

HOW BEHAVIORAL INSIGHT FUELED **XEROX'S** MOST AMBITIOUS PRODUCT LAUNCH

*When global innovation stalled, team
alignment powered the path
forward.*





“The breakthrough didn’t come from new tools, but from seeing team behaviors more clearly.”

MAX ISAAC | BELBIN NORTH AMERICA

CASE STUDY OVERVIEW

COMPANY

Xerox Corporation

EMPLOYEES

~20,000 globally

INDUSTRY

Technology | Office Equipment & Print Solutions

REVENUE

~\$7B USD (2023)

REACH

Operations in 160+ countries

BUSINESS UNIT

ColorQube Product Division

STRUCTURE

Decentralized; globally distributed development teams

“We were spending more time coordinating teams than building the product”
DON TITTERINGTON | XEROX

GLOBAL COMPLEXITY EXPOSED INTERNAL DISCONNECTS

*With contributors across four countries, a \$100M+ product launch was in danger.
The threat wasn't technical, it was behavioral.*

- ColorQube spanned the U.S., Canada, England, and Malaysia, each responsible for a separate core component
- Teams operated in **parallel** and were having trouble coordinating development
- Major disconnect between design teams (**analytical, deliberate**) and implementation teams (**fast-paced, action-driven**)
- Collaboration was breaking down, slowing progress
- Senior leaders were forced to manage interpersonal challenges instead of driving innovation

“This wasn’t just team training. It was the genesis of a scalable new system.”
MAX ISAAC | BELBIN NORTH AMERICA

MAPPING TEAMS TO UNBLOCK INNOVATION

A breakthrough engagement that laid the foundation for Belbin North America’s now-standard Team Collaboration Mapping (TCM).

- 1** Delivered targeted Team Accelerator Workshops across North America
- 2** Used Team Mapping to expose behavioral friction and blind spots
- 3** Transformed internal conflict into behavioral clarity through the Belbin Team Role model
- 4** Facilitated rule-setting sessions and strength-spotting across technical groups
- 5** Coached leaders to apply Belbin Team Role methods to foster ongoing collaboration

“The map changed everything. We didn’t need to fix people. We just needed to understand them.”

JEFF BLANK | XEROX

SEEING THE SOURCE OF CONFLICT— IN ONE PICTURE

A single visual team map shifted the mindset of two high-stakes teams from conflict to collaboration.

BREAKTHROUGH INSIGHT

Belbin North America’s team mapping revealed:

- The implementation team was stacked with Shaper (SH) and Resource Investigator (RI) roles: fast, reactive, deadline-driven
- The design team was dominated by Monitor Evaluator (ME) roles: analytical, process-heavy, and risk-averse

REFRAMING THE CONFLICT

- Each team saw the other through a behavioral lens: one “too fast,” the other “too cautious”
- The team map showed this wasn’t personal, it was behavioral
- That clarity became the turning point for collaboration

“This wasn’t a one-time fix. It changed how we lead, how we meet, and how we build.”
DON TITTERINGTON | XEROX

FROM MISALIGNMENT TO MARKET BREAKTHROUGH

With a reset mindset, the team delivered technical excellence and a cultural shift that stuck.

HARD OUTCOMES

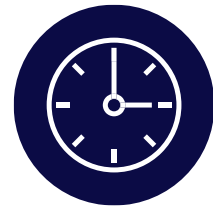
- **ColorQube launched successfully** - Xerox’s flagship release that year
- **360+ patents filed**, showcasing inventive, coordinated execution
- The team became a benchmark for cross-regional innovation

CULTURAL SHIFTS

- Parallel development gave way to **coordinated planning**
- **Misunderstanding became mutual respect** between teams
- Meetings became faster, more role-aware, and more productive
- Leaders integrated **Belbin thinking into daily management practices**

TURNING TEAM TENSION INTO TANGIBLE RESULTS

Belbin North America unlocks what traditional tools miss: team-level insight that powers innovation.



BEHAVIORAL ACCURACY

Goes beyond titles to decode how people work together



CULTURAL IMPACT

Builds shared understanding that scales across projects and geographies



VISUAL MAPPING

Makes hidden dynamics obvious and actionable



PROVEN ACROSS SECTORS

From finance to manufacturing to media

MAPPING PEOPLE TO PERFORMANCE

Unlock collaboration, uncover strengths, and shift team outcomes.

“From insight to action – that’s momentum.”

Max Isaac | Belbin North America

Belbin North America’s Team Collaboration Mapping explores how your people collaborate—so you can build on strengths, balance roles, and drive even stronger results.



Let’s build teams that do more than collaborate—they deliver.
Visit belbinnorthamerica.com to start your own culture shift.

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