

Team Composition and Effectiveness: A Research Note on the Application of Belbin's Team Role Theory to a Sri Lankan Garment Manufacturer

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Abstract: In his initial research, management theorist Meredith Belbin identified eight distinct yet complementary team roles which are believed to be necessary for a high-performing team. According to Belbin's team role theory, there is a positive correlation between team effectiveness and the 'balance' of team roles present in a team, where the highest performing team has all eight roles present. This article reports the results of the application of Belbin's theory on four management teams responsible for implementing an Enterprise Resource Planning system in a leading Sri Lankan garment manufacturer. The study, which represents the first published research on the application of Belbin's theory in Sri Lanka, indicates a positive correlation between team effectiveness and the number of team roles present in a team.