically assess options before acting.

KEY TAKEAWAYS:

- ✓ Teams need a balance of roles, not just skills.
- ✓ Understanding strengths & weaknesses helps reduce conflict and boost efficiency.

TOGETHER
EVERYONE
ACHIEVES
MORE



Monday Basics: Training & Coffee - A Space to Share Knowledge and Grow Together

Monday Basics: Training & Coffee is a transversal training initiative designed to create an **open and collaborative learning community**. Inspired by informal conversations among the **Research Support Staff (PSR) of the Department of Chemical Engineering**, this project aims to leverage collective knowledge to generate synergies and foster an academic and professional support network.

On the **last Monday of each month**, **Monday Basics** sessions provide an informal space where **PDI, PTGAS, and students** can share experiences and acquire new skills in a relaxed environment. Unlike traditional training programs, this initiative embraces a **dynamic and participatory model**, where everyone has the opportunity to both learn and teach, regardless of their role within the university.

In addition to facilitating **continuous learning**, **Monday Basics** breaks down barriers between different university groups and promotes a culture of **collaboration and teamwork**.

More than just a training session, it is an opportunity to connect, exchange ideas, and grow together. Come share knowledge... and a coffee! ☕

► **When:** The last Monday of each month

► **Time:** 9:30 to 10:30

► **Duration:** 1 hour

► **Language:** The presenter decides the language of the session.



What we do



Who we are



Calendar



Videotutorial



Downloads



28/04/25
Lab Basics:
micropipettes

<https://www.deq.urv.cat/en/mondays>