

# MAXIMISE TEAM EFFICIENCY WITH **MITEAM**



## INTRODUCTION

When building a high performing team, ensuring that its members all have the appropriate knowledge, skills and abilities is not always enough. It is also important that the team members can take on all the different roles necessary to achieve optimal team performance. **MITEAM is a behavioural tool that profiles individuals according to six essential team roles that are present in most effective teams**, and is useful for facilitating team development and team building.

## WHAT IS A TEAM ROLE?

Within the context of MITEAM, a **Team Role** describes a **specific set of behaviours a person uses when interacting within a team setting**. Each set of behaviours that makes up a Team Role plays an integral part in maximising a team's performance.

It is important to note that Team Roles describe behaviours and not personality. Unlike personality, a person's preferred team roles are more flexible, and can change depending on time and situation. For example, the same person may adopt different team roles in different team settings, or play more than one role at a time.

## THE MITEAM FRAMEWORK

The MITEAM Framework identifies **six distinct team roles** characterised by six clusters of **behaviours**. Each of these six clusters of behaviours is essential to *process gain* – the improvement in performance when team members work synergistically as opposed to independently. It is only through process gain that team members can effectively combine their unique knowledge, skills and abilities to become a high performing team. As such, all teams should strive to ensure that each of these six roles are fulfilled by at least one member on the team.

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The six roles in the MITEAM Framework were identified through a review of existing research on Team Roles; through consultations with trained organisational psychologists; as well as through observation of active work teams. From this collective effort, it was found that many high performing teams had at least one member adopting each of the six roles, such that all six were present within the team.

The six team roles under the MITEAM framework are Mentor, Innovator, Teamworker, Executor, Ambassador, and Mover. Details of these roles are described in the sections that follow.

# [ 6 MITEAM MAIN ROLES ]

## MENTOR



The Mentor is the Development oriented role in the team. Mentors use their extensive knowledge and experience to help guide team members towards improving themselves and unlocking their true potential. They frequently seek opportunities to improve themselves and others, provide constructive feedback and help the team learn from their mistakes.

## INNOVATOR



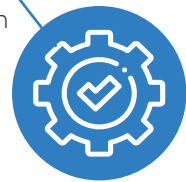
The Innovator is the Change oriented role in the team. Innovators have a strong willingness to challenge the status quo and bring about necessary changes in the team in to improve performance. Innovators spend a lot of time reflecting and evaluating how the team is doing and are always on the lookout for new ways to enhance and refine the team's methods and processes.

## TEAMWORKER



The Teamworker is the Relationship oriented role in the team. Teamworkers are highly interested in developing and maintaining healthy and happy relationships between team members. They serve as an important source of emotional support and encouragement in the team, as well as a mediator when conflicts arise in the team. Their efforts help bring the team closer together and prevent their differences from tearing it apart.

## EXECUTOR



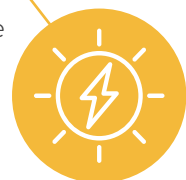
The Executor is the Task oriented role in the team. Executors focus heavily on making sure that the team stays on task, organising the team and its resources to make sure that their job gets done. They step up to coordinate the team's actions, compile critical information, set the team's standards, and come up with solutions to problems the team encounters.

## AMBASSADOR



The Ambassador is the External oriented role in the team. Unlike the other roles, the attention of Ambassadors lies outside of the team, and on gathering external help and resources that could improve team performance. They often seek ways to enhance the team's reputation and rally for support from external parties, exploring and creating new opportunities that the team may have otherwise missed out on.

## MOVER



The Mover is the Goal oriented role in the team. Movers are the driving force in the team, using their energy to raise motivation and commitment towards their common goal. They help the team craft their shared goals and visions for the future and take concrete steps to direct and energise the team forward to achieve their aims.

## PREFERRED ROLES

Understanding their preferred roles helps team members better understand where their strengths lie, and how best to assign team tasks to suit each member's most effective role.

When it comes to teams, each team member usually has one or two preferred roles that they feel more natural and comfortable playing. These preferred roles are typically the ones that they are good at, and the ones they most often assume when working in a team. **Understanding their preferred roles helps team members better understand where their strengths lie, and how best to assign team tasks to suit each member's most effective role.**

In addition, each team member also has least preferred roles that they find less natural and more uncomfortable to play. A team member's least preferred roles are typically ones that they have difficulty doing well, and may perform poorly in. **Where possible, team members should avoid playing their least preferred roles in the team and stick to roles they are more comfortable with.**

Finally, team members may also have manageable roles that they are capable of playing, but not as comfortable with compared to their preferred roles. Team members may not be able to perform their manageable roles as well as their preferred roles, but they can do so if necessary to ensure all six roles are being fulfilled. For example, if none of a team's members have Ambassador as their preferred role, a member who finds being an Ambassador manageable can take up the role for the sake of the team.



▲ An example of a team member choosing a role that fits them best.

# SUPPORTIVE & DISRUPTIVE TEAM BEHAVIOURS

## Examples of Supportive Behaviour

## Team Role

## Examples of Disruptive Behaviour

Encouraging team members to improve themselves.



Harshly criticising team members for their mistakes.

Promoting change and reflection that benefits team productivity.



Insisting on using his/her own ideas even if they are counterproductive.

Being sensitive to team members' needs.



Hiding unresolved tension in the team to preserve harmony.

Setting standards for the team.



Lacking attention to details.

Seeking support from external parties.



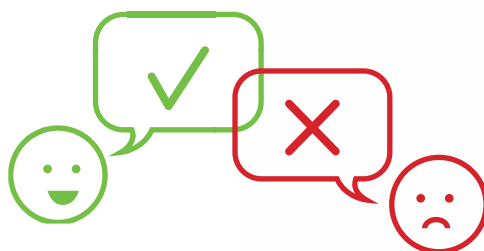
Speaking ill of team members to people outside of the team.

Energising team members to work towards the team's mutually shared goals



Engaging in behaviour which lowers team morale.

## Supportive Behaviours



## Disruptive Behaviours

The MITEAM roles manifest themselves in teams through different sets of **Supportive Behaviours**, which are the **actions each role takes that contribute to improving team performance**.

Encouraging team members to increase their performance of Supportive Behaviours will enable them to carry out their own team roles more effectively, as well as support other team members playing different roles from them.

In addition to Supportive Behaviours, MITEAM also examines **Disruptive Behaviours**. These are **behaviours that subtly hinder the candidate from performing team roles effectively**, and can even cause problems for other team members trying to fulfil their own roles.

As far as possible, team members should work on reducing their performance of Disruptive Behaviours, as this will allow them to function more harmoniously and effectively as a team.

## BUILDING A HIGH PERFORMING TEAM

The MITEAM framework is useful as a tool to facilitate team building and team development. Below are some general guidelines for how to create a high performing team using MITEAM.

### TEAM COMPOSITION

When building the ideal team, organisations should ensure that all six MITEAM roles are present in a team. This is because **each role makes unique contributions to the team's ability to work together effectively, harmoniously combining their knowledge, skills and abilities in a way that maximises the team's performance.**

To help better illustrate the idea, below are some example teams of varying sizes that fulfil all six MITEAM roles:



**Example Team 1:**  
Three to Four members  
who each play two different  
MITEAM roles



**Example Team 2:**  
Six members, each  
playing a different  
MITEAM role



**Example Team 3:**  
More than ten members,  
each playing one or two  
different MITEAM roles

#### Legend:

● Mentor   ● Innovator   ● Teamworker   ● Executor   ● Ambassador   ● Mover

In addition to ensuring that all six MITEAM roles are being fulfilled in a team, organisations should aim to assign them based on team members' preferred roles. This is because **a team member's preferred roles are those that he or she is the most effective and comfortable playing.** A team that has all its members playing their preferred roles which also has all six unique MITEAM roles fulfilled represents the ideal team composition under the MITEAM Framework.

In the event that there are one or more MITEAM roles that none of the team members have as a preferred role, organisations may take either of the following steps:

**Option 1:** Have the missing role be filled by someone who finds it a manageable role.

**Option 2:** Train one or more team members to improve their ability to perform the missing role by increasing their Supportive Behaviours and reducing their Disruptive Behaviours for the role.

Through these steps, organisations can ensure that all six MITEAM roles are appropriately fulfilled within their teams, thus achieving **optimum team synergy and performance.**

## BEHAVIOURAL FLEXIBILITY

Behavioural Flexibility refers to **the ability of a single individual to play a wide variety of team roles in different teams and situations**. The more MITEAM roles a single team member prefers or finds manageable, the more flexible and productive he or she becomes.

Team members can improve their Behavioural Flexibility by increasing their Supportive Behaviours and reducing their Disruptive Behaviours. This will allow them to play a greater variety of team roles when necessary, raising their ability to contribute to the team's performance.

## CONCLUSION

The MITEAM framework provides comprehensive insight into the six key team roles that are essential to ensuring optimal team synergy and performance. It not only identifies the preferred roles of each team member, but also how they can improve their team contributions by increasing supportive team behaviours and reducing disruptive team behaviours. With MITEAM, organisations can transform ordinary teams into high performing ones.

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