

# Project Management (PRO)

Kandidatekursus CS/INF



## *Lecture 2: Personality types- Part 2 (Belbin)*

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# After this lesson you will



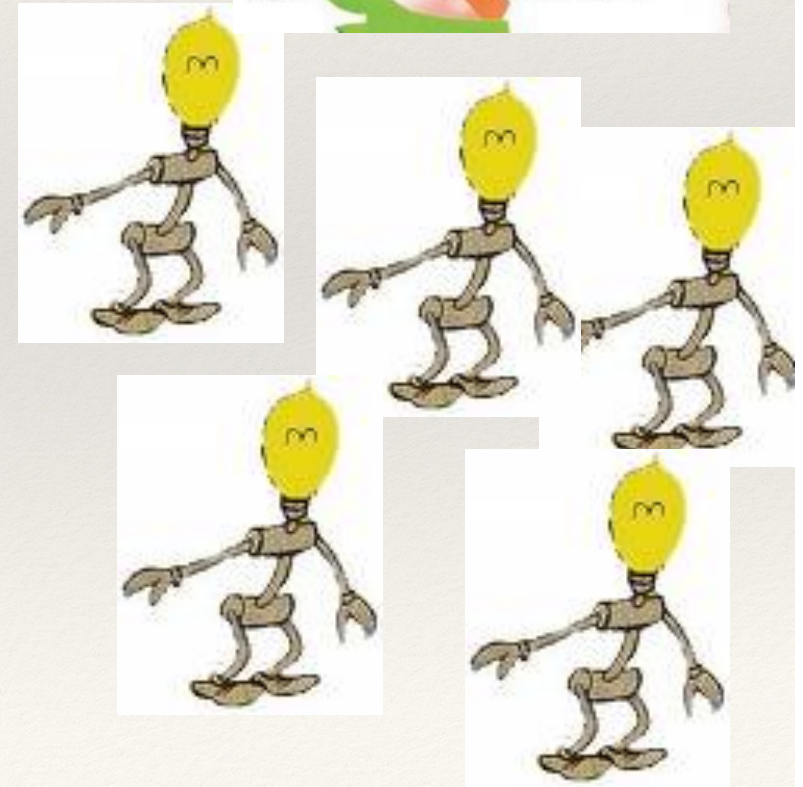
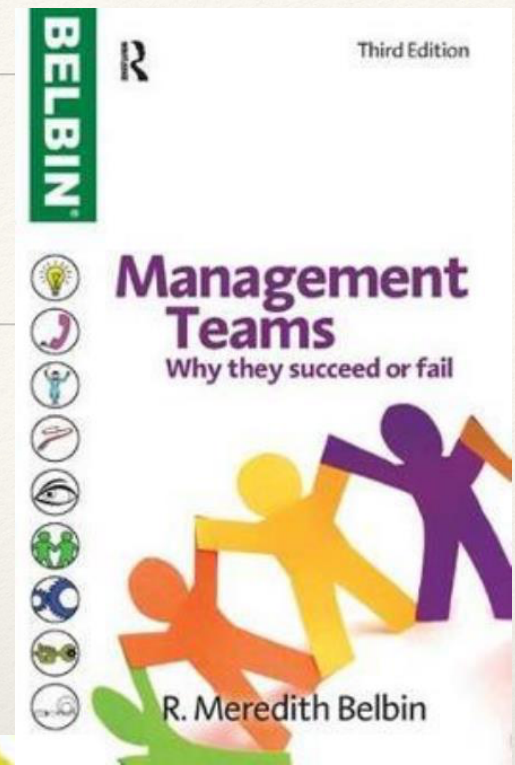
- ❖ Know about Belbin team roles and their meaning
- ❖ Know what must be taken into consideration in order to create a good collaboration, when Belbin team roles are used on a project





# The origins of the Belbin team Theory

- ❖ Belbin is named after Dr. Raymond M. Belbin (1970) who worked with groups of managers at Henley College, Cambridge.
- ❖ He discovered that some teams worked better than other teams.
- ❖ E.g. an “Apollo” team - consisting of all high IQ people – is rarely good





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## ❖ **Team Role**

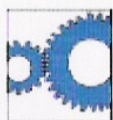
- ❖ *How* we do it (the job we've been employed to perform based on skills+ experitse)
  - ❖ Our way of participating in the solving of a task, creating relations and working with other people
- ❖

## ❖ **Functional Role**

- ❖ *What* we do (how we behave, contribute and relate to others)
  - ❖ The task/ position we have by virtue of our education, skills and abilities
- ❖



# Belbin Team Roles



Role	Descriptions	Allowable weaknesses
Plant	Creative, imaginative, unorthodox	Ignores details, too preoccupied to communicate effectively
Resource investigator	Extravert, enthusiastic, communicative	Overoptimistic, loses interest when past initial enthusiasm
Co-ordinator	Mature, confident, delegates well	Can be seen as manipulative, delegates personal work
Shaper	Challenging, dynamic, has drive and courage	Can provoke others, hurts people's feelings
Monitor/Evaluator	Strategic, sees all options, judges accurately	Lacks drive and ability to inspire others, overly critical
Team Worker	Co-operative, perceptive and diplomatic, calms the waters	Indecisive in crunch situations, easily influenced
Implementer	Disciplined, reliable, turns ideas into practical solutions	Somewhat inflexible, slow to respond to new possibilities
Completer/Finisher	Conscientious, searches out errors/omissions, delivers on time	Inclined to worry unduly, reluctant to delegate, nit-picker
Specialist	Single-minded, self-starting, dedicated	Dwells on technicalities, overlooks the 'big picture'

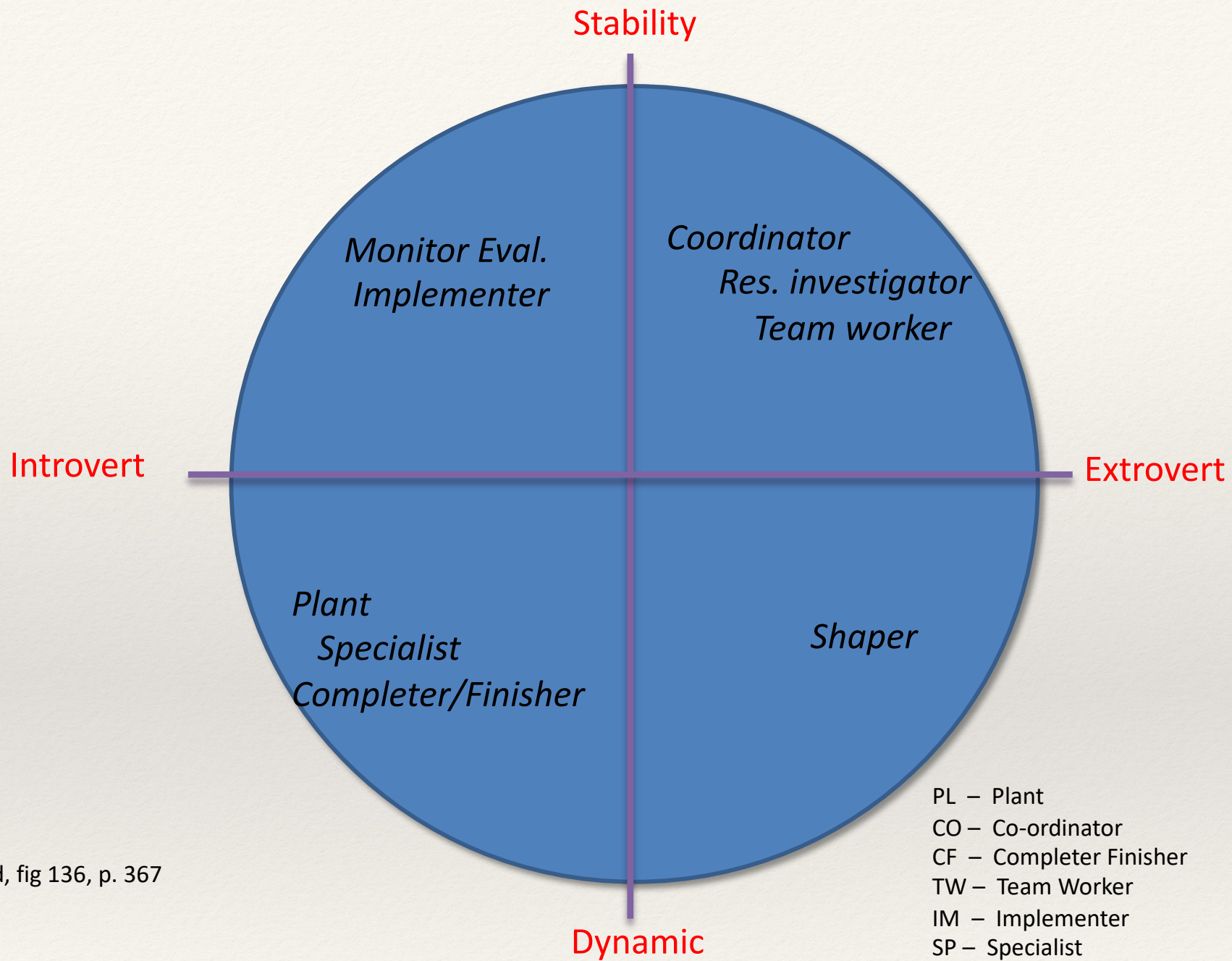


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# Belbin roles falls into 3 main groups

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Thinking	Action	Social
Plant Monitor / Evaluator Specialist	Shaper Implementer Completer / Finisher	Ressource investigator Co-ordinator Team worker



- PL – Plant
- CO – Co-ordinator
- CF – Completer Finisher
- TW – Team Worker
- IM – Implementer
- SP – Specialist
- RI – Resource Investigator
- SH – Shaper
- ME – Monitor Evaluator



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# Good Teams (according to Belbin)

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- ❖ Common goals
- ❖ Mutual dependencies
- ❖ 3-8 persons





# Team examples

- An example of a collaborating team:



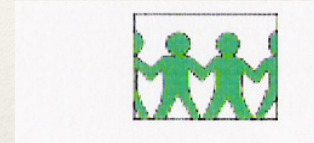
Shaper



Co-ordinator



Resource Investigator

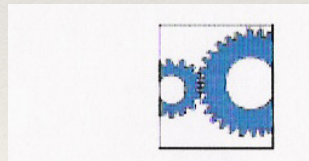


Team Worker

- An example of a destructive team:



Shaper



Implementer



Monitor Evaluator



Plant



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# So what?

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- ❖ Team can become unbalanced if all team members have similar style of behaviour, weakens, etc.
- ❖ Knowing this, you can use the model to ensure that team roles are covered and that potential tensions / weaknesses are addressed
  - ❖ Choose people best suited to specific projects (e.g., Starter finishers on projects w / tight deadlines+ lots of details)
  - ❖ Match team roles to functional roles (e.g. use Shapers for team lead position, Monitor Evaluators to select how things should be done)



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# Belbin Self-perception Inventory

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- ❖ The assessment can be performed online
  - ❖ [www.belbin.com](http://www.belbin.com)
  - ❖ Current price £ 42 per person
- ❖ A self assessment questionnaire
  - ❖ 10 groups of 10 questions
  - ❖ Precisely 10 points must be divided between the 10 questions in each group
- ❖ A questionnaire for feedback from the other team members (called observers)
- ❖ Reply within 24 hours
  - ❖ pdf report by email



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# Additional sources

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## Literature in English:

- ❖ Belbin R.M. (1981), Management Teams, Elsevier Ltd. (3rd edition: 2010)
- ❖ Belbin R.M. (1993), Team roles at work, Butterworth-Heinemann.
- ❖ Lukas & Lukas (2009). Pardon me- your personality is showing! Paper presented at PMI® Global Congress 2009—North America, Orlando, FL. Newtown Square, PA: Project Management Institute. <https://www.pmi.org/learning/library/personality-influences-way-address-challenges-6674>

## Literature in Danish:

- ❖ Belbin R., M. (2005), Ledelsesgrupper – betingelser for succes eller fiasko, 3. udgave, Potential ApS, Kokkedal. Originaltitel: Management Teams (med den endelige, officielle 9-rolle model)
- ❖ Belbin R., M. (1982), Ledelsesgrupper – betingelser for succes eller fiasko, 1.udgave, Børsens Forlag. Originaltitel: Management Teams (med den oprindelige, ikke længere gyldige 8-rolle model og selvvurderingstest)
- ❖ Commisso T.,H. & J. Pries-Heje (2011), Optimér dit projekt – Håndbog i teamudvikling, Samfundslitteratur



