Enhancing Care and Empowerment

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Chapter 1. Introduction and Scope

1.1 Organisation X Limited: The Case

Established in July 2018, Organisation X Limited is a private organisation that is involved in offering a dedicated, safe, nurturing, therapeutic, and empowering environment for young people aged 16 and above. From its premises in Brentford, UK, Organisation X operates under the leadership and governance of Ms Dorleen Manjura. As the Manager of the Organisation, Ms Manjura is a qualified Registered Social Worker with extensive experience in community services and residential units for young people in semi-independent settings.

1.1.1 Scope and Governance

It is under the leadership of Ms Manjura that Organisation X has attained adequate recognition and a reputation for adhering to the robust framework of legal procedures and social policies to safeguard all accommodated young people. However, under her governance, Organisation X also comprehensive guidelines for orderly management practices, with psychological safety and transparency in communication.

1.1.2 Referrals for Risk Assessment

Referrals to Organisation X are subject to remain well facilitated through the participation of local authorities, which is accompanied by the proceedings of risk assessment. It has been established that upon referral, the respective young person visits Organisation X with his/her allocated social worker to view the accommodation and after a detailed discussion about the support needs, a welcome pack is offered to the young person. This kit comprises a User's Guide with the house rules, available support system, complaint procedures, and important contact information (Organisation X, 2024). While considering the challenges of relocation, Organisation X strives to offer minimal stress to the young people under its shed and ensure a smooth transition for each of them.

1.1.3 Values and Objectives

Organisation X Limited is committed to maintaining best practices and declares to remain strict in adhering to the current legislation as well as policies to offer exemplary care. Its core objective is to offer stable accommodation to young people, which can meet their

unique needs and foster personal choices along with a sense of belonging. The organisation is strict in prioritising a structured platform for nurturing the young minds, and thereby maintaining a prejudice-free environment for their overall well-being. Organisation X needs to make young people feel empowered and distinctly heard (Organisation X, 2024). In a way, the organisation is highly engaged in encouraging the developmental structure for every single individual personality with an adequate amount of positive and respectful construct of the self-image.

1.1.4 Privacy and Professional Collaboration

Organisation X is very particular about maintaining the privacy and confidentiality of every young person accommodated under its shed. The organisation is highly dedicated to supporting the educational, health, and personal development of every young person under its care. This is achieved through various activities structured to promote positive relationships of young people with their families, peers, and the community to enhance an integrated networking support system. With their active participation, the young people get empowered in making decisions and fostering personal independence to attain intellectual, physical, practical, cultural and social growth (Organisation X, 2024).

Chapter 2. Analysis: Belbin Team Roles Framework

Considering the aforementioned organisational practices, it is also important to realise that Organisation X Limited is facing some potential challenges and needs improvements in some determined areas. These areas are limited funding sources, high staff turnover that affects continuity of care, resource allocation hurdles leading to inefficiencies, and inadequate engagement of the community that affects the flow of awareness and partnerships. There are further concerns like unclear organisational structure that impacts organisational efficiency, gaps in staff training and development that impact morale and retention of valuable staff members, and the challenges in adapting to the needs of evolving. To address these issues, this research-based report emphasizes the necessity of strategic planning, continuous improvement efforts, stakeholder collaboration, and proactive organisational management.

Thus, it is significant to mark that Organisation X demands effective team dynamics and emotional intelligence, which can generate determined strategies to resolve any kind of conflict between the staff members, thereby improving collaboration and service delivery of the organisation. At this point, by utilizing the Belbin Team Roles framework (see Appendix 1 Belbin Team Roles Framework), Organisation X Limited can enhance its areas of improvement by considering organisational practices, strengthening team dynamics, and fostering a supportive environment for both staff and the young people, they serve.

Figure 1 Belbin Team Roles Framework: Benefits & Negatives

	Benefits	The negatives
Shaper (SH)	Call for performance, is dynamic, performs well under pressure. Is enterprising and daring when it comes to overcoming obstacles.	Is inclined to provoke. Offends the feelings of others.
Co-ordinator (CO)	It is a matured and self-confident, is able to recognize talent. Clarifies objectives. Effectively delegates.	He may seem manipulative. He exonerates his share of the work.
Plant (PL)	Creative, has imagination, free-minded. Generates ideas and solves difficult problems.	Ignores details. He is fully preoccupied with his own thoughts to the detriment of effective communication.
Teamworker (TW)	Works, is responsive, and diplomatic. Listens and to prevent disagreements between people.	Is indecisive in critical situations. Avoids sharp conflicts.
Completer finisher (CF)	Is attentive, conscientious, diligent. Searches for errors on the way to perfection.	Is inclined to excessive worrying. Reluctant to delegate.
Resource investigator (RI)	Is sociable, enthusiastic and communicative. Detects opportunities and develops contacts.	Is excessively optimistic. May lose interest after the initial enthusiasm.
Specialist (SP)	Is focused on one single thing, proactive and focused on his own area. Provides rare knowledge and skills.	Contributes only in the demarcated area. Deals with professional matters.
Implementer (IMP)	Is practical, reliable, powerful. Transforms ideas into actions and organises work that needs to be done.	Is a little inflexible. Slowly responds to new opportunities.
Monitor evaluator (ME)	He is factual, strategist and smart. He sees all possibilities. He has a precise judgement.	He may lack the drive and ability to inspire others. May be over-critical.

Source: Bednár and Ljudvigová (2020, p. 3)

2.1 Emotional Intelligence

According to Bru-Luna et al. (2021), emotional intelligence (or EI) is the ability that generates the capability to understand, express, perceive, and manage emotions, by emphasising the protective role against emotional stress in professional lives. On the other hand, Karimi et al. (2021) investigated the relevant impact of emotional intelligence (EI) of the organisational leaders on the perceived well-being of the employees, followed by their psychological empowerment, and the deliverance of performance, especially for quality care delivery. In this context, this report investigates the role of leaders at Organisation X and assesses the implication of emotional intelligence for enhancing various aspects of decision-making, organisational effectiveness, and conflict resolution.

2.1.1 Importance in Leadership

In consideration of the leadership traits of Dorleen Manjura at Organisation X Limited, there is a reflection of strong emotional intelligence in her. This is evident from her interactions with different organisational teams. It is Ms Manjura's way of demonstrating her empathy and understanding for the employees that help her get connected with the organisational staff members on a personal level. However, Ms Manjura needs to display

more of her emotional awareness, which can allow her to identify individual strengths and challenges of the employees. This will help in assigning tasks in alignment with the abilities and developmental needs of each team member.

2.1.2 Leaders' Exhibited Skills

In the process of decision-making, Ms Manjura Dorleen utilizes emotional intelligence to weigh the emotional impact on both stakeholders and staff. However, for implementing new therapeutic programs, she needs to offer sound judgment against her impulsiveness in both logistical and financial implications, especially in addressing the emotional well-being of the young people and the care service providers.

On the other hand, while resolving conflicts, the EI of Ms Manjura demands her to remain calm and navigate tense situations tactfully and with diplomatic verbal deliverance of mutually considerable sentences. In case of any disagreements among team members about the allocation of resources, Ms Manjura is liable to facilitate constructive dialogue by validating the relevant emotions for the establishment of collaborative solutions.

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2.1.3 Fostering Challenges and Strategies

Though Ms Manjura appears efficient in managing her organisation through EI, still the adoption of Belbin Team Roles at Organisation X Limited can appear highly effective in integrating EI for more amicable leadership responsibilities. The Resource Investigator leverages emotional intelligence to build relationships and thereby significantly procure resources vital for workforce planning. The relevance of teamwork lies in exhibiting EI for cultivating a supportive team atmosphere and radically enhancing collaboration and cohesion among the team members. By considering the roles of Coordinators, Ms Manjura can employ EI emotional intelligence to streamline team efforts, which can ensure optimal resource allocation, added by prioritisation in workforce planning strategies for promoting effective collaboration across departments (see Appendix 2 Emotional Intelligence for Organisation X as per Belbin Team Role).

2.2 Team Dynamics

According to Güver and Motschnig (2017), elements of diversity are the factors laying impact team dynamics. For these scholars, while diversity can lead to communication challenges, followed by reduced cohesion, and integration difficulties, it can also enhance problem-solving and decision-making by implementing the essence of innovation and creativity. In terms of team management of diverse teams, the organisation must optimise performance (Güver and Motschnig, 2017). On the other hand, Madhusudhan and James (2021) referred to organisational management for multicultural teams to address globalisation. Madhusudhan and James (2021) recommended inclusive leadership approaches which are effective in navigating cultural differences and are capable of fostering team cohesion along with high-end productivity.

2.2.1 Influencing Factors

From the study of Organisation X, it has been identified that many factors influence the team dynamics of this organisation and impact the ways the teams collaborate, communicate, and achieve organisational goals. For this purpose, the management of diverse backgrounds, varied skills, and uneven experiences of team members must be synchronised to contribute multifaceted perspectives within the teams of Organisation X. As the Organisation X teams comprise counsellors, social workers, and administrative staff, the role of diverse expertise becomes effective in addressing the multifaceted needs of young people under Organisation X care.

However, it has been declared by Organisation X that it maintains organisational culture by emphasising professionalism, empathy, and dedication to client welfare; it is also important for the company to develop team interactions in alignment with organisational culture to acknowledge team efforts. Recognition of the complexity of tasks, which are assigned to teams, is also significant as it adds clarity to the path of achieving organisational goals, thereby influencing team dynamics.

2.2.2 Management Strategies

The managers at Organisation X are engaged in employing different kinds of strategies to identify and further manage both negative and positive team dynamics. The core objective is to enhance the overall performance of the teams. In this frontier, regular team assessments through observations, surveys, and feedback sessions by Ms Manjura can

gauge the satisfaction levels of the employees and promptly address any emerging issues within the teams.

At Organisation X Limited, it is a common practice to use conflict resolution strategies by implementing the proceedings of impartial mediation of disputes, open communication, and facilitating scopes for collaborative problem-solving approaches by the team members (Eubanks et al., 2016). However, leaders at Organisation X have yet to foster team cohesion employing cultivating inclusive cultural diversity through exercises like team-building and acknowledging the achievements of the team members.

2.2.3 Case Studies and Insights

To address identified shortcomings at Organisation X, the adoption of Belbin Team Roles is highly effective. Under this provision, the Plant can contribute to the generation of creativity in workforce planning strategies, and the Monitor Evaluator can imply EI to enhance inclusive cultural diversity as reinforcement in team dynamics. As Specialists bring specialised knowledge, at Organisation X, it can improve outcomes of workforce planning by offering valuable insights along with relevant solutions to the organisational functionalities. It is at this point that Belbin Team Roles refers to Implementers and Completer Finishers, who can maintain high standards along with accountability. The objective is to ensure excellence and precision in task completion and in achieving organisational goals. Together, these roles cultivate a culture at Organisation X that will generate scopes for innovation, excellence, and reliability within workforce planning efforts for maintaining team dynamics effectively (see Appendix 3 Team Dynamics for Organisation X as per Belbin Team Role).

2.3 Team Formation

While addressing the methodological approach of forming a team in a modern organisation, Aquino et al. (2022) emphasised fostering communication, connection, and productivity in modern teams, especially virtual teams, by offering guidance as per the determined business practices, educational levels and the experiences of the team members. On a critical note, Van den Hout (2024) referred to the sense of generating effectiveness while forming a team and focused on generating collective ambition, which must be driven by shared intrinsic values, motivation, and complementary skills identified

among the team members. As a whole the core approach of formation of a team must foster collaborative synergy.

2.3.1 Approach and Methodologies

In the current scenario, Organisation X Limited adopts a structured strategic approach to forming teams, intending to ensure that the respective team will maintain the organisational goals. However, there is no determined effort led in the domain of aligning these teams to the objective of enhancing their operational effectiveness in society. It is at this point that Organisation X should remain focussed on implementing the methodological approach of the Belbin Team Role. By this approach, the organisation should have Coordinators and Implementers, who could foster collaborative synergy in its team as per the combination of skills and experience of the team members in alignment with organisational values.

2.3.2 Skills and Personalities Balance

At Organisation X Limited, the efforts of achieving a balanced status of experiences, skills, and personalities for optimising team dynamics is significant to lay overall effectiveness. In the process of forming a team, Organisation X must accommodate the Belbin Team Role, whereby the Resource Investigators will be able to identify diverse expertise in crisis management, therapeutic, administrative management, and community engagement. These aspects must stay in balance with the need for the youth support approach of the organisation. While forming a team, Organisation X must identify that the new adolescent therapeutic program is well managed by its team members, and they must have background experience in dealing with child psychology, the process of youth counselling, and adequate hold over program development. With such specifications, Organisation X will be able to tackle its current challenges in the domain of nurturing a supportive culture, thereby delivering an impactful youth service most competitively and effectively.

2.3.3 Challenges and Strategies

Through the Belbin Team Role, Organisation X Limited should create space for Resource Investigators, along with members trained as Completer Finishers. As the Resource Investigators will instrumentalise the way to identify and cultivate relationships with key

stakeholders, it will enhance the planning capabilities of the organisations. On the other hand, by considering Coordinators and Implementers, planning strategies could be converted into practical actionable plans, which could accomplish the designated tasks within the determined timelines. Finally, through Completer Finishers, the organisation will be able to uphold meticulous detailing and will be able to adhere to cultural reliability, along with ways to develop mutual trust among its team members. This systematic approach ensures that teams at Organisation X are well-structured, motivated, and unified in their pursuit of organizational objectives through focused workforce planning initiatives (see Appendix 4 Team Formation for Organisation X as per Belbin Team Role).

2.4 Coaching and Mentoring

Blake-Beard et al. (2021) criticised the existing mentoring analyses as they overlook the personal developmental needs of the mentors. While advocating the need for coaching and mentoring for the mentors, Blake-Beard et al. (2021) prioritised on readiness and personal growth of the individual to initiate an effective mentorship. These scholars proposed a dual focus on leadership in tasks and people, added by the inclusivity to diverse identities, and managing sensitivity in perceptions. There was also the need for self-improvement practices with self-reflection, standardised assessments for self-awareness, and regularity in cultivating peer support and gaining specific feedback. Further, Koopman et al. (2021) referred to the growing interest in coaching and mentoring and advocated for integrated models that bridge coaching and mentoring to encourage collaboration among practitioners, aiming to unite diverse fields.

2.4.1 Programs: Overview

In the case of Organisation X Limited, though there are provisions for coaching and mentoring programs to boost employee development, there lack of approaches for generating employee satisfaction and enhancing scopes for retention. The core objective of the organisation is to enhance the skills of the employees through coaching and mentoring programs. However, apart from the current efforts in encouraging interpersonal skills among the employees, Organisation X needs growth in EI and therapeutic knowledge of the employees, along with the developmental scopes for the in-house leaders and mentors.

2.4.2 Impact on Development

The core demands of organisational effectiveness are the development of leaders, and the adoption of diverse ways to empower employees for taking greater responsibilities. There can be the adoption of the training methodologies like personalised and customised one-on-one coaching, followed by group workshops, and peer mentoring. The objective of Organisation X should be synchronised through these methodological coaching provisions and necessary initiatives through the application of Belbin Team Role can be implied in the determined programs (McCarthy, 2014)

2.4.3 Implementation Challenges

It is through the implementation of the Belbin Team Role, that Organisation X can have effective coaching and mentoring initiatives. The benefits attained from skill enhancement and improved teamwork must be well supported by the availability of resources. However, being a small organisation, Organisation X consistently suffer from the constraints of limited resources, especially in terms of funding and skilled professionals. However, through the Belbin Team Role, the organisation can optimise skills development workshops and thereby attempt to meet skill gaps. As for funding, it is recommended that Organisation X should initiate different kinds of cultural adaptation and competitions so that an adequate amount of funds can be collected for its operations. Moreover, it will also be a way to promote cultural values among the organisational teams concerning communities. As such, radical enhancement of the workforce and service delivery can be attained effectively (see Appendix 5 Coaching and Mentoring for Organisation X as per Belbin Team Role).

2.5 Workforce Planning

Henry and Stevens (1999) initiated an experiment with senior software engineering students and thereby assessed the effectiveness of teams structured as per Belbin's roles. This structural construct is connected to workforce planning to evaluate improvement in team effectiveness, especially for rating the viability and the performance of the employees. Henry and Stevens (1999) identified that the workforce planning that comprises teams with one leader performs better than those with multiple leaders. On the other hand, Sarihi et al. (2020) referred to the integrated approach of Knowledge, Skills, Abilities, and Experience (KSAEs) within the formulation of Belbin's team roles model for workforce planning. These scholars identified that the composition of the team and the

competencies of the team members in workforce planning have a tremendous impact on the success of a project. Alignment of KSAEs with the Belbin approach has been identified by Sarihi et al. (2020) as the way to optimise the performance of the organisation as a whole.

2.5.1 Strategies and Approaches

In consideration of an integrated approach of KSAEs, Organisation X Limited needs to strategically adapt workforce planning with a single leader approach for enhancing service delivery, and adapting to the changes in market dynamics. As of now, Organisation X Limited is engaged in determining workforce planning through results attained from regular assessments. However, there is also the need to consider such planning for futuristic forecasts to anticipate the needs of the employees and the demands of the clients and stakeholders. At this point, analysis of the historical data in terms of service utilization can be an added advantage for Organisation X Limited. Adoption of proactive talent acquisition to attract and further retain skilled professionals should be one of the core strategic workforce planning of the organisation.

2.5.2 Alignment with Goals

Under the shadow of the Belbin Team Role, Organisation X must make an alignment with its workforce and should plan the strategic pathway for engaging efforts for expanding outreach programs, enhancing the quality of their service, and gaining extensive positive feedback from the youths involved in the care service programs.

It is at this point, that Organisation X needs to determine its workforce planning strategies as per the evolving dynamics of the market and make necessary shifts in its funding sources, organisational regulations, and trends maintained as per its demographic presence. For instance, Organisation X Limited can adjust the levels of staffing and priorities related to skill development as per the changes in enrolled youths and or emerging concerns related to mental health among the participating young adults.

2.5.3 Challenges and Future Strategies

Workforce planning at Organisation X Limited is liable to be driven by the collaborative efforts led under the follow-up of the Belbin Team Role. By considering Resource Investigators, Organisation X Limited can attain the necessary support for its workforce

planning, as it will adhere to the trending efforts of networking, added by the active modes of retaining talent within the organisation. Further, with the involvement of the Coordinators, Organisation X Limited will be able to oversee workforce planning strategies and will get adequate grounds for ensuring improvement in its operational efficiency (see Appendix 6 Workforce Planning for Organisation X as per Belbin Team Role).

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Chapter 3 Recommendations and Conclusion

3.1 Actionable Recommendations

This research would like to recommend two determined actionable proceedings for Organisation X Limited. These are led by the launching of comprehensive Belbin Team Roles training for team leaders and managers to enhance understanding of their role strengths, generate collaborative dynamics, and leverage emotional intelligence (EI) among the team members.

The next action to be considered by Organisation X Limited is to incorporate the Belbin Team Role in assessing the recruitment process and thereby ensure newer hires, in alignment with team dynamics and the corporate culture maintained by the organisation.

3.2 Rationale and Communication Strategies

Based on the aforementioned investigative report on Organisation X Limited, this research would like to offer 3 major Rationale and Communication Strategies for the organisation. these strategies are:

- Belbin Team Roles training, whereby managers should be also trained to improve team formation, enhance performance and generate employee satisfaction.
- Recruitment and development integration with Belbin assessments should be aligned with organisational goals, which can improve team cohesion, and implement skills workshops for talent development.
- Communication channels should be established for transparent and efficient communication. Usage of digital tools for real-time updates and accumulating feedback is recommended.

3.3 Key Findings and Conclusion

The key findings of this research can be enlisted as,

- Organisation X needs to integrate Belbin Team Roles for gaining transformative potentialities.
- Belbin Team Roles can leverage radical enhancement to the effectiveness of teams at Organisation X, with value-addition to collaborative cultural entities and by optimising workforce planning.

- By implementing training, along with integrated assessments in recruitment, Organisation X must enhance transparent communication, cross-functional collaboration, and evaluation proceedings of team structures.

Eventually, it can be stated that in terms of Organisation X, the implication of these insights in a collective manner could establish the factors related to determined leadership style, with appropriate communication channels, determined organisational culture, and manage the influence of task complexity for team dynamics and generate effectiveness in achieving determined organisational goals.

As for the role of Ms Manjura, it is her managerial leadership that influences the team dynamics through the implication of inclusive leadership approaches and the attempts to foster a positive team environment, so that the employees feel valued and remain motivated. It is also important that as the supreme leader of Organisation X, Ms Manjura maintains effective communication channels in the feedback sessions, team meetings, and digital communication platforms. In this process, facilitating transparent information sharing in the teams stands very significant.

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Appendices

Appendix 1 Belbin Team Roles Framework (Source: Belbin, 2024)

Resource Investigator

Contribution: Outgoing, enthusiastic. Explores opportunities and develops contacts.

Allowable Weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.

Teamworker

Contribution: Co-operative, perceptive and diplomatic. Listens and averts friction.

Allowable Weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation.

Co-ordinator

Contribution: Mature, confident, identifies talent. Clarifies goals. Delegates effectively.

Allowable Weaknesses: Can be seen as manipulative and might offload their own share of the work.

Plant

Contribution: Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.

Allowable Weaknesses: Might ignore incidentals, and may be too pre-occupied to communicate effectively.

Monitor Evaluator

Contribution: Sober, strategic and discerning. Sees all options and judges accurately.

Allowable Weaknesses: Sometimes lacks the drive and ability to inspire others and can be overly critical.

Specialist

Contribution: Single-minded, self-starting and dedicated. They provide specialist knowledge and skills.

Allowable Weaknesses: Can only contribute on a narrow front and tends to dwell on the technicalities.

Shaper

Contribution: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.

Allowable Weaknesses: Can be prone to provocation, and may sometimes offend people's feelings.

Implementer

Contribution: Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.

Allowable Weaknesses: Can be a bit inflexible and slow to respond to new possibilities.

Completer Finisher

Contribution: Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

Allowable Weaknesses: Can be inclined to worry unduly, and reluctant to delegate.

Appendix 2 Emotional Intelligence for Organisation X as per Belbin Team Role

Belbin Team Role	Description	Integration with EI at Organisation X
Resource Investigator	Excels in networking, exploring opportunities, and forming external contacts. Uses EI to build relationships and procure necessary resources. Vital for workforce planning and acquiring	Ms. Manjura leverages EI to establish productive relationships with stakeholders and acquire essential resources, ensuring organisational growth through empathetic and strategic interactions.
Coordinator	Focuses on team goals, delegating tasks, and ensuring effective collaboration. Uses EI to understand team dynamics, strengths, and challenges. Promotes consensus and team cohesion.	Ms. Manjura employs EI to coordinate team efforts, align tasks with members' strengths, and foster a cohesive team environment where collaboration thrives.
Team Worker	Promotes team cohesion, provides support, and resolves conflicts. Uses EI to maintain harmony and manage interpersonal dynamics within the team.	Ms. Manjura utilizes EI to foster a supportive team atmosphere, manage conflicts constructively, and promote harmony among team members, thereby enhancing collaboration.
Implementer	Focuses on practical implementation of ideas and plans. Uses EI to understand emotional impacts on stakeholders and ensure efficient task execution.	Ms. Manjura applies EI to implement new programs effectively, considering both logistical and emotional aspects to cultivate a supportive organisational culture.

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Appendix 3 Team Dynamics for Organisation X as per Belbin Team Role

Belbin Team Role	Description	Integration with Team Dynamics at Organisation X
Plant	Generates creative ideas and solutions. Stimulates innovation and unconventional thinking.	Enhances workforce planning by fostering innovation and diverse problem-solving at Organisation X, improving overall team dynamics and addressing complex challenges effectively.
Monitor Evaluator	Analyzes ideas critically. Provides balanced assessments. Uses EI to navigate cultural diversity and enhance team cohesion.	Objectively evaluates ideas and navigates cultural diversity at Organisation X, improving team cohesion through inclusive leadership and culturally sensitive decision-making.
Specialist	Brings in-depth knowledge. Provides valuable insights and solutions. Enhances workforce planning with specialized guidance.	Contributes specialized knowledge to workforce planning, improving decision-making and task precision at Organisation X. Enhances team dynamics by addressing complex organizational needs and ensuring
Implementer	Focuses on translating ideas into actions. Ensures efficient task completion with high standards and accountability.	Ensures efficient task completion and fosters a culture of excellence and performance at Organisation X, maintaining high standards and accountability in project execution to achieve organizational goals effectively.

Appendix 4 Team Formation for Organisation X as per Belbin Team Role

Belbin Team Role	Description	Integration with Team Formation at Organisation X
Resource Investigator	Excels in networking and identifies diverse expertise critical for crisis management and therapeutic services. Enhances planning capabilities through relationship cultivation.	Plays a vital role in forming teams by integrating diverse expertise essential for crisis management and youth support services at Organisation X. Strengthens team dynamics by fostering collaborative partnerships and
Coordinator	Focuses on team goals, task delegation, and ensuring effective collaboration. Promotes synergy among team members.	Facilitates team formation by aligning members' skills with organisational values and operational goals at Organisation X. Ensures cohesive teamwork and effective collaboration, fostering synergy among team
Implementer	Translates ideas into practical plans, ensures efficient task completion, and upholds cultural reliability within the team. Promotes mutual trust and adherence to timelines.	Converts planning strategies into actionable plans, maintaining operational efficiency and achieving organisational objectives at Organisation X. Ensures tasks are completed to high standards, promotes mutual trust
Completer Finisher	Ensures thoroughness in task execution, pays attention to detail, and maintains high standards of work. Promotes mutual trust and reliability within the team.	Supports team formation by ensuring meticulous detailing and adherence to quality standards at Organisation X. Promotes mutual trust and reliability in delivering youth services, enhancing team cohesion and trust

Appendix 5 Coaching and Mentoring for Organisation X as per Belbin Team Role

Belbin Team Role	Description	Integration with Coaching/Mentoring at Organisation X
Coordinator	Organizes mentoring/coaching programs, aligns goals with organizational objectives. Promotes collaboration among mentors/coaches.	Coordinates initiatives at Organisation X, aligning with goals and fostering collaboration among mentors/coaches for effective skill and leadership development.
Plant	Generates innovative approaches, stimulates creativity in program design. Introduces new methods for skill enhancement.	Introduces innovative methods at Organisation X, enhancing program design and addressing skill gaps for improved employee development and leadership capabilities.
Implementer	Ensures practical application of strategies, translates ideas into actionable plans. Monitors progress and goal achievement.	Implements strategies at Organisation X, ensuring practical application and monitoring progress towards skill and leadership goals.
Team Worker	Promotes team cohesion, resolves conflicts effectively. Manages dynamics with EI.	Promotes cohesion, resolves conflicts among mentors/coaches at Organisation X, using EI to manage dynamics and foster productive collaboration.
Specialist	Provides specialized knowledge/insights to programs, enhances effectiveness. Guides skill and leadership enhancement efforts.	Enhances programs at Organisation X with specialized knowledge, guiding skill and leadership development through expert advice in EI and therapeutic knowledge.

Appendix 6 Workforce Planning for Organisation X as per Belbin Team Role

Belbin Team Role	Description	Integration with Workforce Planning at Organisation X
Resource Investigator	Excels in networking, exploring opportunities, and forming external contacts. Facilitates talent retention and proactive recruitment strategies.	At Organisation X, Resource Investigators play a crucial role in workforce planning by networking effectively and retaining talent. They ensure proactive recruitment to meet market demands and enhance service
Coordinator	Focuses on overseeing team goals, ensuring operational efficiency, and strategic planning. Aligns strategies with organizational goals.	Coordinators at Organisation X oversee workforce strategies to enhance efficiency, aligning efforts with organizational goals. They ensure staffing and skills meet youth care needs and adapt to market dynamics
Implementer	Translates plans into actionable strategies and ensures their effective implementation. Maintains high standards in service delivery and skill development.	Implementers at Organisation X translate plans into strategies, ensuring high service and skill development standards. They execute workforce plans to enhance service quality and program reach effectively.