

Team role theory in higher education

In the third of three articles, **Gillian Smith** and **Pat Yates** reveal the thoughts of their students about team working

This article consolidates the research we presented in the preceding two articles "to investigate whether knowledge of team role theory could be used as a means to support HE students in academic group work and the development of soft skills required by industry".

The research used Belbin's (2007) team role self-perception inventory as a vehicle to develop knowledge of TRT and drew upon two data sets referred to as Group A and Group B, concluding that "the development of softer transferable skills was magnified when students had prior knowledge of TRT".

A third data set, in the form of a focus group, has been incorporated to provide an opportunity to triangulate the research findings. Gibauri and Gronhaug argue that "through triangulation we can improve the accuracy of judgements and thereby results..." So "triangulation...can produce a more complete, holistic and contextual portrait of the object under study" (*ibid*). This focus group cohort is referred to as Group C.

The key findings in this article are that, to maximise the development of soft skills, individuals need an opportunity to reflect on reasons for engaging in group work. Participants said that clear guidance/facilitation and use of social testing would be useful in supporting the development of groups both in educational and industrial settings.

Group C

Accordingly, 11 final-year students, who had been exposed to group work over a four-year period, were invited to take part in a focus group, to gain insight into their feelings, attitudes and perceptions towards group work, thus providing

an opportunity to gather new data that the questionnaires may not have addressed. Similar to Group B, these students had not completed RTSP1 or undertaken in-depth studies of TRT.

"Focus groups are undoubtedly invaluable when in-depth knowledge is needed about how people think about an issue – their reasoning about why things are as they are, why they hold the views they do." Figure 1 opposite identifies four distinct phases of the focus group process, inferring that, if students remain at stages one and two, original perceptions of group work are reinforced. In this case, the initial feelings about group work and views towards others were negative; however, when students were given an opportunity to reflect upon their experiences, the value of group work was acknowledged. Additionally, the focus group was able to consider potential strategies to improve the experience.

The session was digitally recorded and lasted just over an hour.

Feelings about group work

To generate discussion, the focus group were given an activity comprising a picture of a student who has just been told that he is required to participate in group work for a module they are studying. They were asked to write down what they thought the student in the picture was thinking, enabling them to transfer personal opinion onto the image. This 'non-threatening approach' facilitated open, honest and transparent dialogue.

The activity returned 56 negative responses towards group work. Concerns were repeated by the respondents and fell into eight distinct categories, which were then collated (see Table 1 opposite). Ninety six per cent of the responses (categories one to seven) related to their negative feelings about "working with others". It is

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Marcel A. Müller



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