

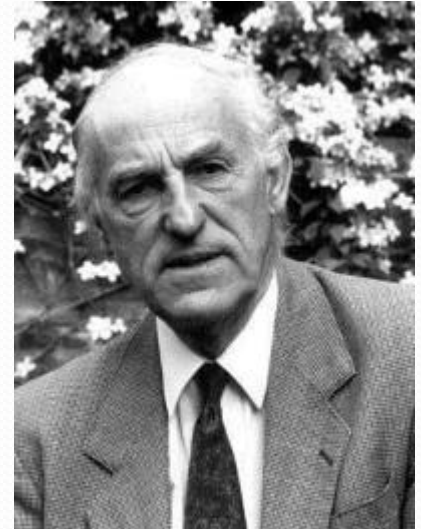
Using Belbin's Team Role Model



Make your team all it
can be and more

Dr Meredith Belbin, 1970s

- Spent 9 years observing teams working together, made some unique observations
 - People on teams assume different “team roles”.
 - A “Team Role” is a tendency to behave, contribute and interrelate with others in a certain way.
 - He derived 9 roles
 - Each team role will determine the team’s success



Creating a more balanced Team

- Belbin suggested that ...
 - by understanding your team role within a particular team
- You can develop your strengths and manage your weaknesses as a team member
- Improve how you contribute to the team
- Team Leaders or Team Development Leaders will often use Belbin's Tool and approach to help create more balanced teams
- Note – Teams can become unbalanced if all team members have similar styles of behaviour or team role.

Examples

- If team members have similar weaknesses, the team as a whole will tend to have that weakness
- If team members have similar strengths, they may tend to compete, rather than co-operate, for the team tasks and responsibilities that best suit their natural style
- So you can use the model to balance teams.

Some tips to keep in mind

- Belbin's team roles are based on observed behaviour and interpersonal styles.
- Depends on the situation
 - Your own natural working style
 - Your interrelationships with others
 - The work being done
- You and people you work with may behave and interact quite differently in other situations

Understanding Belbin's team role model

- Belbin identified nine team roles and he categorised them into three groups
 - Action Oriented
 - People Oriented
 - Thought Oriented
- Each team role is associated with typical behaviour and interpersonal strengths.
- Also defined characteristic weaknesses that tend to accompany team roles (Allowable weaknesses)
- These behavioural weaknesses are areas to be aware of and potentially improve.

Belbin's Team Roles - Action

- **Shaper (Leader)**

- Strengths: Challenging, dynamic, extrovert, thrives on pressure, has drive and courage to overcome obstacles
- Makes sure all possibilities have been covered, team does not become complacent.
- Weaknesses: Can provoke others, hurts peoples' feelings

- **Implementer**

- Strengths: Disciplined, reliable, conservative, efficient, turns ideas into practical actions
- Weaknesses: Can be inflexible, slow to respond to new ideas

- **Completer/ Finisher**

- Strengths: Painstaking, conscientious, anxious, searches for error and omissions, delivers on time
- Weaknesses: Inclined to worry unduly, reluctant to delegate, can get bogged down in detail

Belbin's Team Roles - People

- **Co-ordinator (Chair)**

- Strengths: Good chairperson - mature, confident, clarifies goals, promotes decision making, delegates well, excellent listener,
- Weaknesses: seen as manipulative, off-loads personal work

- **Team Worker**

- Strengths: Social, co-operative, mild, perceptive, diplomatic, communicates & listens well, builds up team spirit, averts conflict through negotiation, capable people who prioritizes team cohesion and helping people get alone.
- Weaknesses: Indecisive in crunch situations, easily influenced

- **Resource Investigator**

- Strengths: Extrovert, enthusiastic, sociable, communicative, innovative and curious, positive, explores opportunities outside of the team. They identify and work with external stakeholders to help team accomplish its objectives,
- Weaknesses: Over optimistic, loses interest once initial enthusiasm has passed

Belbin's Team Roles - Thought

- **Plant (Innovator)**

- Strengths: Solves difficult problems, creative innovator, unorthodox, thrive on praise but criticism is especially hard for them to deal with, prefer to work apart from the team.
- Weaknesses: Ignores details, too preoccupied to communicate effectively, critical of others' ideas, ideas are so novel sometimes impractical.

- **Monitor Evaluator**

- Strengths: Objective –weight up pros and cons, strategic and discerning, can see all options, judges accurately, better at analyzing ideas than others,
- Weaknesses: Lacks drive and ability to inspire others

- **Specialist**

- Strengths: Single-minded, self-starting, dedicated, provides knowledge and skills in rare supply, pride themselves on expertise in their area
- Weaknesses: Contributes only on narrow front, dwells on technicalities, ignores the 'big picture'

Belbin's Team Roles Tables

	Shaper	Challenges the team to improve
Action Oriented Roles	Implementer	Puts ideas into action
	Completer Finisher	Ensures thorough, timely completion
	Coordinator	Acts as a chairperson
People Oriented Roles	Team Worker	Encourages cooperation
	Resource Investigator	Explores outside opportunities
	Plant	Presents new ideas and approaches
Thought Oriented Roles	Monitor-Evaluator	Analyzes the options
	Specialist	Provides specialised skills