# Optimising Team Dynamics: The Role of AI in Enhancing Challenge-Based Learning Participation Experience and Outcomes

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# Highlights

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- Operationalising the concept of relational well-being as a measure for participation quality.
- Empirically quantify the benefits of using AI during team composition concerning participation quality.
- Explore different algorithm configurations to provide guidelines on configuring the AI algorithm to trade-off between participants' experience vs. teams' outcomes.

# Optimising Team Dynamics: The Role of AI in Enhancing Challenge-Based Learning Participation Experience and Outcomes

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ABSTRACT

The approach of exposing students to real-world challenges to foster collaboration and solution formulation has garnered attention from scholars and practitioners across various disciplines. Often called Challenge-based learning (CBL), this educational approach emphasises developing collaborative and problem-solving skills, with significant learning occurring within team settings. Prior studies highlight the influence of team composition on the efficacy of learning outcomes, pointing out that factors such as gender diversity, personality trait diversity, and a wide range of skills affect team dynamics and performance. Despite these insights, the practical organisation of these teams remains a challenge, often reliant on ad-hoc methods driven primarily by the nature of the setting at hand. Importantly, CBL is typically assessed through the final product, neglecting the impact of CBL on how the participants experience the overall process. That is, CBL is usually considered effective if the outcome is of high quality, ignoring participants' experience and participation quality. This study investigates the potential of an Artificial Intelligence team formation algorithm to improve participation quality and outcomes in collaborative CBL environments.

## 1. Introduction

*Challenge-Based Learning (CBL)* is a form of collaborative learning widely employed within the educational domain that engages students in solving real-world problems. In CBL settings, the learning usually occurs in teams where students collaborate to propose solutions to specific challenges. CBL, as an educational approach, engages students to collaborate in teams to identify challenges, conduct research, propose solutions, and implement them within their community or in a broader context (Gallagher and Savage, 2023). As in collaborative learning environments, in CBL, people learn through collaborative interaction among team members towards some shared goal (Dillenbourg, 1999). The main goal of CBL is to help learners develop collaborative and problem-solving skills while they carry out an intriguing challenge. For example, the program FIRST[1] uses CBL to inspire young people in graduate school and beyond to engage in science and become technology leaders (Boyer, 2017). Similarly, the Greenpower program[2] uses

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[1]firstinspires.org

[2]www.greenpowerusa.net

CBL to motivate students to pursue careers in STEM (science, technology, engineering and mathematics) (Hitchcock, 2017).

On the one hand, collaboration is a central aspect within CBL, as students undertake challenges via teamwork and acquire collaborative skills through this process. For teams to be effective, team composition plays an important role. By team composition, we refer to methods for putting individuals into teams to positively influence teams' overall performance, outcomes and learning experiences (Dissanayake, Zhang and Gu, 2015; Woolley, Chabris, Pentland, Hashmi and Malone, 2010; Santolini, Blondel, Palmer, Ward, Jeyaram, Brink, Krishna and Barabasi, 2023). Factors such as gender diversity, variations in personality traits, and a broad spectrum of skills can have a significant impact on the team dynamics and effectiveness (Wang, 2022; Dissanayake, Nerur and Zhang, 2019; Andrejczuk, 2018). For instance, (Andrejczuk, 2018) finds that teams with *(i)* diverse personalities, *(ii)* balanced gender, and *(iii)* complementary skills achieve better quality outcomes when carrying out school projects. (Wang, 2022) reports that teams with higher diversity in *(i)* members' expertise, *(ii)* winning experiences, and *(iii)* geolocation distribution are more likely to win crowdsourcing contests. Despite these insights, the practical organisation of such teams frequently faces hurdles, predominantly relying on ad-hoc methods influenced by the application domain.

On the other hand, the effectiveness of CBL is typically evaluated based on the final product or outcome produced by participants (learners). However, *participation quality* is essential as well, specifically the impact on participants' well-being. CBL may positively impact participants' experiences, regardless of the outcome of the challenge. This calls to explore how participants' experiences can be measured. Here, we argue that to assess CBL, it is not enough to focus on the outcome but also carefully analyse participants' experiences to learn the impact of CBL on people.

Against this background, we explore how teams' composition during the CBL affects learning experience and participation quality. More precisely, our purpose is twofold: to propose a team composition mechanism for *online* CBL and empirically study its benefits in terms of participation outcomes and experience. Hence, we explore team composition mechanisms to employ in online CBL settings, and therefore, we investigate its impact on people considering participation quality. To measure participation quality, we create a user survey to study how participants experience online CBL through their relational well-being (RWB) (White, 2016). Rather than dividing 'subjective' from 'objective', Relational Well-Being leverages a context-specific, situated approach where the subjective, material and relational dimensions of well-being are revealed as co-constitutive. This construct encompasses the key characteristics of well-being that emerge from asking people what it means to them, through research predominantly in the global South, a context similar to the one of this study (White, 2015). In our context, we consider several aspects of relational well-being, such as participants' social network, their experience with the team and the possible development of project skills.

Additionally, since there is a lack of evidence on how to compose teams for CBL, we build on the literature on team composition techniques to explore teams' composition for CBL. In particular, this work explores whether a state-of-the-art artificial intelligence (AI) team composition algorithm is valuable in positively impacting participation quality and outcomes in online CBL settings. In particular, we build on an existing AI algorithm to form teams (Georgara, Kazhamiakin, Mich, Palmero Aprosio, Pazzaglia, Rodríguez Aguilar and Sierra, 2023; Georgara, 2023) that has been tested in several educational scenarios to form teams to carry out tasks in the classroom. The AI algorithm considers several aspects, such as people's competencies, personalities, and gender, to assemble complementary teams based on well-founded observations from organisational psychology (Wylde, 2013).

The CBL activity that we study is an online challenge to engage young people worldwide on the Goodwall platform[3] in collaboration with the Youth Agency Market (YOMA) initiative[4]. Goodwall is a mission-driven social enterprise that assists young people globally in preparing for their future careers. Similarly, the YOMA initiative focuses on empowering young individuals by offering them opportunities for personal growth and skill development. The CBL this research focuses on involves young people from sixteen countries registered to participate in an open challenge, where they first worked in teams and later were asked to reflect on and report their experiences, providing insights into the process.

Our results indicate a generally positive impact of the AI algorithm on participation quality. Specifically, regarding the dimensions considered to measure participation quality, our findings show that relational well-being is the most positively impacted, followed by social network growth. Regarding team experience and project skill development, participants in AI-formed teams reported a feeling of "safe space" within their teams and significant improvement in some project skills development. Finally, we analysed how the algorithmic design affects the teams, considering

[3]https://goodwall.io/
[4]https://yoma.world/

different configurations of the algorithms. Our analysis indicates the most suitable configurations depending on the application's goal (e.g., optimising outcome versus optimising participation quality).

Hence, this paper contributes to the literature on collaborative learning, specifically on Challenge-Based Learning (CBL) (Savery, 2006), by shedding light on practices for team composition to improve both the outcomes of participation (skills development) and the participation quality. Specifically, we make the following contributions to the CBL literature:

1. We operationalised the concept of relational well-being (White, 2016) as a measure for participation quality. We build on different aspects of relational well-being (subjective, relational and material) to assess the quality of interactions, the sense of community, and the overall satisfaction of team members with their relationships and roles within the team.

2. We empirically quantify the benefits of using the AI algorithm proposed in (Georgara et al., 2023; Georgara, 2023) concerning participation quality. We observe that teams formed with the AI algorithm exhibit positive effects in all four categories that measure participation quality. Notably, aspects related to relational well-being are consistently influenced by AI, showing statistical significance at $p < 0.05$. We observe that improving collaboration skills is positively associated with using the AI algorithm. Similarly, for some project skills, participants from the AI-formed teams saw significant improvement ($p < 0.05$). Moreover, AI-formed teams reported significant growth in their social networks (with $p < 0.037$ on average). Regarding team experience, participants from AI-formed teams felt that they could freely express themselves with their teams. These findings suggest that using the AI algorithm proposed in (Georgara et al., 2023; Georgara, 2023) to assemble team composition in CBL settings can boost people's participation quality.

3. We study how different algorithm configurations affect participants' experience and teams' outcomes to provide guidelines on configuring the AI algorithm for team composition in practice. Our AI algorithm relies on a hyperparameter $\alpha \in [0, 1]$ balancing between competencies and diversity. In our experiments, we set $\alpha = 0.6$, giving slightly more importance to competence than personality diversity when forming teams. We show that this is the optimal setting for our context. Furthermore, we also studied alternative algorithmic designs by varying $\alpha$ between 0 and 1 and predicting team performance and participants' experiences (individual answers) for each hyperparameter setting. Our results indicate that $\alpha$ is not only a hyperparameter that regulates the trade-off between competency and diversity when composing teams and impacts final project scores, as already observed in the literature (Andrejczuk, 2018), it also impacts subjective and relational aspects. This suggests that there is no one-size-fits-all algorithmic design and that $\alpha$ can serve as a control parameter that can adjust the team assembly to be more exploratory and participatory (low $\alpha$) or more exploitative and outcome-focused (high $\alpha$). Intermediate values $0.2 < \alpha < 0.4$ hit a sweet spot between these two designs.

The paper is organised as follows. Section 2 provides background and related work. Section 3 describes the method: the team composition AI algorithm we chose for our study, while subsection 3.3 details the methodology followed in carrying out our experiments to assess CBL. Section 4 thoroughly analyses our empirical results. Finally, Section 5 discusses the results and sets paths to future research.

## 2. Background and Related work

This section provides background and related work. First, we introduce challenge-based learning as a pedagogical approach. Second, we discuss various team composition methods derived from the AI literature. Third, we outline the research program that underpins the study in this paper, setting the stage for our empirical investigation.

### 2.1. Challenge-Based Learning

Challenge-based learning (CBL) focuses on skills development (Savery, 2006). The CBL is an instructional learner-centred approach that empowers learners to research, integrate theory and practice, and apply knowledge and skills to develop a viable solution to a defined problem. CBL is an active learning approach in which students gain skills and knowledge through active engagement with a real-life challenge and collaborative work on creative and sustainable solutions (Portuguez Castro and Gómez Zermeño, 2020; Malmqvist, Rådberg and Lundqvist, 2015; Martin and Bolliger, 2018; Van Den Beemt, Thurlings and Willems, 2020). Common aspects among CBL initiatives are critical thinking, problem-solving, collaborative learning, and autonomy (Binder, Nichols, Reinehr and Malucelli, 2017). Converse to other approaches, CBL engages learners in real-life situations. The challenges in CBL can sometimes be broad so that multiple real-life problems can be related to these specific challenges and tackled in a similar way. CBL confronts learners with open, relevant problems for which there is no obvious solution (Membrillo-Hernández, J Ramírez-Cadena, Martínez-Acosta, Cruz-Gómez, Muñoz-Díaz and Elizalde, 2019), which requires self-direction from students. CBL is highly flexible regarding duration, intensity, and integration with additional frameworks and techniques (Gallagher and Savage, 2023).

The concept of exposing students to real-life problems, requiring collaboration and the development of solutions, has been applied for many years in fields such as engineering and sustainable development (Bootsma, Vermeulen, Dijk and Schot, 2014). Willis et al. (Willis, Byrd and Johnson, 2017) collected a set of examples of innovative challenge-based learning activities to illustrate how competition and collaboration can be used to complement formal learning in the classroom. Hackathons and engineering contests, also known as Challenge-Based Innovation Initiatives, can be seen as CBL (Colombari, D'Amico and Paolucci, 2021). Hackathons and contests have gained prominence, empowering individuals from diverse backgrounds, skill sets, and socio-economic strata to collaborate in designing, prototyping, and implementing solutions (Beck, Bergenholtz, Bogers, Brasseur, Conradsen, Di Marco, Distel, Dobusch, Dörler, Effert, Fecher, Filiou, Frederiksen, Gillier, Grimpe, Gruber, Haeussler, Heigl, Hoisl, Hyslop, Kokshagina, LaFlamme, Lawson, Lifshitz-Assaf, Lukas, Nordberg, Norn, Poetz, Ponti, Pruschak, Pujol Priego, Radziwon, Rafner, Romanova, Ruser, Sauermann, Shah, Sherson, Suess-Reyes, Tucci, Tuertscher, Vedel, Velden, Verganti, Wareham, Wiggins and Xu, 2022). For example, in the case of Fusion Point CBL,[5] students are grouped into small multidisciplinary teams (five to six people), and each team has three coaches, one from each participating school (Martin, Herzog, Papageorgiou and Bombaerts, 2022). In these initiatives, participants collaboratively solve problems without prior contracts or predefined expectations of who will solve which problem (Benchoufi, Fournier, Magrez, Macaux, Barué, Mansilla Sanchez, de Fresnoye, Fillaudeau, Tauvel-Mocquet, Chalabi, Petit-Nivard, Blondel, Santolini and Ben Hadj Yahia, 2018; Masselot, Tzovaras, Graham, Finnegan, Jeyaram, Vitali, Landrain and Santolini, 2022). They decide whether they will join and what and whether they will contribute (Kokshagina, 2021). These collaborative learning activities happen in teams, and an increasing amount of research looks into team dynamics in learning activities (Santolini et al., 2023). Yet, the practical assembly of teams remains a challenge, often reliant on ad-hoc methods driven primarily by individual topic preferences and time commitment. When it comes to CBL, there is a lack of evidence on how teams should be composed and how to guide a group's creation. We will build on the literature on team composition techniques to explore teams' composition for CBL.

## 2.2. Team composition techniques

Forming a group that collaboratively learns is one of the most challenging tasks in the computer-science learning context (Ardaiz-Villanueva, Nicuesa-Chacón, Brene-Artazcoz, Sanz de Acedo Lizarraga and Sanz de Acedo Baquedano, 2011; Srba and Bielikova, 2015; Amara, Macedo, Bendella and Santos, 2016). Team composition mainly focuses on the group development life cycle, in order to optimise the process of forming teams (Zheng and Pinkwart, 2014), and reveal the attributes that optimally affect team composition (Graf and Bekele, 2006). Optimising team composition is mostly seen as a way to enhance the effectiveness of team's dynamics to team performance. For example, (Lin, Huang and Cheng, 2010) used particle swarm optimisation (PSO) to propose an enhanced PSO (EPSO) for composing well-structured collaborative learning teams.

This section examines the problem of team composition from the AI's point of view.[6] Similarly, the AI community considers team composition problems as optimisation problems. Overall, given a population of individuals, an AI team composition algorithm searches to assemble teams of individuals so that the distribution of resulting teams optimises some objective function. Examples of objective functions are the maximisation of teams' expected performance (Andrejczuk, Bistaffa, Blum, Rodríguez-Aguilar and Sierra, 2019; Georgara, Rodríguez-Aguilar and Sierra, 2021), the minimisation of communication costs within teams (Lappas, Liu and Terzi, 2009), the minimisation of individuals' workload (Anagnostopoulos, Becchetti, Castillo, Gionis and Leonardi, 2010), or the maximisation of the number of tasks a team can tackle (Capezzuto, Tarapore and Ramchurn, 2020). Since team composition algorithms handle very large search spaces to form teams, *exact* optimisation algorithms, which guarantee optimality, can only cope with small problems (Andrejczuk et al., 2019). Instead, AI research on team composition algorithms has primarily

[5] `https://www.esade.edu/en/learning-innovation/rambla/fusion-point`

[6] In accordance with the definition of AI-system within the EU AI Act. `https://www.euaiact.com/article/3`

resorted to local search (Hoos and Stϋtzle, 2018) and meta-heuristic techniques (Blum and Roli, 2003). Such techniques allow us to explore the large search spaces of team composition problems to find *good enough* solutions.

Here, we build on the work of Andrejczuk et al. (Andrejczuk, Rodríguez-Aguilar, Sierra, Roig and Parejo-Romero, 2018; Andrejczuk et al., 2019) and Georgara et al. (Georgara et al., 2021, 2023; Georgara, 2023) who have provided insights into supporting team composition within cooperative learning environments. Working in cooperative groups is one of the fundamental tools to address the diversity in the classroom. There is broad consensus in the literature to support cooperative work as a key in educational processes, dating back to Piaget (Piaget, 1954, 2013) and Vygotsky (Vygotskij, 1979).

Andrejczuk et al. address the following common situation in the classroom: *there is a task that different teams of students must solve* (Acuña, Gómez and Juristo, 2009). Teachers are presented with diverse students differing in gender, personality, and intelligence levels.[7] The computational challenge lies in forming balanced teams in size, intelligence, personality, and gender. Andrejcuzk et al. introduced an AI algorithm, *SynTeam*, designed to optimiseteam composition by aligning individual intelligences with task requirements, ensuring team size balance, and diversifying psychological traits among team members. This approach is built on Douglass Wilde's post-Jungian method (Wylde, 2013), which proposes how to *form* teams by fostering *diversity* to facilitate team-based learning and improve team performance.

The effectiveness of the SynTeam algorithm was evaluated by (Andrejczuk et al., 2018) through a comparative study of high-school student teams formed by the algorithm against those manually created by teachers using conventional methods. This study, conducted in the context of cooperative, project-based learning with over 252 students, found that teams formed by SynTeam outperformed traditionally formed teams by 25.3% and 29.2% in their final grades. These findings underscore the benefits of leveraging diversity in team composition, highlighting the importance of integrating competencies, personalities, and *diversity* in educational processes.

Georgara et al. advance the research on team composition algorithms by generalising and expanding upon the work of Andrejczuk et al. (Georgara et al., 2021, 2023). Georgara et al. investigate the problem of assigning teams to carry out *different* projects motivated by two real-world cases: (1) the assignment of high-school students teams to internships through the School-Work Alternation (SWA) program fostered by the European Commission (Georgara et al., 2023); and (2) the allocation of teams of undergraduate students to classroom projects (Georgara, 2023). Georgara et al. develop Edu2com, a novel team composition algorithm(Georgara et al., 2021, 2023; Georgara, 2023) to address these challenges. Edu2Com employs a diversity-based approach similar to Andrejczuk et al.'s SynTeam but also accounts for (i) the *motivation* of each individual to work on each project, and (ii) the *social relationships* between individuals with other potential team-mates. These extensions are based on observations in Motivational Psychology and Social Sciences. On the one hand, the work in (Deci, Olafsen and Ryan, 2017) identifies *intrinsic* motivation (one type of motivation identified by *Self-Determination Theory* (Deci and Ryan, 1985)), as the motivation type that leads individuals to better job performance: self-determined people tend to perform better at their jobs. On the other hand, empirical evidence in the Social Sciences literature indicates that teams with strong social bonds tend to exhibit high team performance (e.g., (Lucius and Kuhnert, 1997; Carron, Colman, Wheeler and Stevens, 2002)). Furthermore, Edu2Com is equipped with a mechanism for handling competencies organised in some competence framework (e.g., ESCO, SFIA)[8] to compute the *matching degree* of the competencies of a team with the competencies required to perform a project. Last, Edu2Com is the first team composition algorithm in the literature capable of providing *explanations* about the composition of teams and their project assignments (Georgara, Rodríguez-Aguilar and Sierra, 2022a,b).[9]

Empirically, Georgara (Georgara, 2023) complements the findings of Andrejczuk et al. (Andrejczuk et al., 2018) by demonstrating that teams formed with Edu2Com, which consider diversity, motivation, and social bonds, tend to achieve better academic outcomes. Those experiments involved undergraduate students (in Computer Science at the Technical University of Crete[10]) and MBA students (at EADA Business School[11] in Barcelona). Georgara employed the Edu2Com algorithm to form teams of students and match them with different available class projects. She found out that the larger a team's *congeniality* (*diversity* —in competencies, personalities, and gender— plus *motivation* to work on project assignments), the better the expected academic performance of a team. Additional experiments comparing Edu2Com's efficiency and effectiveness against manual team composition by educational experts revealed

[7]Referring to Gartner Intelligences (Carter, 2005).
[8]Extending SynTeam algorithm that could solely handle Gartner Intelligences.
[9]This is a fundamental feature for *trustworthy AI* as expressed by the EU AI Act (EU, 2023).
[10]`https://www.ece.tuc.gr`
[11]`https://www.eada.edu`

that Edu2Com not only performs tasks significantly faster but also produces equally or more effective team-project matches(Georgara et al., 2023). From a practical perspective, Edu2Com matched teams of students to internships in the industry in significantly less time than human experts. That is, while an experienced teacher required the time of a working week to analyse the profiles of 100 students and match them with the several internship programs, the Edu2Com algorithm required less than 1 hour and 45 minutes to complete the task, providing better or at least equally suitable matches than the expert.

Prior studies on team composition from the computational perspective mostly disregard the quality of participation and participants' experience and focus on the outcomes such as skills development (Andrejczuk et al., 2019).

### 2.3. Participation quality

Measuring team participation quality involves evaluating multiple aspects of team dynamics and individual contributions (Cooke, Hilton, on Behavioral, Council et al., 2015). Team performance should include factors that are broader than team output. Research suggests considering both individual-level factors (e.g., skills, attitudes) and team-level factors (e.g., team experience) when assessing participation quality (Brennan, Bosch, Buchan and Green, 2013). We argue that team performance should include outcomes that sustain team members' ability to work with each other (e.g., (Hackman, 2002))—participation quality. When it comes to participation quality, prior research focuses on psychological safety as an important indicator of the quality of the team environment. Psychological safety, defined as a belief that others will respond positively to questions, mistakes, or feedback-seeking, indicates that members are engaged in behaviour supportive of innovation and learning (Edmondson, 1999). Team psychological safety refers to how team members feel they can take interpersonal risks and speak their minds without being rejected or punished (Edmondson, 1999). This psychological state emerges as a result of team-building efforts and other environmental factors.

Psychological safety relates to relational well-being (White, 2017). Relational well-being (RWB) is often used to highlight the significance to well-being of the health and quality of relationships and the work people put into maintaining them (White, 2016). It encompasses key characteristics of well-being that emerge from asking people what it means to them, through research predominantly in the global South, a context that is relevant to our study (White, 2015). These characteristics emphasise the sense of well-being as something social and collective, the importance of relationships, and a stress on materiality among others. RWB integrates subjective, material and relational aspects of well-being. Applied to our context, the subjective aspect of well-being explores elements such as confidence, a sense of agency, and the feeling of having a direct impact. The material aspect probes the perspectives of future career development related to participation and the practical skills gained from the project elaboration. The relational aspect examines changes in relationships with others, increases in social capital, and "transversal skills" pertinent to managing team dynamics and social network growth.

While many instruments and approaches are available for measuring team participation quality, researchers emphasise the need for further validation and adaptation of these tools. Relational well-being can provide a comprehensive framework for understanding team participation by focusing on the quality of relationships and interactions within a team. In this work, we will build on different aspects of relational well-being to better understand participation quality.

## 3. Method

This section details the methodology we have followed in this work. In Section 3.1, we outline the research context where our research took place. In Section 3.2, we describe Edu2Com, the AI algorithm in the literature that we selected to group learners into teams. Finally, Section 3.3 describes: (i) how we employed Edu2Com in practice to group learners into teams to participate in a video competition challenge; and (ii) how we collected data regarding teams' outcomes and participation quality.

### 3.1. Research context: understanding the impact of AI on teamwork

The research presented in this paper is conducted within the framework of the Youth Agency Market (YOMA) initiative, which is dedicated to empowering young individuals by offering them opportunities for personal growth and skill development[12]. Launched in 2020, YOMA aims to mitigate the unemployment and well-being crisis among youth by providing a platform for participation in social impact tasks and pathways from learning to earning, supported by

[12] https://www.generationunlimited.org/yoma

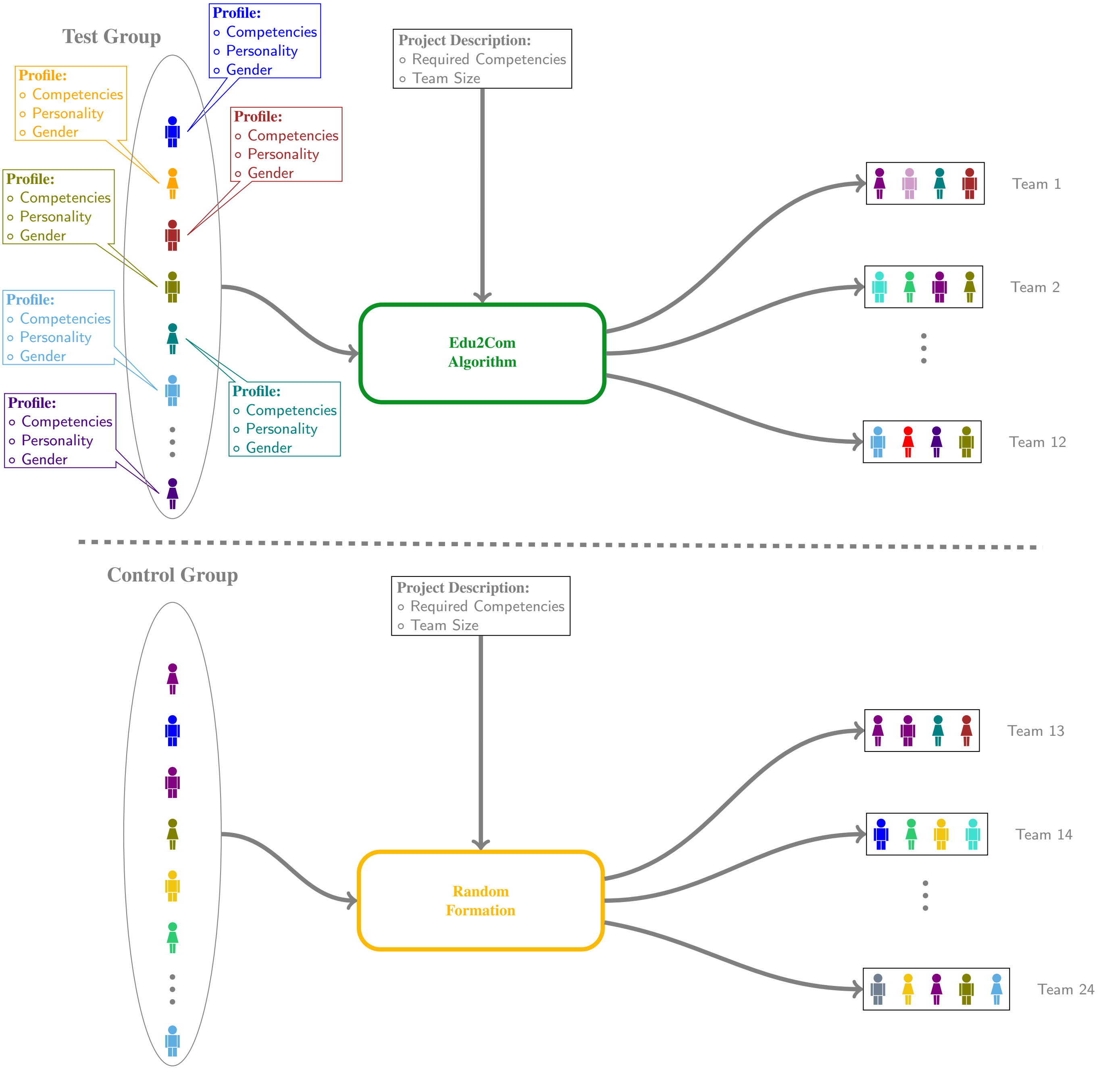


**Figure 1:** Team composition workflow.

the Botnar Foundation in collaboration with Generation Unlimited (GenU) and Goodwall[13]. In 2022, The University of Geneva, in collaboration with UNICEF, led a consortium of eight partners to carry out an Operation Research project to support YOMA development. This project aims to research three major topics: (1) understanding the impact of AI on teamwork and providing learning pathways, (2) understanding the impact of using tokens for incentivising youth participation, and (3) evaluating personal and environmental impact using contextual measures of Relational

[13]https://www.goodwall.io/

Well-Being (White, 2017). The research presented in this paper addresses the use of the team composition algorithm within YOMA activities and evaluates its impact at the team and individual levels.

### 3.2. Edu2Com: A Team Composition Algorithm

Although the research by Andrejcuzk et al. (Andrejczuk et al., 2018, 2019) and Georgara et al. (Georgara et al., 2021, 2023; Georgara, 2023) have been empirically shown to be valuable for team composition in the physical classroom settings, their potential in further domains, such as online Challenge-based Learning, remains unexplored. Furthermore, and very importantly, the empirical analysis conducted by that strand of work solely focuses on the *outcome*, the teams' performance resulting from the AI-based team composition process. Therefore, the impact of those AI algorithms on people's skill development, relational well-being and overall experience with teamwork has yet to be investigated.

Given that Edu2Com, the AI team composition algorithm conceived by Georgara et al., significantly generalises the work by Andrejczuk et al. (SynTeam algorithm), in this paper, we choose Edu2Com as our team composition algorithm. We opted for Edu2Com instead of SynTeam since the former allows us to use any competence model, while the latter can handle only Gartner's Intelligences. In what follows, we outline: (1) the general workflow of Edu2Com's team composition process; and (2) the overall operation of the algorithm.

First, Figure 1 (top) shows the team composition workflow involving Edu2Com. On the one hand, a team maker specifies a project's (or multiple projects') requirements regarding required competencies and team size. On the other hand, each person completes their *profile* by filling out tests (on personality and competencies) and reporting preferences on projects and potential teammates. Project requirements and people's profiles are inputted into the Edu2Com algorithm to output an allocation of teams to projects.

Specifically, the algorithm seeks a set of teams, denoted as $\mathcal{K}$, which maximizes all teams' *congeniality*, which is a linear combination of the team's competency concerning the project's requirements and team's diversity in terms of personality and gender:

$$\text{congeniality}(\mathcal{K}, \tau) = \prod_{K \in \mathcal{K}} \left(\alpha \cdot \text{competency}(K, \tau) + (1 - \alpha) \cdot \text{diversity}(K)\right) \tag{1}$$

where $\tau$ is the project at hand, competency$(K, \tau)$ is team's $K \in \mathcal{K}$ competency for $\tau$'s requirements, diversity$(K)$ is team's $K$ diversity in personality and gender, and $\alpha$ is a regulating parameter for balancing the trade-off between competency and personality. In the Appendix C, we provide further details regarding the computation of a team's competency and diversity.

Second, Figure 2 outlines the main processes implemented by the Edu2Com algorithm. We refer the reader to Georgara et al. (2023) and Georgara (2023) for an in-depth technical algorithm description. Edu2Com is a heuristic algorithm that matches teams of people to projects. It consists of two stages: finding an initial feasible allocation of teams to projects and iteratively improving the team allocation by swapping people between teams using different strategies. The algorithm starts by finding an efficient, feasible, and *promising* team allocation. It sequentially picks up a team for each project, from the 'hardest' project to the 'lightest' one. For that, it is considered a project that is 'hard' if just a few people can cover its competencies. Picking teams for the harder tasks first is a heuristic to avoid the few people that can cover it being picked by other 'simpler' projects. The second stage of Edu2Com applies several heuristics implemented as *swaps between team members*. On the one hand, Edu2Com performs *local* swaps: it randomly selects two teams to compute how to *optimally* re-distribute their team members (to maximise the *congeniality* value of both teams). On the other hand, Edu2Com considers all the teams and performs quick, systematic swaps between team members of every pair of teams looking to improve the current team allocation. Edu2Com alternates between the local and global reallocation of team members until a stopping condition occurs: either (1) no improvement occurs for several iterations; or (2) the user stops the algorithm. If so, the algorithm returns the latest team allocation. Notice that Edu2Com is an *anytime* algorithm that continuously searches for better and better team allocations rather than producing a final team allocation. The "anytime" aspect means the user can ask the algorithm for its current best team allocation.

### 3.3. Using the team composition algorithm

This section outlines how the Edu2Com team composition algorithm, detailed in subsection 3.2, was applied in our context. Our study focused on teams of young people who work together toward a creative task. The principal objective was to involve these teams in conceptualising and producing a marketing video about YOMA (see subsection 3.1). To

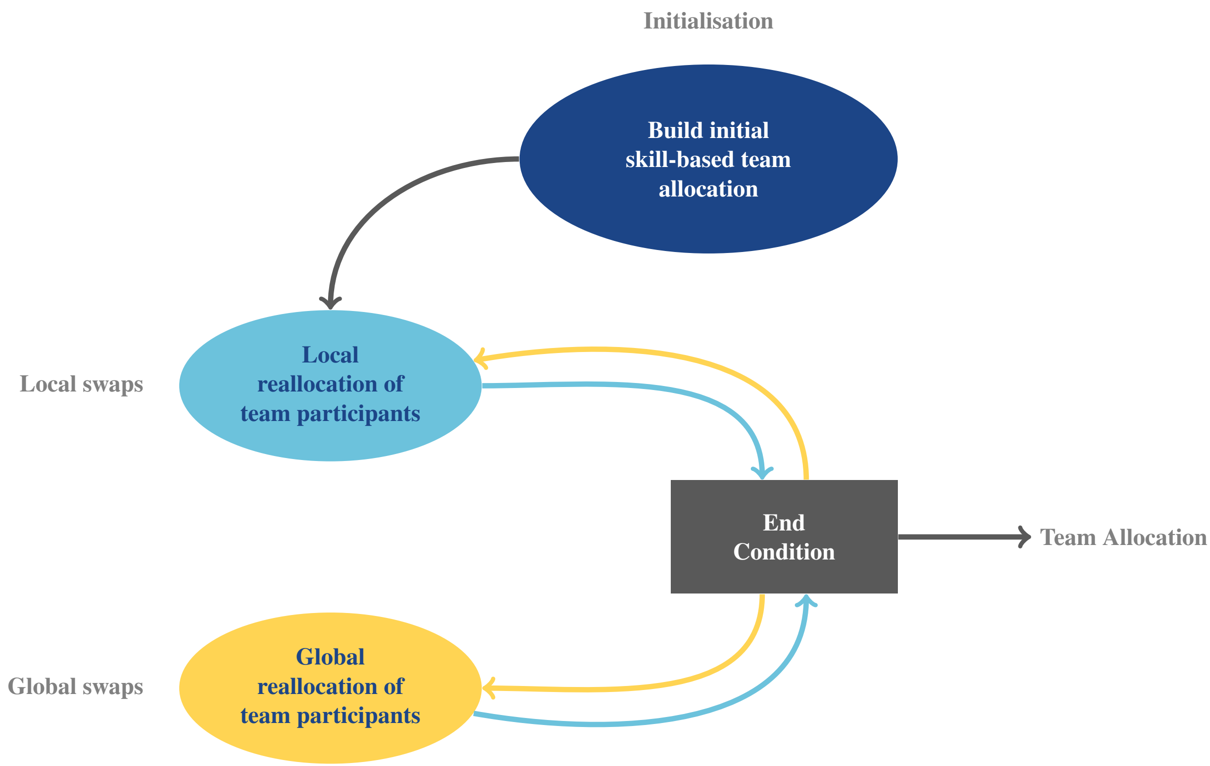


**Figure 2:** Outline of the main processes the Edu2com algorithm runs

do so, we ran two *challenges* within the *Goodwall* (Bawa and Bawa, 2015) network. Goodwall is a mission-driven social enterprise that assists young people globally in preparing for their future careers. The first challenge aimed to recruit participants: the *recruiting challenge*. The second challenge involved the creation of teams of recruited participants. Each team was tasked to complete the same creative task: preparing a marketing video promoting YOMA. We will refer to this second challenge as the *competition challenge*. Next, we describe the two challenges in detail.

### *3.3.1. Challenges*

*Recruiting Challenge.* Our first challenge was designed to recruit young individuals to participate in the competition challenge. In the initial phase, we targeted the recruitment of youth within the Goodwall network through a challenge that involved three primary activities. Firstly, participants were required to complete their Goodwall profile, detailing their educational background and any work experience they might have. Subsequently, they were prompted to share detailed information regarding their proficiency in specific skills and personality traits. Specifically, each participant was asked to complete a questionnaire comprising twenty-six questions and provide some basic personal information such as their name, age, gender, and country of origin. Following the submission of personal details, participants tackled the questionnaire. The first twenty questions were derived from the *Post-Jungian Personality test* (Wylde, 2013). The remaining six questions demanded participants to self-evaluate their proficiency across six distinct skills defined with Goodwall's skill framework (namely, the skills are *project management*, *media creation*, *using social media*, *presenting*, *storytelling* and *activism*). The questionnaire can be found in Appendix A. As soon as the participants filled out the questionnaire, they were notified with their personality test results—e.g., the scores achieved in the different personality traits dimensions. Participants were tasked with filming and sharing a brief video on the Goodwall platform discussing the personality test's results in the final part of the recruitment challenge. During the recruiting challenge, 97 people participated and completed the challenge.

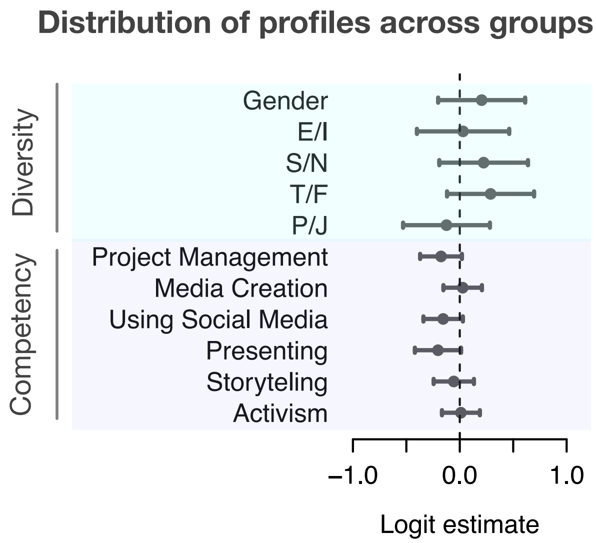


**Figure 3:** Personality and gender distribution per group. We quantify the distribution of gender, personalities (Post-Jungian Personality test) and competencies between the AI and control groups using a logistic regression. We show the estimate and standard error. We find no statistical difference across characteristics, as assessed using a logistic regression between the two groups ($p > 0.1$).

*Competition Challenge.* The second challenge involved a video competition challenge, where participants were grouped into teams to collaboratively design and shoot a marketing video that introduced and discussed the YOMA initiative. The teams competed with each other, with the winning team earning a monetary prize. Specifically, we formed 24 teams, each consisting of 4 or 5 members. Then, the teams were asked to initiate a communication channel among the team members to organise themselves and prepare a short video. To ensure all team members had a comprehensive understanding of YOMA, each was required to join the YOMA platform[14]. Then, each team collaboratively produced a short, two-minute video on YOMA to post on the Goodwall platform subsequently. These videos entered a competition, with the winning team determined by a committee that watched and evaluated all submissions, as detailed in the methodology section on video evaluation (subsubsection 3.3.4). All 24 teams (with at least 3 team members per team) formed during the competition challenge posted a video and, therefore, participated in the competition.

### *3.3.2. Data Description*

As mentioned above, each participant provided us with personal information regarding their competency, personality, and personal details during the recruiting challenge. First, each participant indicated their competency *per skill* considering five different levels of expertise: *(1)* Novice, *(2)* Advanced Beginner, *(3)* Competent, *(4)* Proficient, and *(5)* Expert. Table 1 describes how the 97 participants assessed themselves. Notably, most participants assessed their competency with high levels of expertise. Next, each participant completed a personality test consisting of 20 questions. The personality test developed by D. Wilde aims to position an individual across 4 dimensions (personality traits): *(1)* Extroversion / Introversion, *(2)* Sensing / Intuition, *(3)* Thinking / Feeling, and *(4)* Perceiving / Judging. The test includes 5 questions per dimension, giving a score of $-1$ to answers indicating Extroversion, Sensing, Thinking and Perceiving and a score of $+1$ to answers indicating Introversion, Intuition, Feeling and Judging. The personality test result is a 4-dimension vector consisting of the average score for each personality trait. Negative average scores show that an individual inclines towards Extroversion / Sensing / Thinking / Perceiving, while positive average scores show that an individual leans towards Introversion / Intuition / Feeling / Judging. Regarding the participants' genders, 46 (47.4%) participants were male and 51 (52.6%) were female, ranging from 16 years old to 59 years old. Finally,

[14] https://www.yoma.world/

| | Control Group | | Test Group | |
|---|---|---|---|---|
| | Average | Standard Deviation | Average | Standard Deviation |
| Project Management | 3.583 | 1.127 | 3.776 | 0.985 |
| Media Creation | 3.688 | 1.133 | 3.653 | 1.147 |
| Using Social Media | 3.667 | 1.173 | 3.857 | 1.061 |
| Presenting | 3.958 | 1.071 | 4.143 | 0.842 |
| Storytelling | 3.813 | 1.104 | 3.878 | 1.073 |
| Activism | 3.688 | 1.223 | 3.673 | 1.088 |

**Table 1**
Average competency per group.

| Number of People | | Test Group | Control Group |
|---|---|---|---|
| Gender | Male | 24 | 22 |
| | Female | 24 | 27 |
| Personality | Extroversion / Introversion | 32 / 16 | 33 / 16 |
| | Sensing / Intuition | 30 / 18 | 28 / 21 |
| | Thinking / Feeling | 25 / 23 | 22 / 27 |
| | Perceiving / Judging | 23 / 25 | 25 / 24 |

**Table 2**
Composition of control and test groups.

the participants came from 16 different countries worldwide (including Nigeria, South Africa, India, Kenya, USA, Philippines etc.), with the majority coming from Nigeria (51.55%).

#### *3.3.3. Forming Teams*

After completing the recruiting challenge and before launching the competition challenge, we formed teams for the latter challenge. First, we split the 97 participants into two groups: the *test group* and the *control group*. The test group contained 48 participants with equal numbers of male and female participants (i.e., 24 males and 24 females). The control group contained the remaining 49 participants (22 males and 27 females). Table 2 shows the composition of the two groups in terms of gender and personality. In total, we formed 24 teams of 4 or 5 members each. Specifically, considering the test group, we formed 12 teams of 4 members following the Edu2com algorithm described in Section 3. Considering the control group, we randomly formed 11 teams of 4 members and 1 team of 5 members.

#### *3.3.4. Video Competition: Evaluating the Participating Teams*

As mentioned in subsection 3.3, during the competition challenge, each team developed a short video and posted it on the Goodwall platform. The teams participated in a competition awarding the best video. Within the challenge duration (2 weeks), all 24 teams created their video. After posting the videos on the Goodwall platform, a committee of 6 members were asked to watch and evaluate each video with a mark ranging from 5 to 10, where 5 indicated a low-quality video and 10 a high-quality one. The committee members came from the Goodwall and YOMA (R-Labs) networks. None of the committee members knew that the algorithm was employed to form teams. Moreover, none of the committee members revealed their marks to the others. For the final mark, we aggregated the 6 distinct evaluations and reached a ranking of the teams based on their outcome (video quality). The winning team received a prize worth 800$ and an invitation to present their promotional video in a public (virtual) ceremony held by Goodwall.

At this point, we would like to highlight that we let the teams compete with each other for engagement-to-the-challenge purposes. In particular, we intentionally designed a non-challenging task (i.e., a short advertising video) for two main reasons. First, the teams had to work online instead of face-to-face, and second, the teams had to overcome timing difficulties since the team members might come from any country around the globe. As such, to incentivisepeople to participate in a relatively easy challenge, we put forward the video competition with a monetary prize. Nonetheless, our study mainly focuses on teamwork's impact on each participant instead of on the outcome, i.e., the results of the competition.

### 3.3.5. Post-Challenge Questionnaire

The primary purpose of this study is to explore the impact of teamwork on team members on an individual level. Towards this direction, we conducted a *post-activity survey*, asking the participants to complete a questionnaire of 36 questions. The survey we designed studies the participants' skill development, their relational well-being, and their overall experience in teamwork. Specifically, we included 8 questions regarding each participant's teamwork experience and communication within their team, 6 questions regarding their hard skills improvement and 9 questions regarding their teamwork soft skills development. Moreover, we considered 7 questions regarding a participant's relational well-being, i.e., regarding a participant's (1) feeling good, (2) having enough to care for others, and (3) sharing with others. Finally, a set of 5 questions regarding discrimination and harassment during teamwork was included. We present the complete questionnaire in Appendix B.

We collected 77 individual entries to our survey, corresponding to 79.38% of the total population participating in the challenge. Moreover, we identified and corrected 5 misspelt team names (small caps instead of capitalization) to match the team performance results. 41 individuals belonged to the control group (i.e., 83.67% of the control group population), while 36 individuals belonged to the test group (i.e., 75% of the test group population). Section 4 presents our findings from this survey. Importantly, participants completed the questionnaire before announcing the competition's winner. This measure was taken to prevent the competition outcomes from potentially biasing the responses.

### 3.3.6. Computation of the effect size

In this study, we wish to quantify the effect of being in the test group (AI matchmaking) compared to the control group (random assignment) across the various quantitative reports obtained through questionnaires at the individual level. The effect size (Rosenthal, Cooper and Hedges (1994)) informs us on the proportion of change observed in the value of one quantitative answer (usually a Likert scale (Likert (1932)) from 1 to 5) between the case and control groups. A large positive effect size means that this particular question elicits higher response values within the test group compared to the control group. In addition, we wish to assess the significance of this difference given the number of individuals in each group; to do so, we use confidence intervals and p-values.

We assessed the effect size using Cohen's d statistics (Cohen (1992)), obtained from the `cohen.d` function from the `effsize` library in R.[15] Cohen's d is defined as the difference between the mean values in each group divided by their pooled standard deviation:

$$d = \frac{\bar{x}_1 - \bar{x}_2}{s} \tag{2}$$

where $s$ is defined as

$$s = \sqrt{\frac{(n_1 - 1) \cdot s_1^2 + (n_2 - 1) \cdot s_2^2}{n_1 + n_2 - 2}}, \tag{3}$$

$n_1$ and $n_2$ are sample sizes of each group and the variance for one of the groups is defined as

$$s_1^2 = \frac{1}{n_1 - 1} \sum_{i=1}^{n_1} (x_{1,i} - \bar{x}_1)^2, \tag{4}$$

and similarly for the other group. The effect size magnitude is assessed using the thresholds provided in Cohen (1992), with $|d| < 0.2$ being "negligible" (black colour in plots), $|d| < 0.5$ being "small" (blue colour), and $|d| < 0.8$ being "medium" (red colour). We report confidence intervals at the 95% confidence level, using non-central t-distributions. We also computed an empirical p-value by shuffling treatment assignment across individuals and computing the resulting Cohen's $d_r$, repeating $1,000$ times. The p-value was obtained as the proportion of times that $|d_r| > |d|$. Effect sizes that lay outside of the 95% confidence interval and for which the probability to be generated at random is less than 5% (i.e. $p < 0.05$) are deemed significant. We also highlight results for which $p < 0.1$ to guide the reader on near-significant results at a milder threshold of 10%, and that might be resolved using a larger cohort.

[15] https://rdocumentation.org/packages/effectsize

## 4. Results

To answer our research question, we evaluated the algorithm's performance concerning individual participation and the quality of team performance (see Section 2.3). To assess individual participation, we conducted surveys covering various dimensions, including subjective, material, and relational aspects of well-being (Figure 4) (White, 2017). For analytical purposes, we categorized the survey questions into four groups: relational well-being, social network growth, team dynamics, and project-related skill development. The questions are shown in Figure 4.

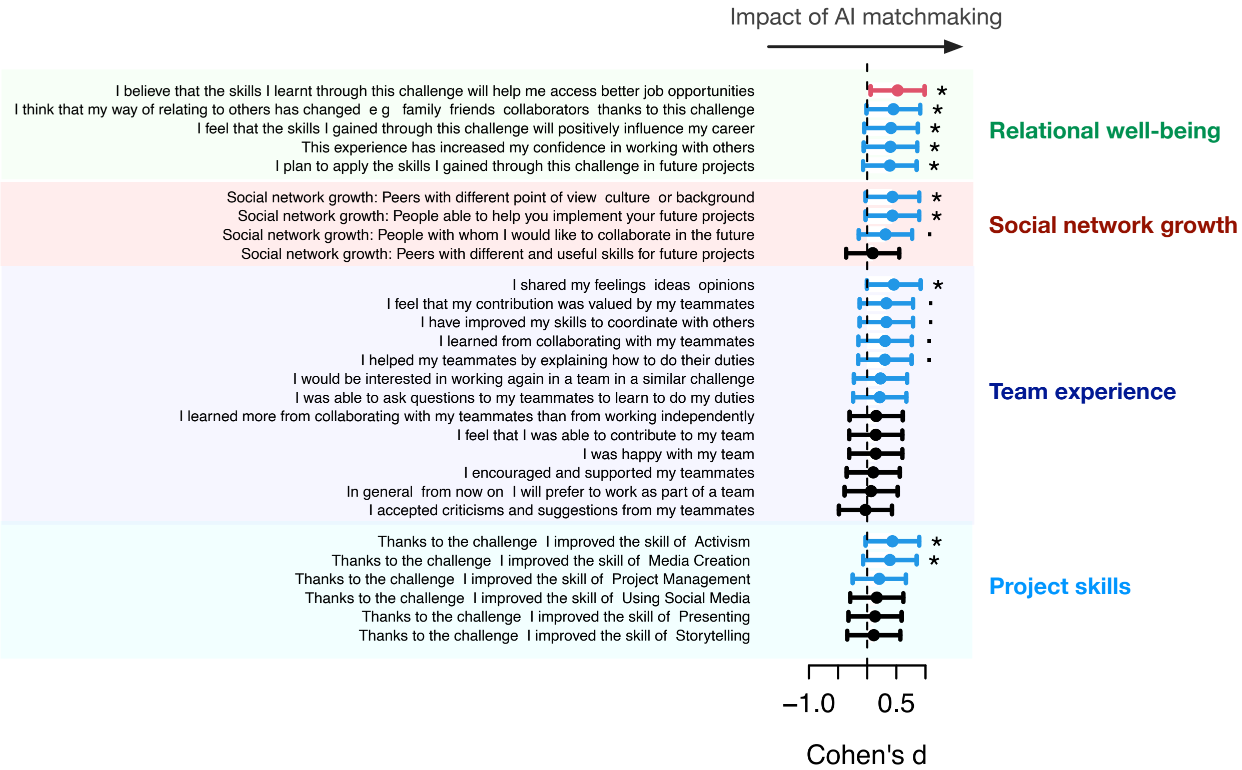


**Figure 4:** Comparison of AI and control group over all the questions, grouped by category. We compute Cohen's d on the answer for each question between the AI and control groups. We show the estimate and 95% confidence interval. Significant differences are denoted by * for $p < 0.05$ and . for $p < 0.1$. The effect size magnitude is assessed using the thresholds provided in Cohen (1992), with $|d| < 0.2$ being "negligible" (black colour), $|d| < 0.5$ being "small" (blue colour), and $|d| < 0.8$ being "medium" (red colour).

To assess the impact of AI on these different aspects, we computed Cohen's d effect size statistics. We show the estimates and 95% confidence intervals in Figure 4. The effect size magnitude is assessed using the thresholds provided in Cohen (1992), with $|d| < 0.2$ being "negligible" (black colour), $|d| < 0.5$ being "small" (blue colour), and $|d| < 0.8$ being "medium" (red colour).

A few key findings emerged from our analysis. Firstly, there is no evidence of a negative association, suggesting a generally positive impact of AI on the quality of participation. Aspects related to relational well-being are consistently influenced by AI, with all questions showing statistical significance at a level of $p < 0.05$. We find that all effect sizes are non-negligible, being either in the range $0.2 < |d| < 0.5$ (small, in blue), or $0.5 < |d| < 0.8$ (medium, red) for one question on the access to job opportunities. Participants also report significant growth in their social networks, including interactions with culturally diverse peers, which could benefit future projects. Regarding their team experience, participants felt that they could express themselves, a result that indicates a psychologically safe space to share feelings, ideas, and opinions. While barely significant, the improvement of coordination skills and the feeling of being valued in one's own contribution were also positively associated. Finally, it's noteworthy that two practical skills ––activism and media creation–– saw significant increases ($p < 0.05$). These enhancements are particularly relevant to the challenge's context, which was hosted on an impact platform promoting social good (thereby emphasising activism) and required effective use of media creation tools for success.

We further summarize the results in Figure 5. For each category, we average across questions to provide a category-level estimate of the impact of AI. We find that Relational Well-Being is overall the most impacted category, showing a medium effect size ($d = 0.55$, $p = 0.016$), followed by a close to medium effect size for Social network growth ($d = 0.47$, $p = 0.037$). Small, but non-significant effects are found for the other categories. We then compare these estimates to AI's impact on the teams' final score. In this case, the statistical power is limited since we now only have 24 data points at the team level to compute associations. As such, despite a positive effect, the association of AI to the final project score is non-significant, with an effect size $d = 0.32$ more than 40% smaller than the association with relational well-being.

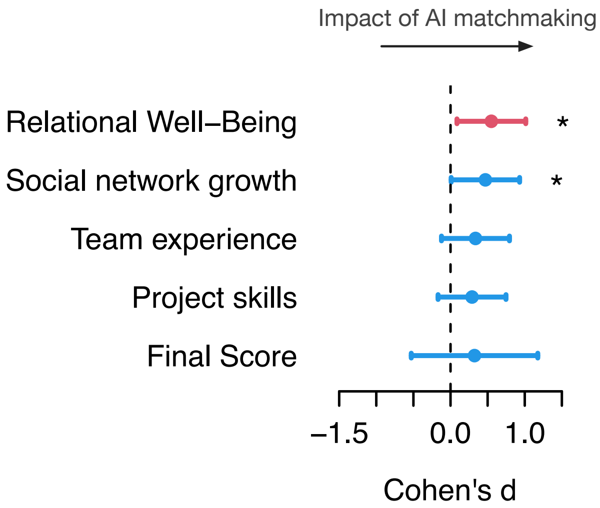


**Figure 5:** Same as Figure 4, after grouping individual answers into the 4 highlighted categories (Relational Well-Being, Social network growth, Team experience, Project skills) and showing the impact of the algorithm on team-level Final score. We use the averaged answers for each category to compute Cohen's d statistics.

Finally, we investigated whether our algorithmic design was optimal. The AI algorithm relies on a balance between competency and diversity scores defined in Equation 1. This balance varies using a hyperparameter $\alpha \in [0, 1]$, controlling the proportion of competency in the total budget. This parameter was set to $\alpha = 0.6$. Nonetheless, it is possible that other designs could have been better for this context. We investigated ten alternative designs, varying the hyperparameter $\alpha$ between 0 and 1 by increments of 0.1. For each increment, we computed the linear model $y \sim x$, where the dependent variable $y$ is either the team performance or the average answer in each of the 4 categories of participation quality, and the independent variable $x$ is the algorithm score ($N = 24$). The obtained estimates are shown in Figure 6. A larger estimate means a stronger impact of the algorithm score on the dependent variable for that particular hyperparameter value. We find that $\alpha = 0.4$ is optimal for the association between the algorithmic and final project scores. Accordingly, it is also the optimal parameter when considering improving skills related to the project across individuals. In contrast, we find that the subjective and relational aspects benefit from a lower $\alpha = 0.2$. That is, individuals who belong to teams with more diverse personalities enjoy higher relational well-being, team experience and social network growth. In contrast, individuals who belong to teams with higher competency have a more successful outcome and gain more project-related skills.

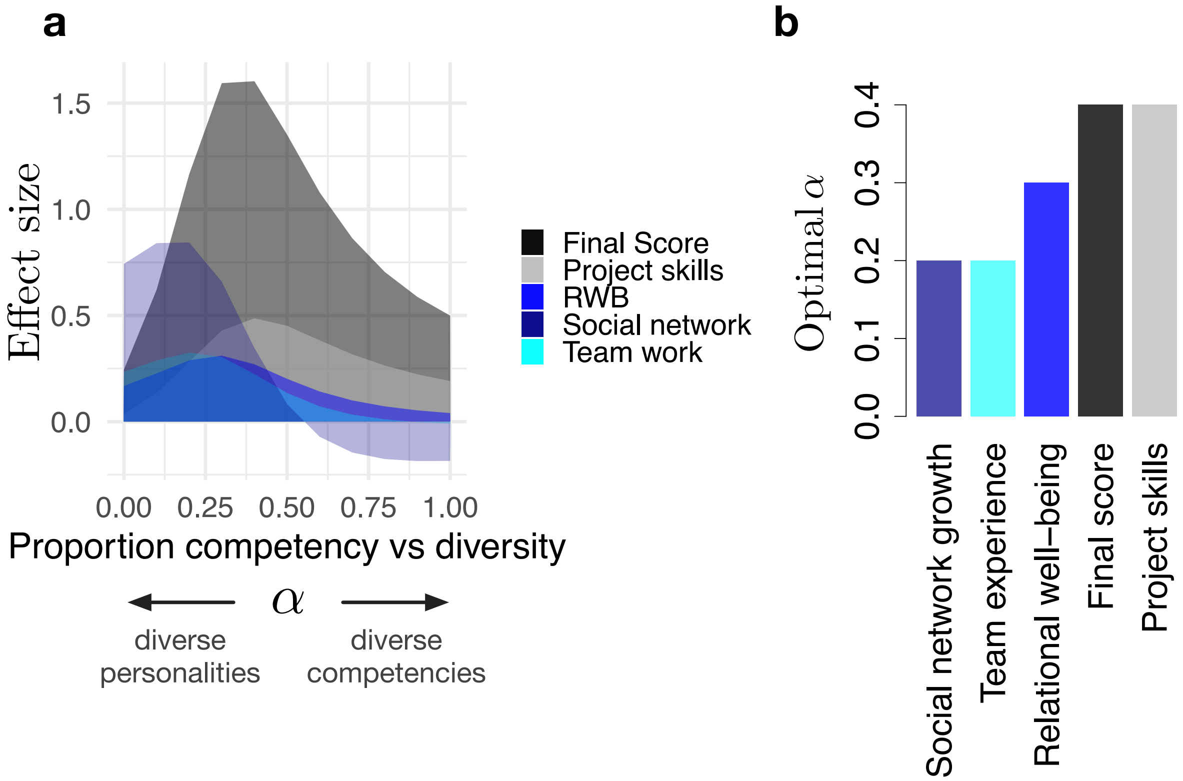


**Figure 6: Optimal design of the algorithm for various characteristics**. For each team, we measured the algorithm score from Equation 1 for different proportions of competency ($\alpha$) and diversity ($1-\alpha$). We then compute how these scores predict the normalized team score and the average individual answers for the 4 categories investigated. **a.** We show the effect size of a linear model predicting a given characteristic as a function of $\alpha$. **b** We show the value $\alpha$ with the largest effect size for each characteristic, corresponding to the optimal algorithmic design for this particular characteristic.

## 5. Discussion and Future Work

Our findings indicate that the application of AI for matching individuals to teams significantly impacts the quality of their experience, potentially leading to enduring benefits. In our study, participants reported a significant growth in their social capital, transversal skills, practical skills and subjective well-being. These findings indicate that team composition influences healthy dynamics at the team level.

Although we observed only a marginal and non-significant positive effect of AI on the final performance of teams, this could be attributed to the nature of the task, which may not necessitate a complex interdisciplinary integration of tasks. However, this result also indicates the limited scope of outcome-centric performance measures in the context of innovation challenges (Jaeger, Masselot, Greshake Tzovaras, Senabre Hidalgo, Haklay and Santolini, 2023; Masselot, Jeyaram, Tackx, Fernandez-Marquez, Grey and Santolini, 2023). Our investigation of the subjective, relational and material aspects of well-being impacted by participation in the challenge revealed a more nuanced framework to quantify such a challenge's impact on individuals, including their future career perspective and personal development. The ability of an AI matchmaking system to yield a significant increase in the relational well-being of participants indicates that its use may be beneficial to wide-ranging settings requiring collective action.

Andrejczuk in (Andrejczuk, 2018) also studied how to optimally set the $\alpha$ hyperparameter for an educational task. Andrejczuk et al.'s team composition focused on the outcome: final project scores. They empirically observed that setting $\alpha$ to 0.8 resulted in better predictions of team performance (nearly twice) than human experts' predictions (as thoroughly described in Section 4.5.3 in (Andrejczuk, 2018)). Our results indicate that $\alpha$ is not only a hyperparameter that regulates the trade-off between competency and diversity and impacts final project scores, it also impacts subjective and relational aspects. This suggests that there is no one-size-fits-all algorithmic design and that $\alpha$ can serve as a control parameter that can adjust the team assembly to be more exploratory and participatory (low $\alpha$) or more exploitative and outcome-focused (high $\alpha$). Intermediate values $0.2 < \alpha < 0.4$ hit a sweet spot between these two designs and are suggested for the next iterations.

Furthermore, we leveraged the individual-level questionnaires on the quality of participation to investigate the impact of the hyper-parameter $\alpha$ of our AI algorithm (Equation 1), controlling the balance between competency and personality diversity in the team mix, on different outcomes. We observe an interesting heterogeneity, where competency-focused matching benefits the project outcome and the acquisition of project-related skills, while diversity-focused matching benefits the team experience, social network growth and the overall team experience.

Overall, this paper contributes to the literature on collaborative learning and, more specifically, Challenge-Based Learning (CBL) and team composition by demonstrating the significant positive impact of AI in matching individuals to teams, enhancing participants' overall experience and personal development. Our findings reveal that AI-driven team composition promotes growth in social capital, transversal skills, practical skills, and subjective well-being. Although the AI's effect on final team performance was marginal and non-significant, the study highlights the limitations of outcome-centric performance measures in challenge-based learning activities. The nuanced framework developed for assessing well-being and career perspectives emphasizes the value of AI matchmaking systems in fostering relational well-being and facilitating collective action across diverse settings.

This research has implications for teachers and learning designers who pursue leveraging AI to create more effective and supportive learning environments. Furthermore, it also provides guidelines on tuning the AI algorithm by balancing competency and diversity to meet varied educational objectives. Our approach can lead to improved learning experiences and outcomes across diverse educational settings.

As to future work, we envision two strands of research. First, we are aware that the experiments reported in this paper focus on one specific challenge. Therefore, it is worth investigating whether our results hold, in general, for different types of challenges with varying complexity. Second, we would like to evaluate the impact of using an AI algorithm for teamwork in formal education settings.

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# A. Appendix: Personal details, Personality test & Skills self- assessment

1. **Personal Details**

(1) Full Name *[Free text answer]*

(2) Gender
∘ Male ∘ Female ∘ Prefer not to say

(3) Age *[Free text answer]*

(4) Country *[Choose one out of 195 countries]*

2. **Personality Test**

(1) You are more

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Sociable | ∘ | ∘ | ∘ | ∘ | ∘ | Reserved |

(2) You are more

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Expressible | ∘ | ∘ | ∘ | ∘ | ∘ | Contained |

(3) You prefer

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Groups | ∘ | ∘ | ∘ | ∘ | ∘ | Individuals |

(4) You learn better by

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Listening | ∘ | ∘ | ∘ | ∘ | ∘ | Reading |

(5) You are more

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Talkative | ∘ | ∘ | ∘ | ∘ | ∘ | Quiet |

(6) You prefer more

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| The concrete | ∘ | ∘ | ∘ | ∘ | ∘ | The abstract |

(7) You prefer

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Fact-finding | ∘ | ∘ | ∘ | ∘ | ∘ | Speculating |

(8) You are more

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Practical | ∘ | ∘ | ∘ | ∘ | ∘ | Conceptrual |

(9) You are more

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Hands-on | ∘ | ∘ | ∘ | ∘ | ∘ | Theoretical |

(10) You prefer the

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Traditional | ∘ | ∘ | ∘ | ∘ | ∘ | Novel |

(11) You prefer

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Logic | ∘ | ∘ | ∘ | ∘ | ∘ | Empathy |

(12) You are more

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Truthful | ∘ | ∘ | ∘ | ∘ | ∘ | Tactful |

(13) You see yourself more

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Questioning | ∘ | ∘ | ∘ | ∘ | ∘ | Accommodating |

(14) You are more

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Sceptical | ○ | ○ | ○ | ○ | ○ | Tolerant |

(15) You think judges should be

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Impartial | ○ | ○ | ○ | ○ | ○ | Merciful |

(16) You are more

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Casual | ○ | ○ | ○ | ○ | ○ | Systematic |

(17) You prefer activities

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Open-ended | ○ | ○ | ○ | ○ | ○ | Planned |

(18) You work better

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| With pressure | ○ | ○ | ○ | ○ | ○ | Without pressure |

(19) You prefer

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Variety | ○ | ○ | ○ | ○ | ○ | Routine |

(20) You are more

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Improvisational | ○ | ○ | ○ | ○ | ○ | Methodical |

3. **Sills Assessment**

(1) How confident to you feel about skill “Project Management”

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Novice | ○ | ○ | ○ | ○ | ○ | Expert |

(2) How confident to you feel about skill “Media Creation”

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Novice | ○ | ○ | ○ | ○ | ○ | Expert |

(3) How confident to you feel about skill “Using Social Media”

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Novice | ○ | ○ | ○ | ○ | ○ | Expert |

(4) How confident to you feel about skill “Presenting”

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Novice | ○ | ○ | ○ | ○ | ○ | Expert |

(5) How confident to you feel about skill “Storytelling”

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Novice | ○ | ○ | ○ | ○ | ○ | Expert |

(6) How confident to you feel about skill “Activism”

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Novice | ○ | ○ | ○ | ○ | ○ | Expert |

## B. Appendix: Post-Activity Questionnaire

1. **Overall Experience**

   (1) I would be interested in working again in a team in a similar challenge

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

   (2) I was happy with my team

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

   (3) In general, from now on, I will prefer to work as part of a team

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

   (4) In you opinion, what is the connection between Goodwal and Yoma?
   *Free text answer* :

2. **Communication & Communication Channels**

   (1) What communication channels (e.g., Goodwall; instant messaging apps such as WhatsApp, or Messenger; emails, video calls, etc.) have you mostly used to work with your team?
   *Free text answer* :

   (2) Did you face any difficulties in coordinating with your team (e.g., time zone differences, incompatible personal time schedules, language barrier, etc.)
   *Free text answer* :

3. **Hard skills**

   (1) Thanks to the challenge, I improved the skill of "Project Management"

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | Not improved at all | ○ | ○ | ○ | ○ | ○ | Improved by far |

   (2) Thanks to the challenge, I improved the skill of "Media Creation"

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | Not improved at all | ○ | ○ | ○ | ○ | ○ | Improved by far |

   (3) Thanks to the challenge, I improved the skill of "Using Social Media"

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | Not improved at all | ○ | ○ | ○ | ○ | ○ | Improved by far |

   (4) Thanks to the challenge, I improved the skill of "Presenting"

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | Not improved at all | ○ | ○ | ○ | ○ | ○ | Improved by far |

   (5) Thanks to the challenge, I improved the skill of "Storytelling"

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | Not improved at all | ○ | ○ | ○ | ○ | ○ | Improved by far |

   (6) Thanks to the challenge, I improved the skill of "Activism"

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | Not improved at all | ○ | ○ | ○ | ○ | ○ | Improved by far |

4. **Soft skills**

   (1) I was able to ask questions to my teammates to learn to do my duties

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

   (2) I learned from collaborating with my teammates

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(3) I learned more from collaborating with my teammates than from working independently

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(4) I helped my teammates by explaining how to do their duties

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(5) I shared my feelings, ideas, opinions

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(6) I accepted criticisms and suggestions from my teammates

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(7) I encouraged and supported my teammates

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(8) Were there conflicts during the challenge

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(9) I helped to solve conflicts

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

5. **Relational well-being**

(1) I feel that my contribution was valued by my teammates

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(2) This experience has increased my confidence in working with others

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(3) I think that my way of relating to others has changed (e.g., family, friends, collaborators) thanks to this challenge

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(4) I plan to apply the skills I gained through this challenge in future projects

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(5) I feel that the skills I gained through this challenge will positively influence my career

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(6) I believe that the skills I learnt through this challenge will help me access better job opportunities

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(7) I have improved my skills to coordinate with others

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ○ | ○ | ○ | ○ | ○ | Strongly Agree |

(8) If your social network has grown, what type of connectons did you gain?
- ☐ Peers with different and useful skills for future projects
- ☐ Peers with different point of view, culture, or background
- ☐ People able to help you implement your future projects
- ☐ People with whom I would like to collaborate in the future
- ☐ My social network has not grown

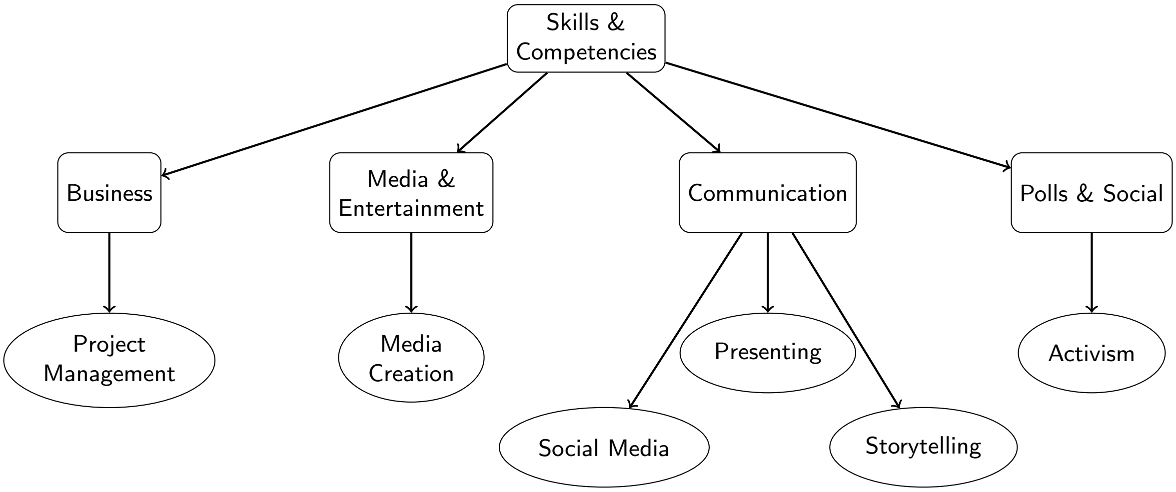


**Figure 7:** Goodwall's competence ontology

6. **Discrimination & Harassment**

(1) I felt discriminated by my team due to my country of origin

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ∘ | ∘ | ∘ | ∘ | ∘ | Strongly Agree |

(2) I felt discriminated by my team due to my race

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ∘ | ∘ | ∘ | ∘ | ∘ | Strongly Agree |

(3) I felt discriminated by my team due to my age

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ∘ | ∘ | ∘ | ∘ | ∘ | Strongly Agree |

(4) I felt discriminated by my team due to my gender/sexual identity

| | 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|---|
| Strongly Disagree | ∘ | ∘ | ∘ | ∘ | ∘ | Strongly Agree |

(5) I was sexually harassed by one or more of my teammates

∘ Yes ∘ No

# C. Appendix: Computing Team's Competency and Diversity for Edu2Com Algorithm

## Team's Competency

For computing a teams $K$ competency we use the metric *competence affinity* described in (Georgara et al., 2023; Georgara, 2023). Let $\mathcal{A}$ be a set of agents, and each agent $a \in \mathcal{A}$ be described by $\langle C_a, l_a \rangle$ where $C_a$ is a set of acquired competencies, and $l_a : C_a \to \mathbb{R}$ is an expertise level function. With $\tau = \langle C_\tau, l_\tau, w_\tau \rangle$ we denote a task, where $C_\tau$ is a set of required competencies, $l_\tau : C_\tau \to \mathbb{R}$ is a expertise level function indicating the least required expertise level for each competence, and $w_\tau : C_\tau \to [0, 1]$ is an importance weight function indicating the importance of each competence. Moreover, we assume the existence of a competence ontology that provide us with semantic similarities between the different competencies. For our survey, we used the Goddwall's competence ontology (see Figure 7). The similarity between two competencies is defined as:

$$sim(c, c') = e^{-\lambda \cdot l} \cdot \frac{e^{\kappa \cdot h} - e^{-\kappa \cdot h}}{e^{\kappa \cdot h} + e^{-\kappa \cdot h}}$$

Then, the competency of a team $K \subseteq \mathcal{A}$ for task $\tau$ as:

$$\text{competency}(K,\tau) = \prod_{c \in \eta^*_{\tau \to K}} \max\left\{(1 - w_\tau(c), cvg(c,a))\right\}$$

where $\eta^*_{\tau \to K} : C_\tau \to 2^K$ is the *optimal* fair competence assignment function as defined in (Georgara et al., 2023); and $cvg(c,a)$ is the coverage that agent $a \in K$ can provide for competence $c \in C_\tau$ and is given as:

$$cvg(c,a) = \begin{cases} l_a(c) & \text{if } c \in C_a, \\ \max_{c' \in C_a}\left\{l_a(c') \cdot sim(c,c')\right\} & \text{otherwise} \end{cases}.$$

The optimal fair competence assignment function for a given team $K$ working on a specific task $\tau$ is the one that maximises the overall competence coverage $K$ achieves, while (1) each team member is responsible for covering at least one and at most $\chi$ required competence, and (2) each required competences is assigned to at least one team member. Thus, for obtaining $\eta^*_{\tau \to K}$ amounts to solving the following optimisation problem:

$$\max_{\eta_{\tau \to K}} \left( \prod_{a \in K} \prod_{c \in \eta_{\tau \to K}} cvg(c,a) \right)^{x_a^c}$$

subject to

$$\sum_{a \in K} x_a^c \geq 1 \qquad \forall\, c \in C_\tau$$

$$1 \leq \sum_{c \in C_\tau} x_a^c \leq \chi \qquad \forall\, a \in K$$

where $x_a^c \in 0,1$ is a binary decision variable indicating whether team member $a \in K$ is responsible for covering required competence $c \in C_\tau$. In (Georgara, 2023) $\chi$ is set to be $\lceil \frac{|C_\tau|}{|K|} \rceil$ to avoid overloading some very competent team members with excessive responsibilities.

### Team's Diversity

To compute a team's diversity in terms of personality and gender we follow the Post-Jungian Theory (Wylde, 2013). According to this theory, in order for a team to be balanced should follow the rules below:

1. Within a team the members should be as diverse as possible regarding the sensing-intuition (SN) and thinking-feeling (TF) personality traits.
2. A team should have at least one member that leans towards the extrovert (E), the thinking (T) and the judging personality traits (i.e., being of ETJ personality).
3. A team should have at least one members that leans towards the introvert (I) personality trait.
4. A team should be balanced in gender (contain more or less equal number of females and males).

Given a set of agents $\mathcal{A}$, where each agent $a \in \mathcal{A}$ is described by a 4-value vector $\mathbf{p}_a \in [-1,1]^4$ that corresponds to $a$' personality traits, Andrejczuk et al. in (Andrejczuk et al., 2018), proposed a novel metric, referred to as *congeniality*, that captures the above heuristics. In this study, we adopt the congeniality metric to measure the diversity of a team.

Let $K \subseteq \mathcal{A}$ be a team, for the first rule, Andrejczuk et al. use the standard deviation of the team members across the SN and the TF personality traits:

$$u_{SNTF}(K) = \sigma_{SN}(K) \cdot \sigma_{TF}(K)$$

For the second rule, the authors consider the agent $a \in K$ that belongs to the ETJ personality and contributes the most:

$$u_{ETJ}(K) = \max_{a \in K^{ETJ}} \left\{ max\{\boldsymbol{\alpha} \cdot \mathbf{p}, 0\}\right\}$$

where $K^{ETJ}$ contains all the agents in $K$ that belong to the ETJ personality, $\boldsymbol{\alpha} = [0,\alpha,\alpha,\alpha]$ is a vector and $\alpha$ is the importance of the ETJ member. Note that the personality vector encodes the personality traits as follows $\mathbf{p}_a = [SN, TF, EI, PJ]^\top$. To satisfy the third rule, the authors consider the most introver member of the team:

$$u_I(K) = \max_{a \in K} \left\{ max\{\boldsymbol{\beta} \cdot \mathbf{p}, 0\}\right\}$$

where $\boldsymbol{\beta} = [0, 0, -\beta, 0]$ is a vector and $\beta$ is the importance of the introvert (I) member. Finally, to measure gender balance, Andrejczuk et al. consider the sine of the ration of the female population within the team:

$$u_{gender}(K) = \sin\left(\frac{w(K)}{w(K) + m(K)} \cdot \pi\right)$$

where $w(K)$ is the female population in $K$ and $m(K)$ is the male population of $K$ (notably $w(K) + m(K) = |K|$.[16] Thus, (Andrejczuk et al., 2018) defines the congeniality metric as:

$$\text{congeniality}(K) = u_{SNTF}(K) + u_{ETJ}(K) + u_I(K) + \gamma \cdot u_{gender}(K)$$

where $\gamma$ is a regulating parameter that indicates the importance of gender balance. In (Andrejczuk, 2018), Andrejczuk argues that $\alpha = 0.1$ (used in computing $u_{ETJ}$), $\beta \leq 1$ (used in computing $u_I$) and $\gamma = 0.1$.

[16](Georgara, 2023) proposes a different metric to measure gender balance in order to make it more inclusive.