



How to get the best from teams

Using Belbin's Team Role Model

An Unbalanced Team

- lack of trust and cooperation
- tasks are incomplete
- a lack of flexibility so things get dropped
- time wasted dealing with conflict and politics
- missed deadlines and milestones ignored



Team Roles

A team role is “a tendency to behave, contribute and interrelate with others in a certain way”

Basic Maxims

Individuals are seldom good at everything

Out-going

Organised

Motivating

Creative

Hard-driving

Objective

Diplomatic

Meticulous

Knowledgeable

But...

Basic Maxims

.... Individuals usually have a lot more to contribute than their particular profession or experience suggests

At work we have two roles:

1. **Functional** = acquired knowledge, professional experience
2. **Team** = personal characteristics, ability to relate to others, competency

Team Roles

The effectiveness of a team will depend on the extent to which members correctly recognize and adjust to the relative strengths within the team

- Belbin identified 9 such roles based on observed behaviour and interpersonal styles
- Most people have 2 or 3 preferred roles
- Each type has a typical behavioural strength and a characteristic weakness

Warning

People will behave differently in different teams or
when the nature of the work differs

Team roles are not equivalent to personality types

Balance conclusions with common sense

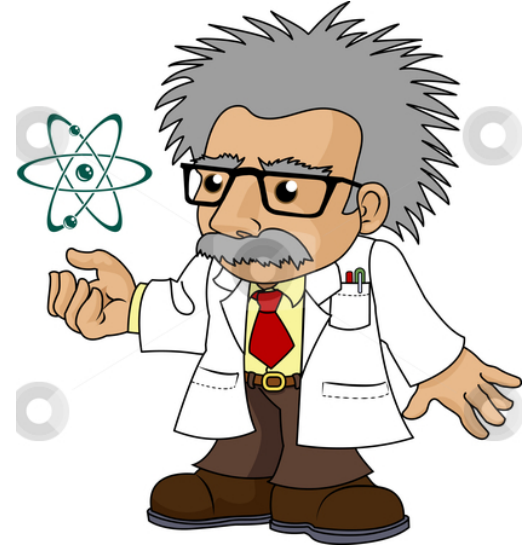


Team Roles



Plant - Thinking

- Creative & imaginative
- Unorthodox
- Generator of ideas
- Free thinking
- Solves difficult problems



Acceptable weakness

- Too preoccupied to communicate effectively
- Ignores detail
- Neglects practical matters

Unacceptable weakness

- Strong ownership of idea when co-operation would yield better results
- Looking down on others

Monitor Evaluator - Thinking

- Cool, strategic & discerning
- The analyser of problems
- Fair and logical
- Sees all the options and judges accurately



Acceptable weakness

- Can be overly critical - lacking in tact
- “These are the facts”
- Inability to inspire others

Unacceptable weakness

- Constant harsh criticism regardless of other's feelings

Specialist - Thinking



- The Expert
- Single minded, self starting, dedicated
- Provides knowledge and skills in short supply

Acceptable weakness

- Contributes only on a narrow front
- little concern for how the ideas link to big picture
- Dwells on technicalities

Unacceptable weakness

- Refusing to get involved in broader team issues
- “Not my problem” syndrome

Resource Investigator - Social

- Extrovert, enthusiastic & Communicative
- Creative negotiator
- Explores new opportunities & develops contacts - excellent networker

Acceptable weakness

- Can loose interest once initial enthusiasm has passed
- Overly optimistic

Unacceptable weakness

- Letting down colleagues/clients by neglecting to make follow-up arrangements



Co-ordinator - Social

- Mature, confident, trusting
- Team controller
- Identifies Talent
- Clarifies goals, promotes decisions
- Delegates effectively



Acceptable weakness

- Can be perceived as manipulative
- Offloads work leaving nothing but delegation as a contribution
- Inclination to be lazy

Unacceptable weakness

- Takes personal credit for the effort of the team

Teamworker - Social

- Co-operative, perceptive & diplomatic
- Listens and builds understanding
- Focuses on harmony and defuses conflict

Acceptable weakness

- Can be indecisive
- Avoid confrontation - unwilling to take sides
- Easily influenced

Unacceptable weakness

- Avoids situations that involve pressure
- Never giving their opinion



Shaper - Action

- Task focused leader with boundless energy
- Challenging, dynamic, thrive under pressure
- Have drive and courage to overcome obstacles



Acceptable weakness

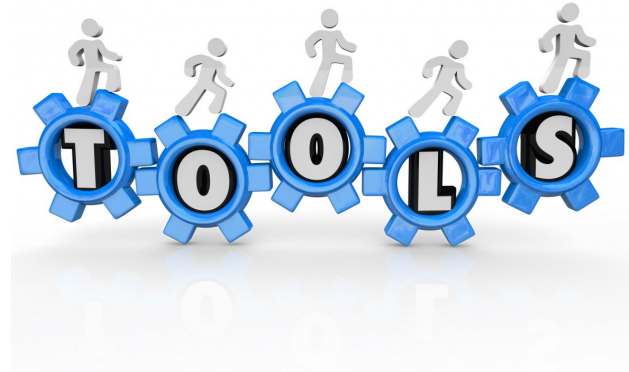
- Prone to provoke and offend
- Prone to frustration and irritation

Unacceptable weakness

- Consistently trampling on people's feelings
- Inability to recover situation with good humour or apology

Implementer - Action

- Disciplined, reliable, conservative and efficient
- Turn ideas into practical actions
- Effective organiser
- Motivated by loyalty to the team goal - often take on jobs that others avoid/dislike



Acceptable weakness

- Somewhat inflexible
- Stick to proven and reliable

Unacceptable weakness

- Obstruct change
- Unwilling to adapt to changing circumstances

Completer Finisher - Action

- Painsstaking & conscientious
- Perfectionist - goes the extra mile to ensure everything is right
- Rarely needs encouragement - self-motivated by own high standards
- Guarantees delivery on time



Acceptable weakness

- Inclined to worry unduly over small details
- Reluctant to delegate - “you wont do it the right (my) way”

Unacceptable weakness

- Focus on detail can de-motivate
- Rushing through the planning stage of a project

Practical work

- Post-it notes of a unique colour
- Think of a current project that you have been working on for 2-4 months with approx 4-6 participants
- Place a post-it on each of the roles you think the participants contribute at the moment
- Now think about what role they could be doing to improve the performance of the team

Practical work



- Take post-it notes of a unique colour - write each phase as you contribute
- New project - develop a Youth Foundation to pioneer social change
 - Phase 1
 - Identify goals & generate ideas
 - Phase 2
 - Create plans & develop contacts
 - Phase 3
 - Organize & follow through

Team Roles

Project Life Cycle

1. **Phase 1** - Identify goals
 - a. Shaper
 - b. Co-ordinator
2. **Phase 1** - Generate ideas
 - a. Plant
 - b. Resource Investigator
3. **Phase 2** - Create plans
 - a. Monitor/Evaluator
 - b. Specialist
4. **Phase 2** - Develop contacts
 - a. Resource Investigator
 - b. Teamworker
5. **Phase 3** - Organize
 - a. Implementer
 - b. Co-ordinator
6. **Phase 3** - Follow through
 - a. Completer Finisher
 - b. Implementer

Personality & Belbin

Myers Briggs Type Indicator

4 preference pairs

- Extraversion & Introversion
 - How we get our energy
- Sensing & Intuition
 - How we gather information
- Thinking & Feeling
 - How we make decisions
- Judging & Perceiving
 - How we view the world around us

MBTI

- 16 Preference pairs
 - Plants - INTJ/INFJ
 - Resource Investigators - ENFP/ENTP
 - Shapers - ESTP/ESFP
 - Completer Finishers - ISTJ/ISFJ
 - Monitor Evaluators - INTP/ISTP
 - Implementers - ESTJ/ENTJ
 - Co-ordinators - ENFJ/ESFJ