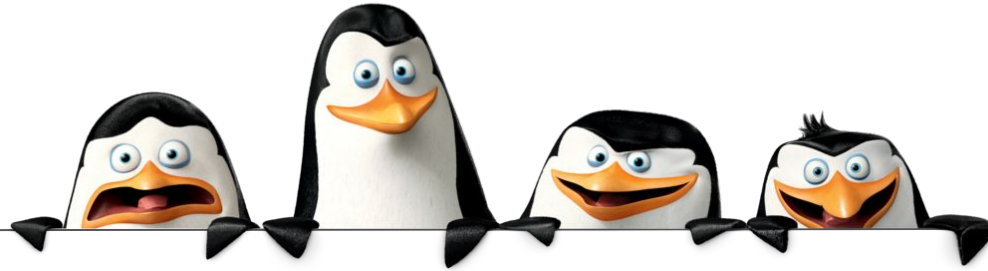


*Team Roles  
&  
Team Processes*



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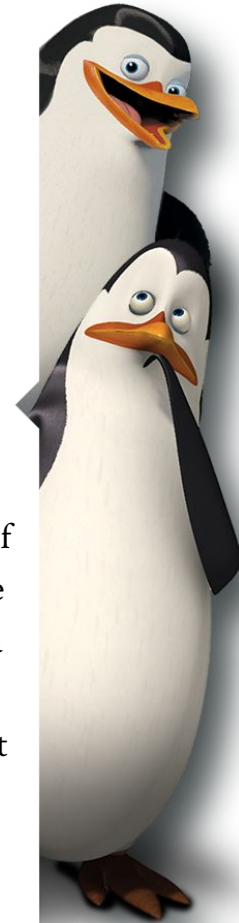
# What's the Situation?

The penguins steal a car\* in an elaborate plan involving two stages.

Stage 1: Deception...

Stage 2: Action!

We will analyze this team within the context of Belbin's 9 Team Roles (the tendency to behave and contribute and interrelate with others in a particular way) because each penguin has specific roles within the team that complement the others and contribute to the overall goal.





## The “Boys” (official descriptions)

**Skipper:** the unofficial leader of the penguins; a tough and cunning penguin. He creates plans and commands the team

**Kowalski:** second-in-command; very neurotic; analytical. He turns on music and participates in the plan

**Private:** the youngest and kindest of the penguins; speaks with a British accent. He fakes his death and presses the accelerator

**Rico:** very quiet; greedy; loves to eat. He hotwires the car



Left to right: Private,  
Kowalski, Skipper, Rico

**Monitor/Evaluator:**

These individuals are proficient at critical thinking, serious-minded, strategic, and impartial (adept at weighing pros and cons of a situation).

Skipper provides instructions to the penguins. He has the stages of the plan and the roles of the penguins memorized. He is always serious. He loves all the penguins equally and appreciates their impact on the team.

**SKIPPER****Coordinator:**

These individuals are mature, confident, clearly illustrate the team's goals, and delegate tasks.

Skipper yells "Rico!" to Rico to delegate the task of fixing the car engine. Skipper is very confident when he delegates the tasks, yelling them out with gusto.

**Plant:**

These individuals are adept at solving problems in creative ways.

Skipper planned the deception stage with the "death" of Private, implementing ketchup for blood and the egg as brain matter.

A cartoon penguin with white feathers, a black cap, and orange beak and feet is hanging from a black rope. The rope is attached to a silver carabiner. The penguin has a surprised or determined expression.

## Resource Investigator

- Brings new ideas that the others didn't think of.
  - Always exploring new opportunities for the team to achieve their goals, even when they need a back up plan
    - He knew how to operate the car, so he shifted gears to reverse it
- May forget to follow up on a lead
  - He has to be told by Skipper when to do something

## Completer/Finisher

- Ensures that the plan is executed flawlessly, quality control.
  - Searches for errors, puts finishing touches on role in the plan, it added a finishing touch to them stealing the car.
- Scared to delegate
  - He takes on technical tasks himself without asking for help and sharing the work amongst others

# KOWALSKI



## **PRIVATE**

### **Teamworker:**

The teamworker helps the team to gel and will complete required work on behalf of the team. Private possesses a dogged enthusiasm and desire to prove his ability beyond acting as a secretary/mascot. He is cooperative and willing to do whatever the team needs, including get hit by a Jeep.

### **Implementer:**

The implementer turns ideas into actions and organizes work that needs to be done. Private is penguin who puts the plan into action. He is dutiful and willing to take on more responsibility.





## **RICO**

### **Shaper:**

Rico is a courageous penguin who thrives under pressure and can ensure the team doesn't lose momentum. However in his single-mindedness he may overlook the importance of his teammates' feelings and speak sharply to move things forward. His only word in the scene is a rough "hey," to call attention to the approaching car and keep the team focused.



### **Specialist:**

As the squad's bombs and ammunition expert, Rico brings in-depth knowledge of a key field to the team and their daring-do. He is dedicated, self-motivated as the only one to catapult himself into the car, and has a particular useful skill set in hotwiring cars. He does not have the chance in this scene to dwell on technicalities or overload teammates with technical information, but that is a common specialist trait.



## Just Smile and Wave Boys...

Teamwork is a dynamic process. It is not as easy as just being able to “smile and wave!” The complementing roles of these team members allowed them to efficiently and effectively formulate a creative strategy, implement it precisely with backups ready, and maintain group cohesiveness and participation. Only with teamwork this good could a group of penguins so successfully steal a car.



# Sources

Belbin, Meredith. “The Nine Belbin Team Roles.” *Belbin*, Belbin Associates, 2018, [www.belbin.com/about/belbin-team-roles/](http://www.belbin.com/about/belbin-team-roles/).

McGrath, Tom and Eric Darnell, directors. *Madagascar: Escape 2 Africa*. *Dreamworks*, 2008.

\* Disclaimer: we as representatives of the University of Texas at Austin do not condone the stealing of cars or the running over of old ladies.

