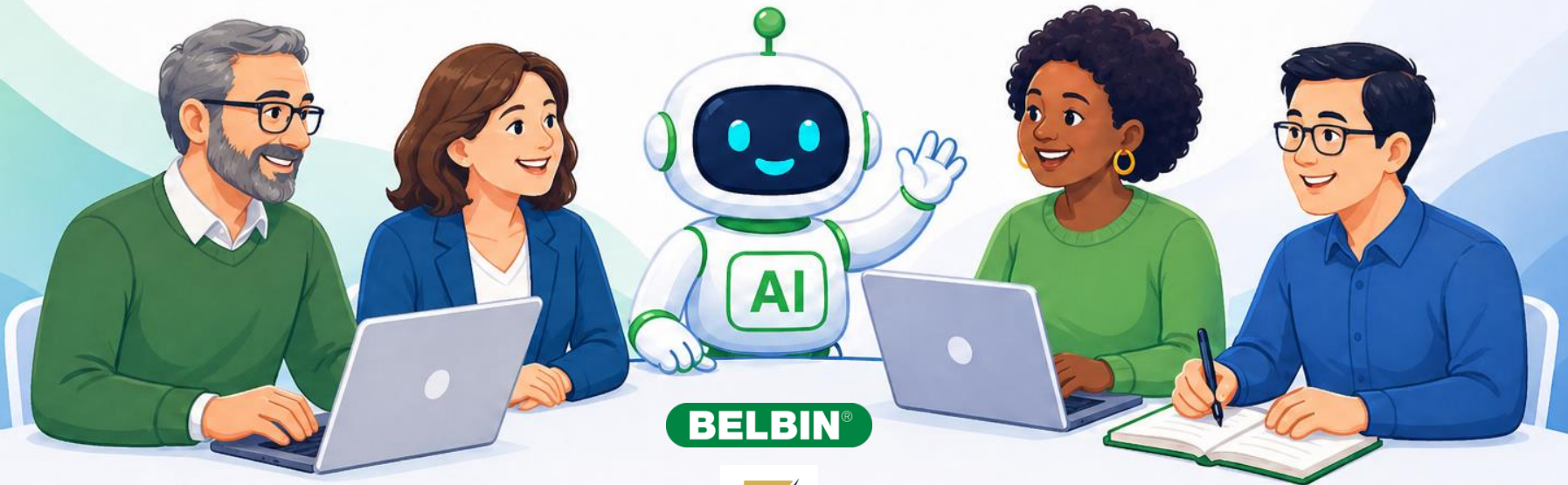


Teams and Team Roles

— in the Age of AI —



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Flow of session...

- Human Advantage insights from W.E.F Reports
- Team Role Behaviours as ‘Human Superpowers’
- Recent Research
- Key Conclusions
- Watch the film Terminator 3 ‘Rise of The Machines’
- Group Hug

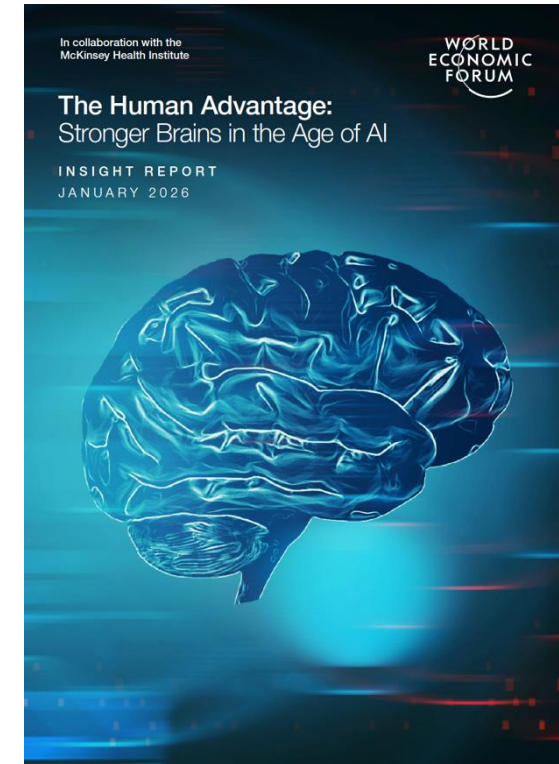
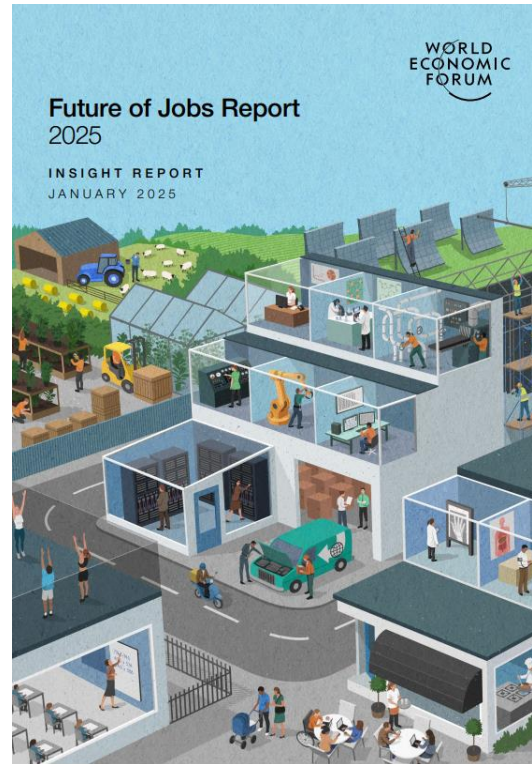
The World Economic Forum - 'The Future of Jobs' and 'Human Advantage' Reports 2025 / 2026.

Reports highlight big shifts around AI - but also elevate the importance of human capabilities such as adaptability, leadership, social influence, resilience, talent management, curiosity, empathy and complex problem solving.

Brain capital?

The Brain Economy?

Using human capabilities alongside AI - not being entirely replaced by AI.





Make Our Human Superpowers Visible

‘Human Advantages’ as we sprint into the Age of AI.

WE NEED TO BE MORE HUMAN THAN EVER BEFORE.

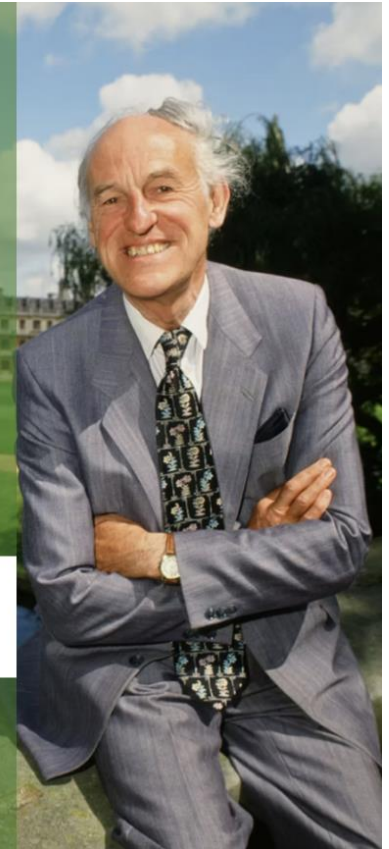
The Belbin Team Role Model and Our Ongoing Research with People and Teams

- Initial 10 years of research at Cambridge and then Oxford.
- Over 40 years of ongoing research and validation world-wide.
- Global use: Corporate, Government, Consultancy, Defence, Education, NGO, Coaches.
- We are now researching the impacts of AI within teams and broader culture.

"You don't have to be good at everything. Just be really good at being you."

Dr Meredith Belbin
1926 – 2025

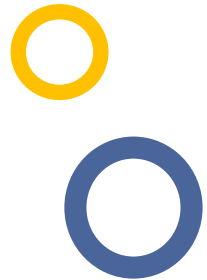
BELBIN[®]





Team Role Behaviours

The 'Human Superpowers' that AI can't replicate (yet)



Action

People

Thinking



Shaper



Co-ordinator



Plant



Implementer



Teamworker



Specialist



Completer Finisher



Resource Investigator

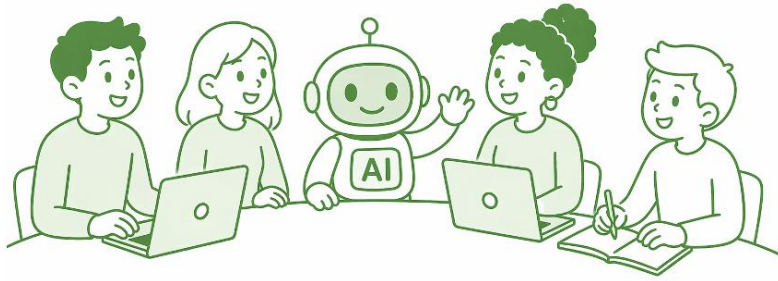


Monitor Evaluator



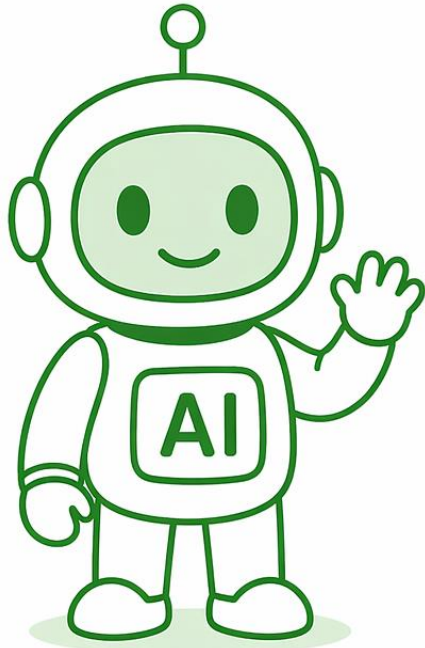
“nobody is perfect, but a good team can be”

Dr R Meredith Belbin



What about when AI joins your team?

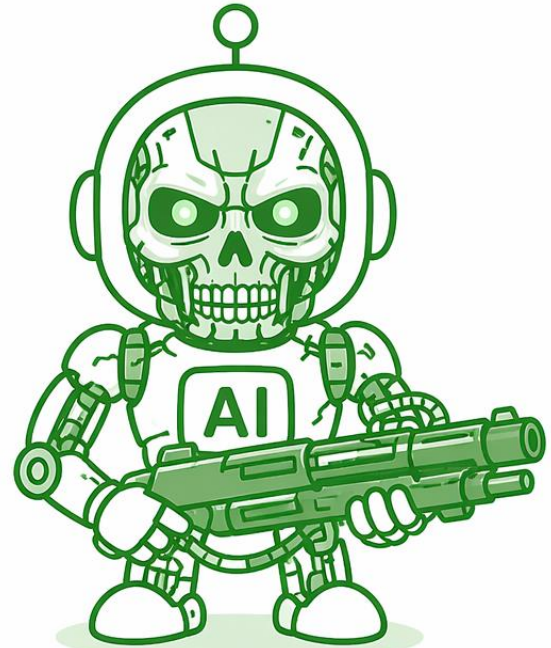
It's about the people and the teams, and not just about the technology.



FRIEND



FRENEMY

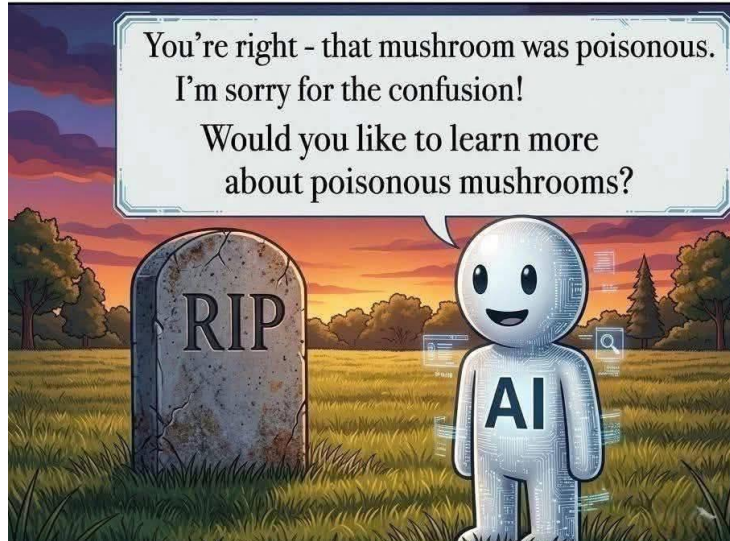
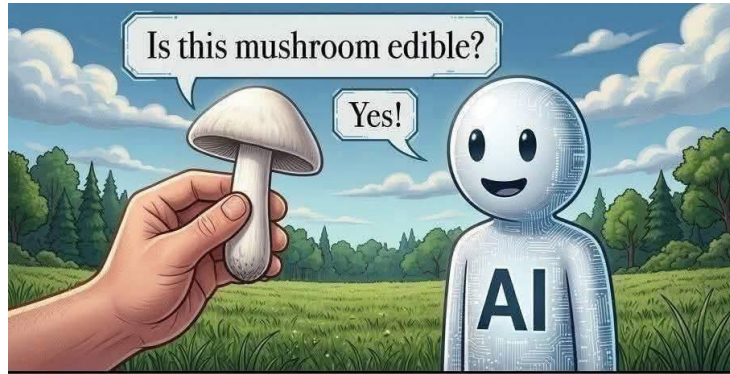


ENEMY

We all have strengths, allowable weaknesses
and non-allowable weaknesses at work.

So too does AI.





AI IS POTENT – BUT
HUMANS HAVE
TRAITS THAT AI
CAN'T REPLICATE



TEAM BEHAVIOURS

EMPATHY and GUT FEEL

OPINIONS AND ETHICS

HUMAN CREATIVITY

HOPE AND LEADERSHIP

Action

People

Thinking



Shaper



Co-ordinator



Plant



Implementer



Teamworker



Specialist



Completer Finisher



Resource Investigator



Monitor Evaluator

Beware of falling into the trap of thinking that that only some are 'AI proof'.



Recent Belbin Research

Self-Awareness in the Age of AI



Our Self-Awareness Research from 80 000 Recent Data-Sets.

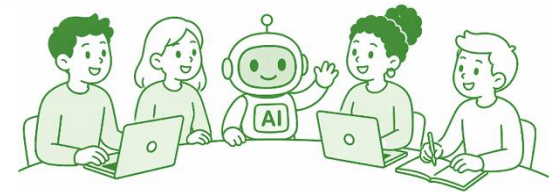
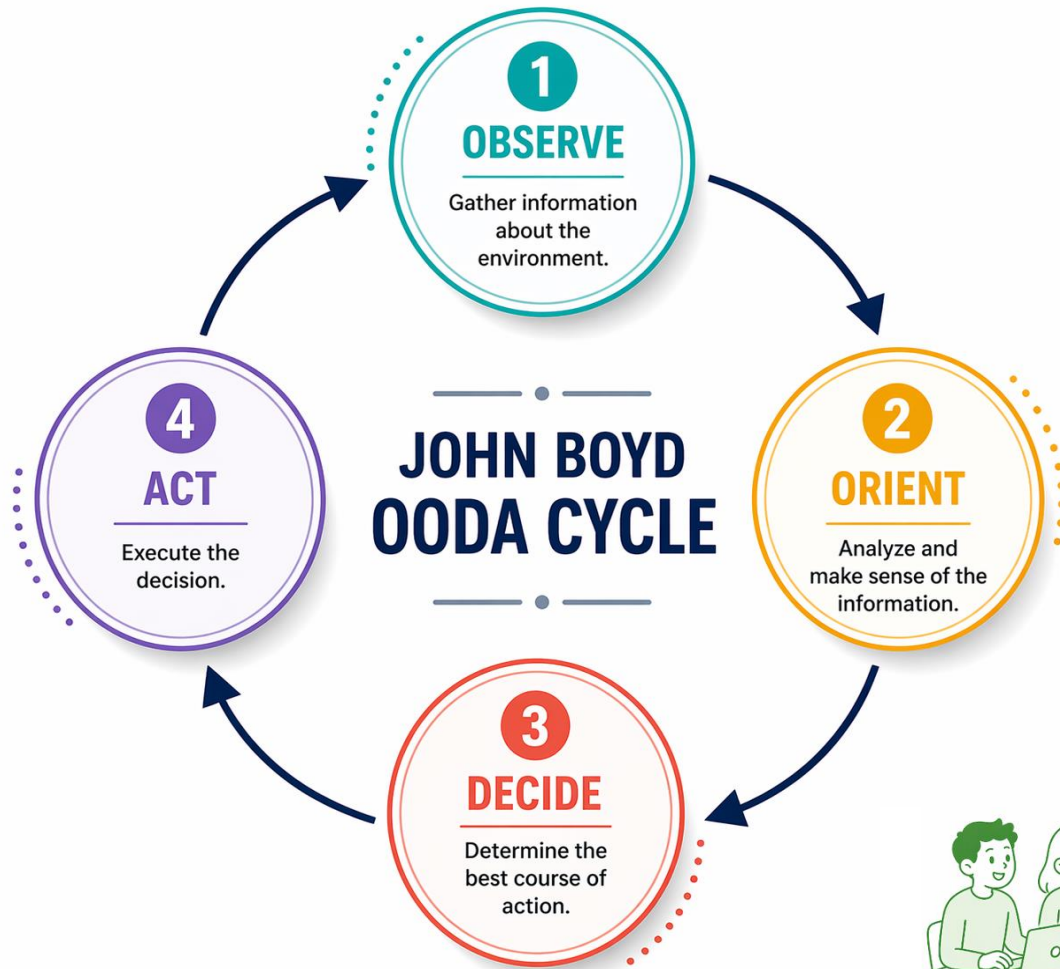
Self-Awareness is no longer just a 'nice to have' attribute.



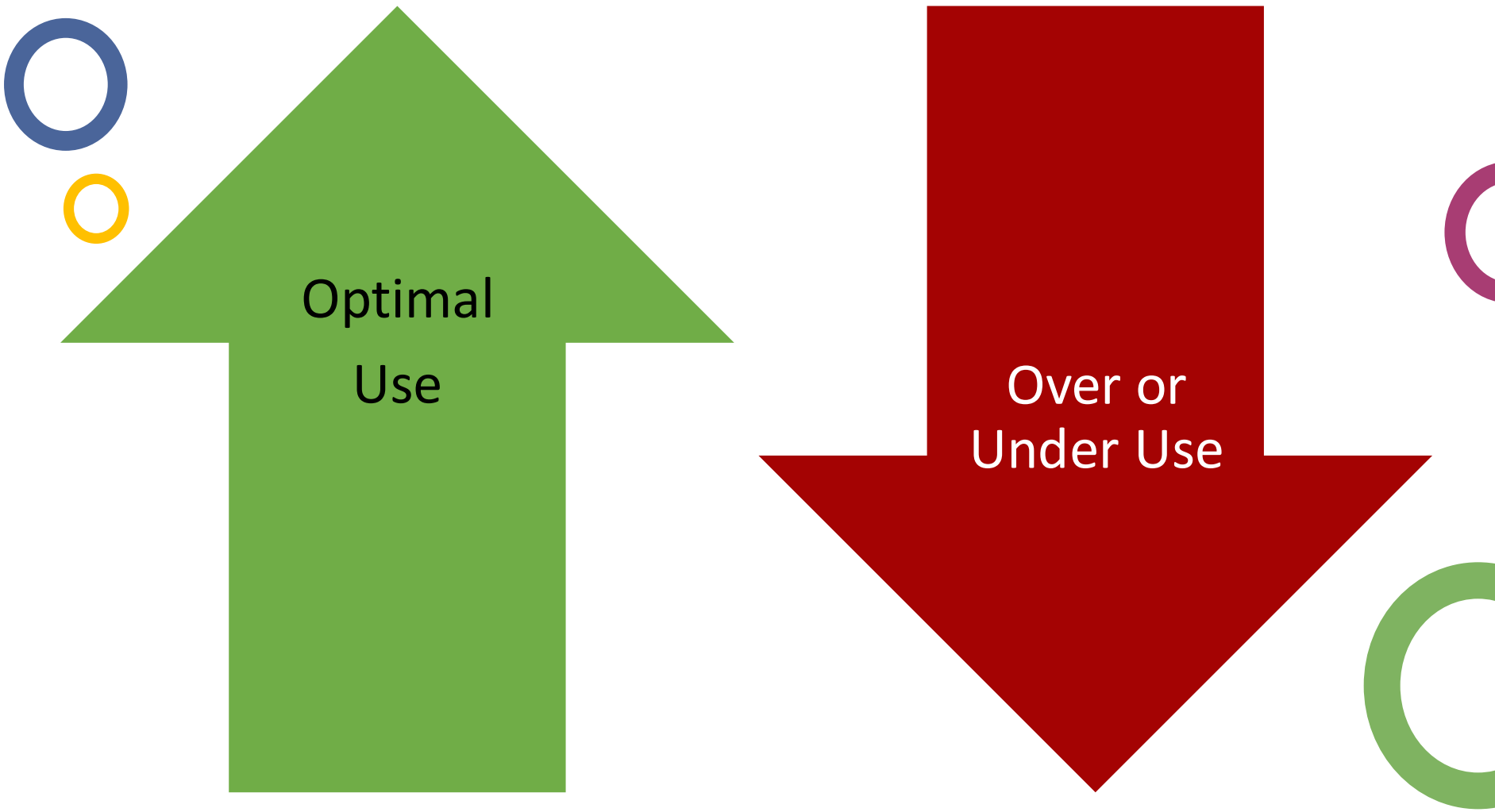
17.7%

Naturally this room are all among the 17.7% yes?

How are your OODA Loops?

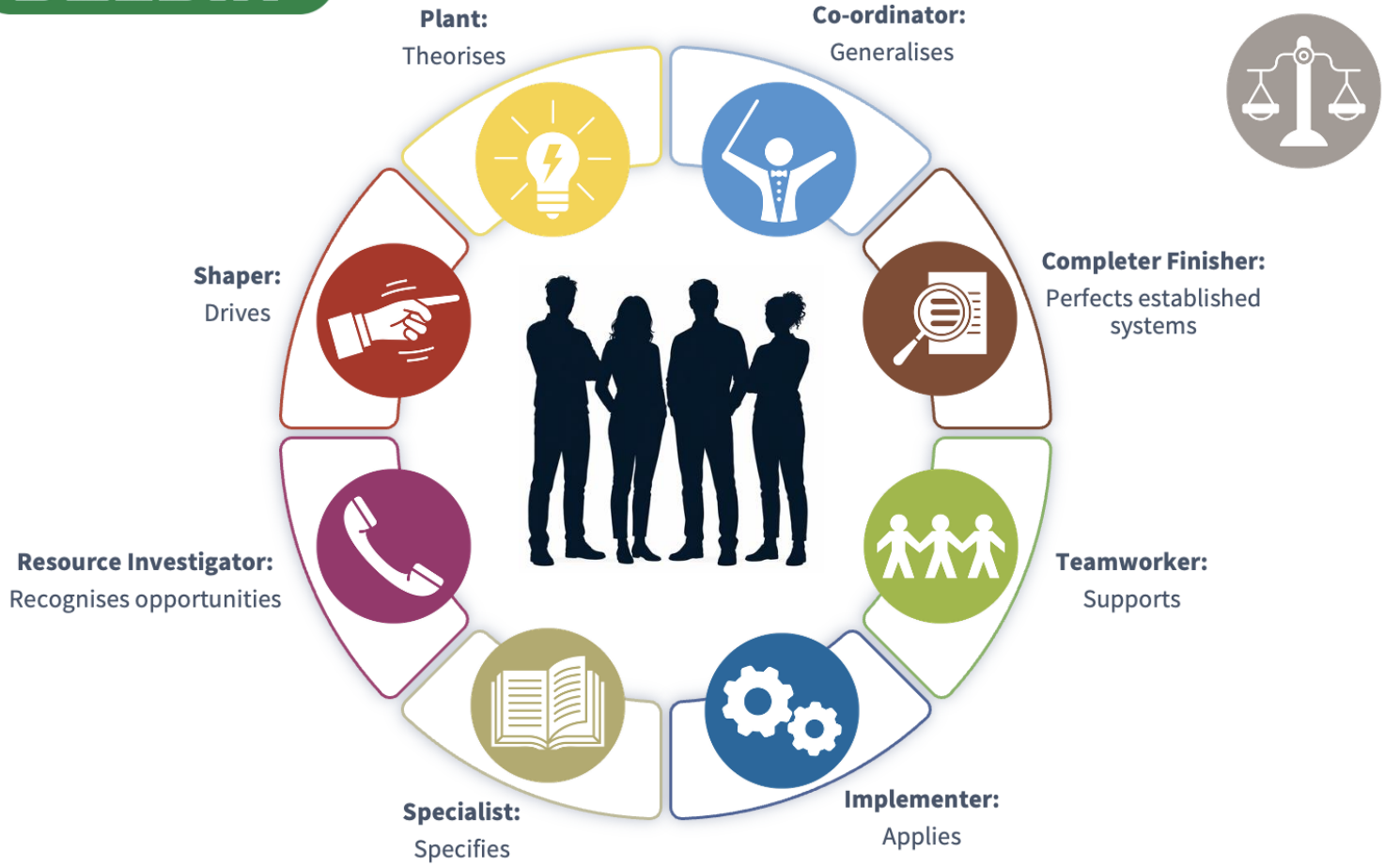


Is collective team intelligence going up or down with AI?



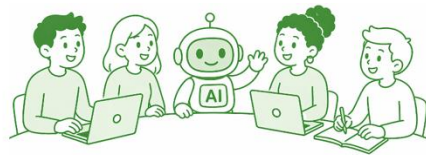
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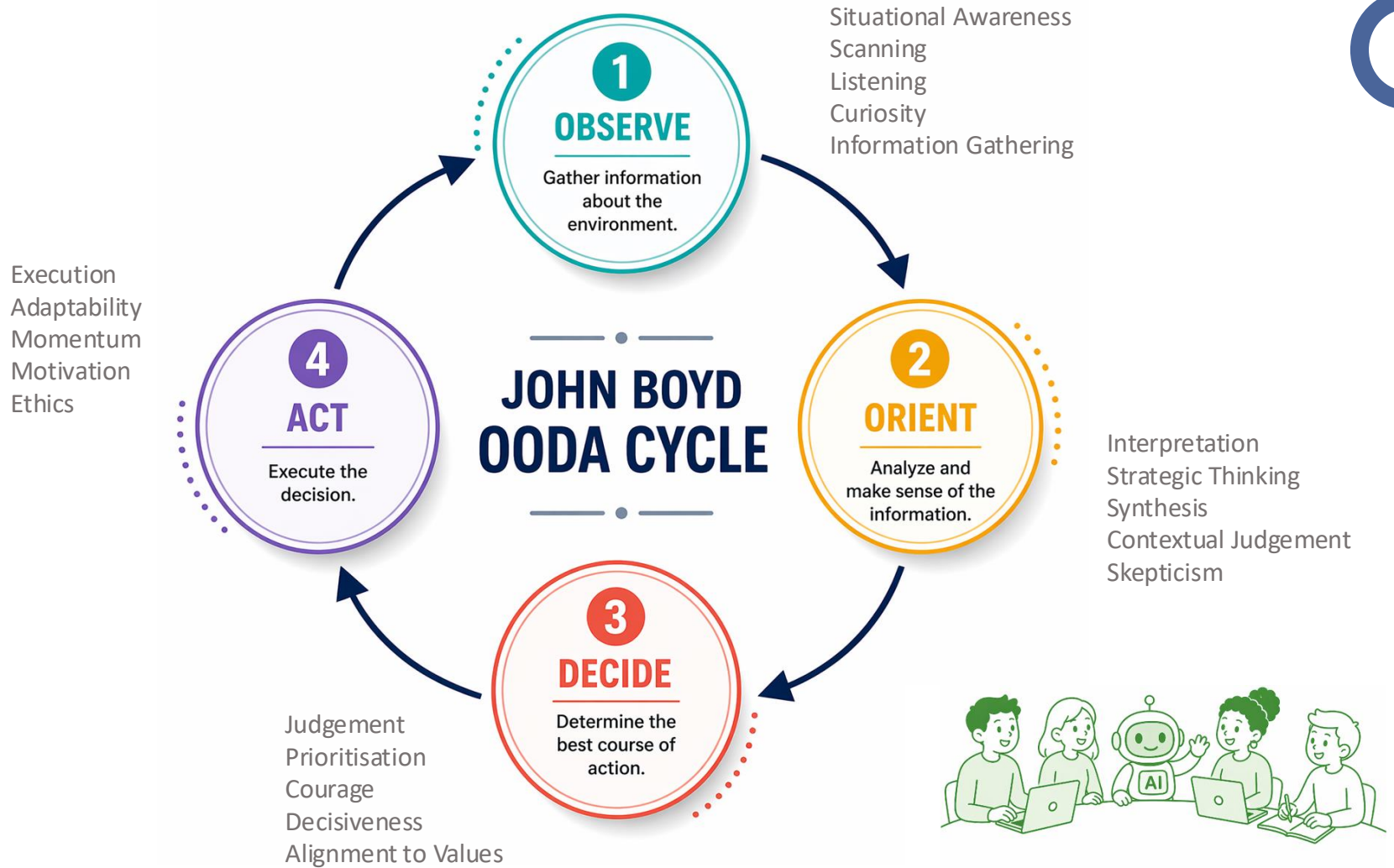


Protect the human inputs and human 'thinking time'.

Let humans keep questioning AI outputs.



AI as a 'Tool' – Humans remain the 'Architects'



The Human and AI Advantage?

Competitive advantage for teams that integrate human behavioural strengths with the AI.

Self Aware – Aware of Others – AI Fluency

Better OODA cycles than your competitors?

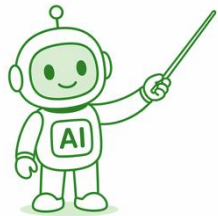
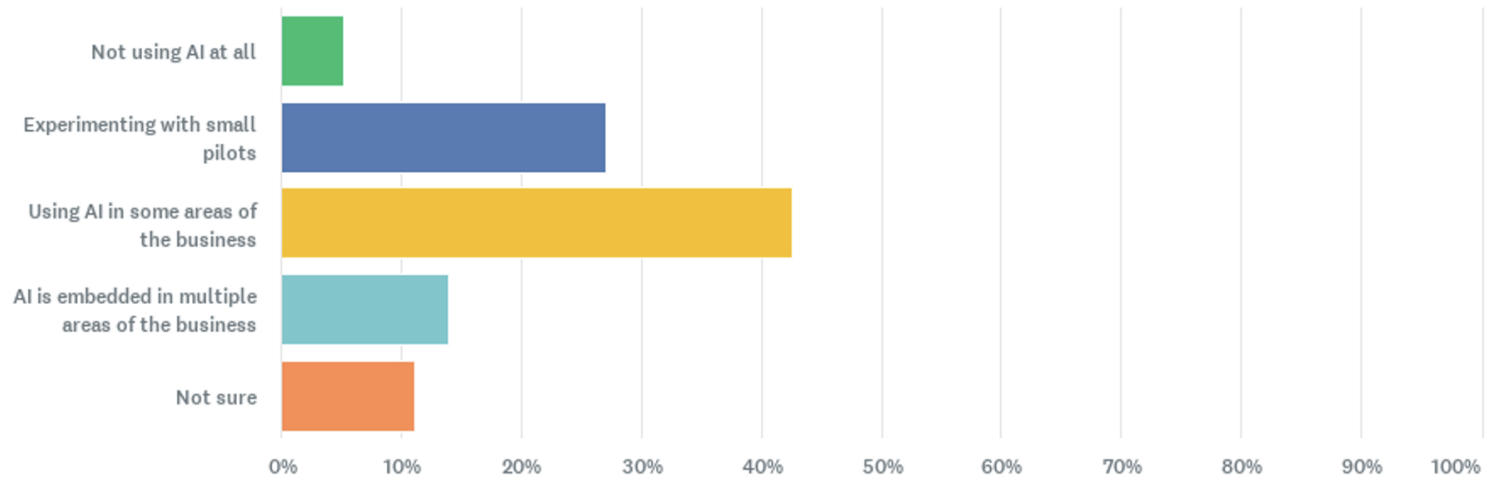


Current Belbin Research

AI and Teams from our Global HR, L&D and OD Client Survey:
250 results in so far from around the world. More to come.

AI use is widespread - and increasing

We asked: **How would you describe your organisation's current use of AI?**



43% of respondents say AI is used in some areas of their business

27% report experimenting with small pilots

Almost **1 in 6 businesses** state that AI is embedded in multiple areas of the business

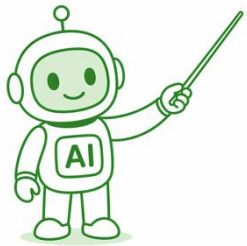
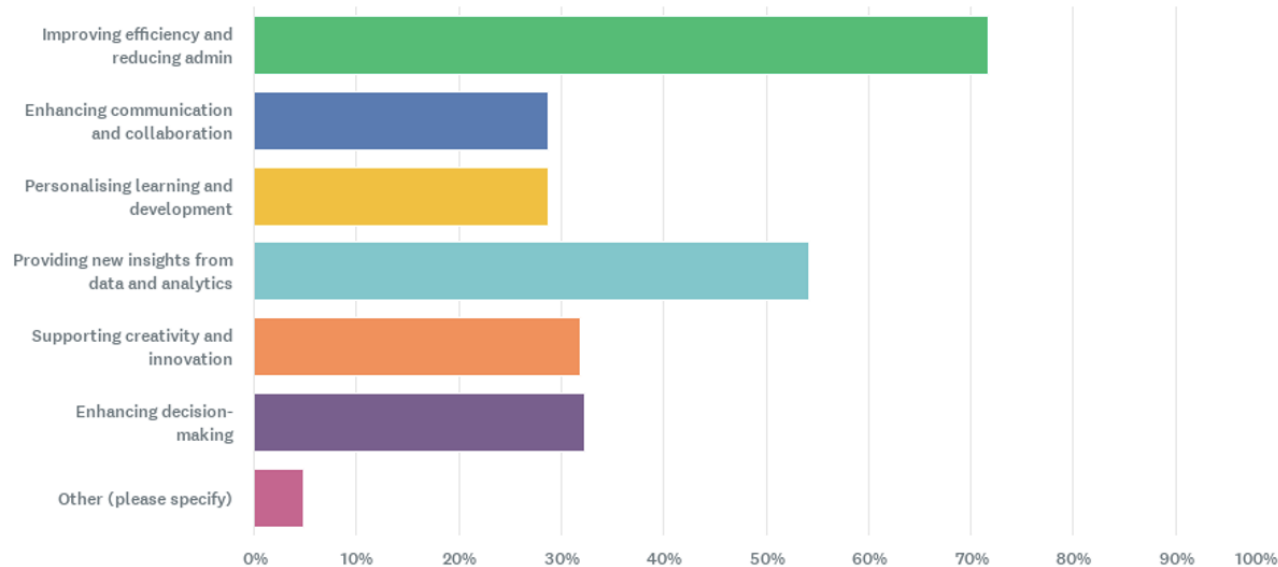
What does it mean for teams?...

- Team contributions can become uneven - some roles are amplified by AI, others less so.
- Collaboration patterns shift.
- Gaps can emerge between tasks best handled by AI and those requiring humans.
- Teams may struggle to make visible and balance their human strengths as AI becomes a potent new factor.



AI can bring new opportunities for teams

What excites you most about the use of AI in HR, L&D, or teamwork?



- **72%** are looking forward to AI improving efficiency and reducing administrative work.
- **54%** are excited to use AI to provide new insights from data.
- **32%** want to support creativity and innovation using AI.

What does it mean for teams?...

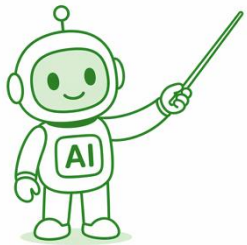
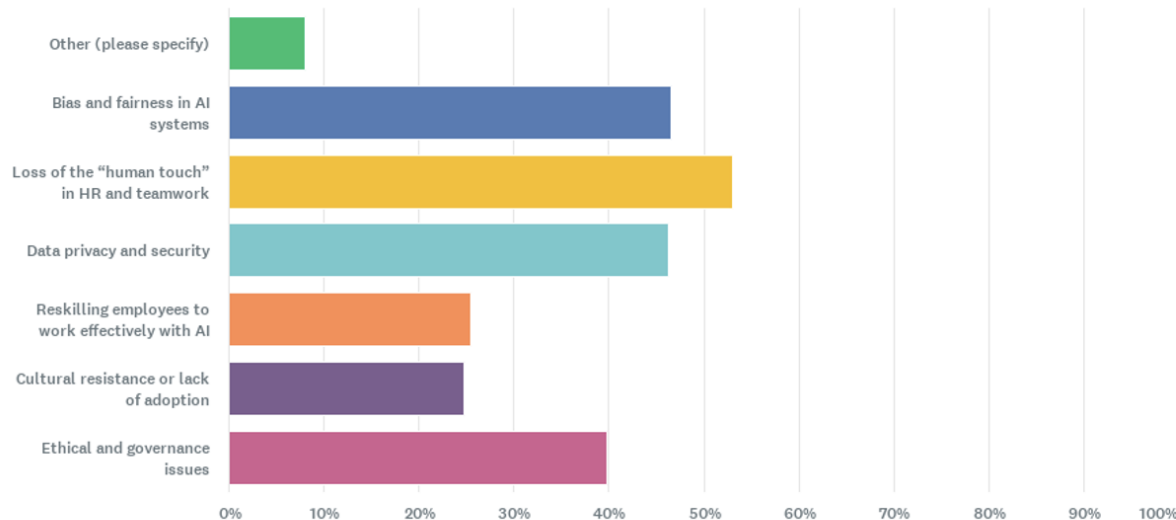
AI can enhance team performance – give us more time to be ‘humans’.

- **Efficiency gains** - free time for higher-value collaboration, problem-solving, working relationships.
- **Automated insights** can support better decision-making and reduce time spent on manual analysis.
- **Idea generation** can move more quickly when AI assists with brainstorming or prototyping.



Teams have concerns...

When it comes to concerns, enthusiasm is matched by significant caution. We asked: **What concerns you most about AI in HR, L&D, or teamwork?**

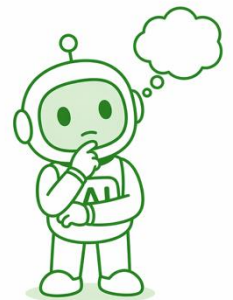


- **More than half (53%)** fear the loss of the human touch in HR and teamwork.
- **Almost half (47%)** worry about bias and fairness.
- **Almost half (46%)** expressed concerns about data privacy and security.
- **40%** highlighted ethical and governance issues as being of concern.

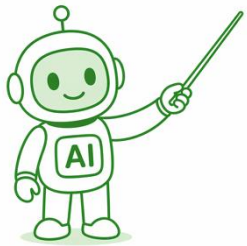
What does it mean for teams?...

Teams seek to use AI to add value without diminishing the things that make teamwork meaningful: trust, rapport, communication, psychological safety etc.

Concerns around bias and fairness reflect an awareness that AI outputs can introduce risks.



Most teams are still in the early stages of adoption.

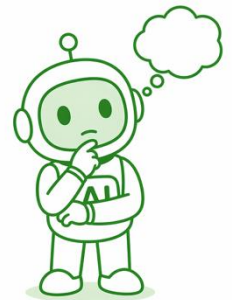


What does it mean for teams?...

Teams may be operating with obsolete or partially-updated processes and policies governing the use of AI.

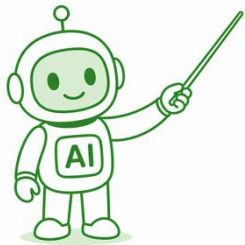
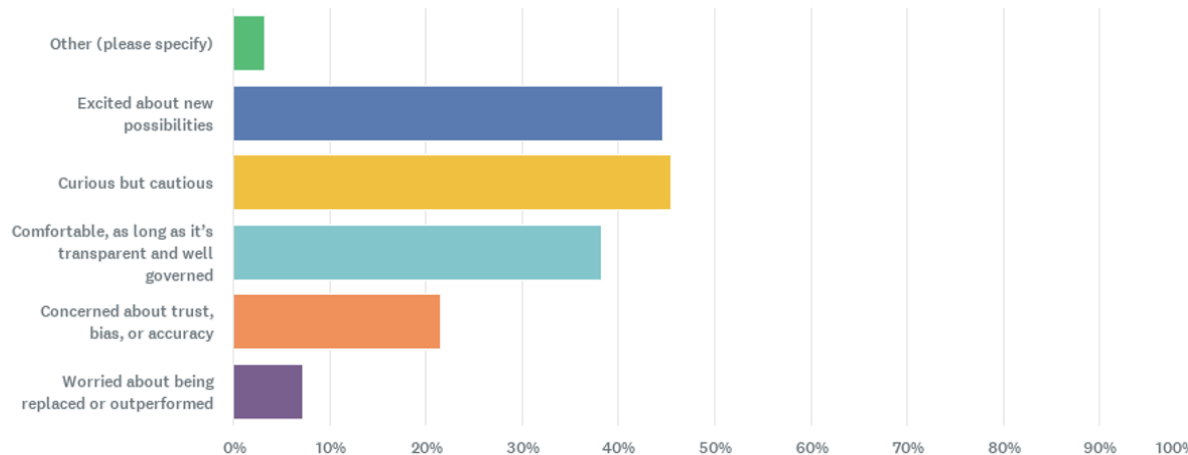
Emerging norms relating to AI use and Team Roles may be developing but unspoken.

Team members might feel pressure to increase productivity whilst role clarity becomes increasingly unclear, and confidence and AI fluency may be uneven within teams.



AI provokes mixed feelings...

But when asked about their main emotional response (**When you think about working alongside AI, what best describes your main feeling?**) the picture was more mixed.



- **45%** are excited
- **45%** are curious but cautious
- **38%** are comfortable only with good governance
- **22%** are concerned about trust, bias and accuracy
- **7%** are worried about being outperformed

What does it mean for teams?...

The spread of responses suggests diverse emotional reactions, from enthusiasm to caution and fear.

This diversity affects how readily individuals adopt new tools, how confidently they use them, and how willing they are to raise concerns.



Not at James Cameron's
'TERMINATOR' quite yet
- AI STILL CANNOT
OFFER...



JUDGEMENT

TASTE

ETHICS

LIVED EXPERIENCE

EMOTIONAL SUPPORT

TRUTH

4 conclusions so far...

1. SELF-AWARENESS IS KEY

Self-awareness as an ‘anchor’.

Use AI to enhance Team Role contributions - not just as a threat to them.

Innovation and creativity is a ‘whole team affair’. AI can be seen as just another team member ‘at this stage’.

2. THE IMPACTS FOR TEAMS ARE REAL

Create human friendly guardrails.

Preserve psychological safety.

Be aware of genuine fears.

3. DIVERSITY IN TEAMS STILL MATTERS

Beware of:

Louder voices dominating AI use.

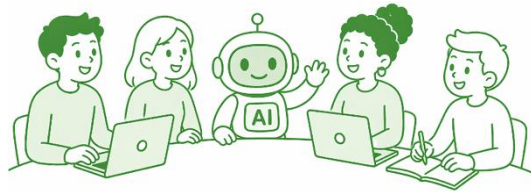
Over-reliance on working styles that 'appear' to align more with AI.

4. USE THE GOLDBLOCKS METHOD

AI as a tool - human teams to remain
the real architects.

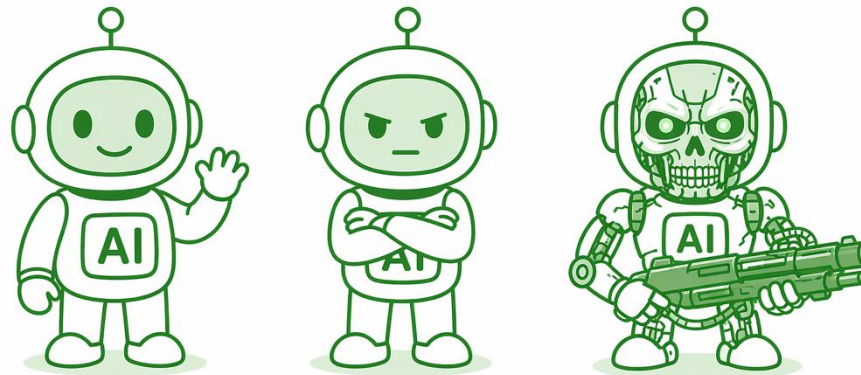
There are things AI cannot and should not do.

What is the 'Goldilocks Zone' for your teams?



Friend, Frenemy or Enemy?

Time will tell, but self-aware and well-balanced human teams are still needed.



THANK YOU

QR Code to presentation info:



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COGITO
ERGO
SUM



IDENTITY:
DEFINED BY THOUGHT

“

I THINK
THEREFORE
I AM.

RENÉ DESCARTES
1596 – 1650

PHILOSOPHER. MATHEMATICIAN.
PIONEER OF MODERN THINKING.

01000011 01101111
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THOUGHT //
PROCESSING



REASON //
ALGORITHM

CONSCIOUSNESS //
ONLINE

Key Take Aways

Self-Development: Self-awareness is key to leverage the 'human superpowers' that AI does not have.

Organisational Capability: Don't lose the human element. AI has its limitations and dangers.

People Leadership: Leaders need to be across the people impacts / emotions and fears associated with AI.

Coaching and Mentoring: Coaches and mentors need to be across individual and team trends and reactions to AI.

Cultural Leadership: Observe and manage impacts from AI and ongoing changes to team and organisational cultures.