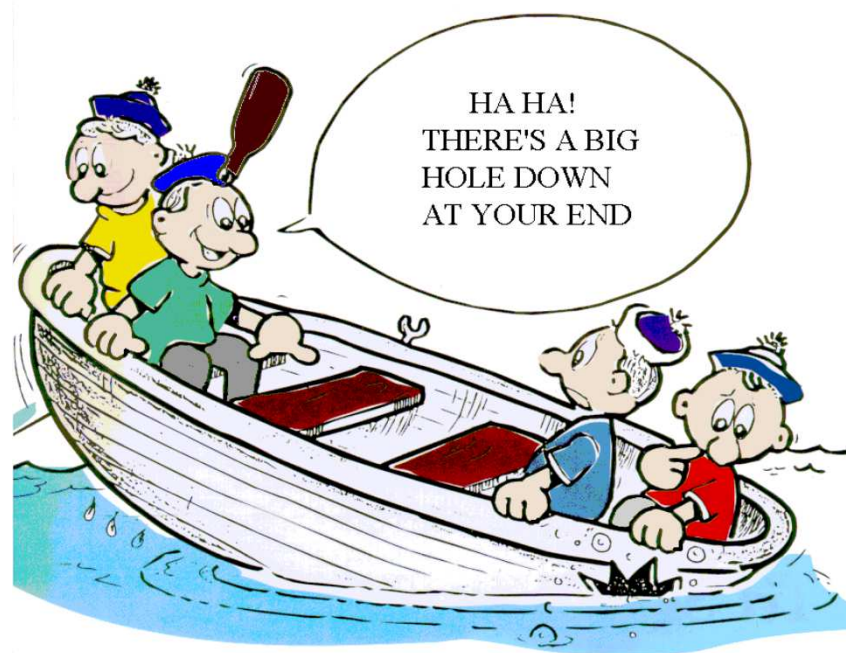


CLP

Group Qualities, Teamwork and Team Roles

Some (not so) simple questions

- What is a *group*?
- What is a *team*?
- How is a *group* different from a *team*?



Key team building elements Partly Hagan(1985)

- Mention some key *team building* elements

Respect

- For other team members and their work

Openness

- Reporting and listening

Loyalty

- There's no 'I' in "team"

Accountability

Communications

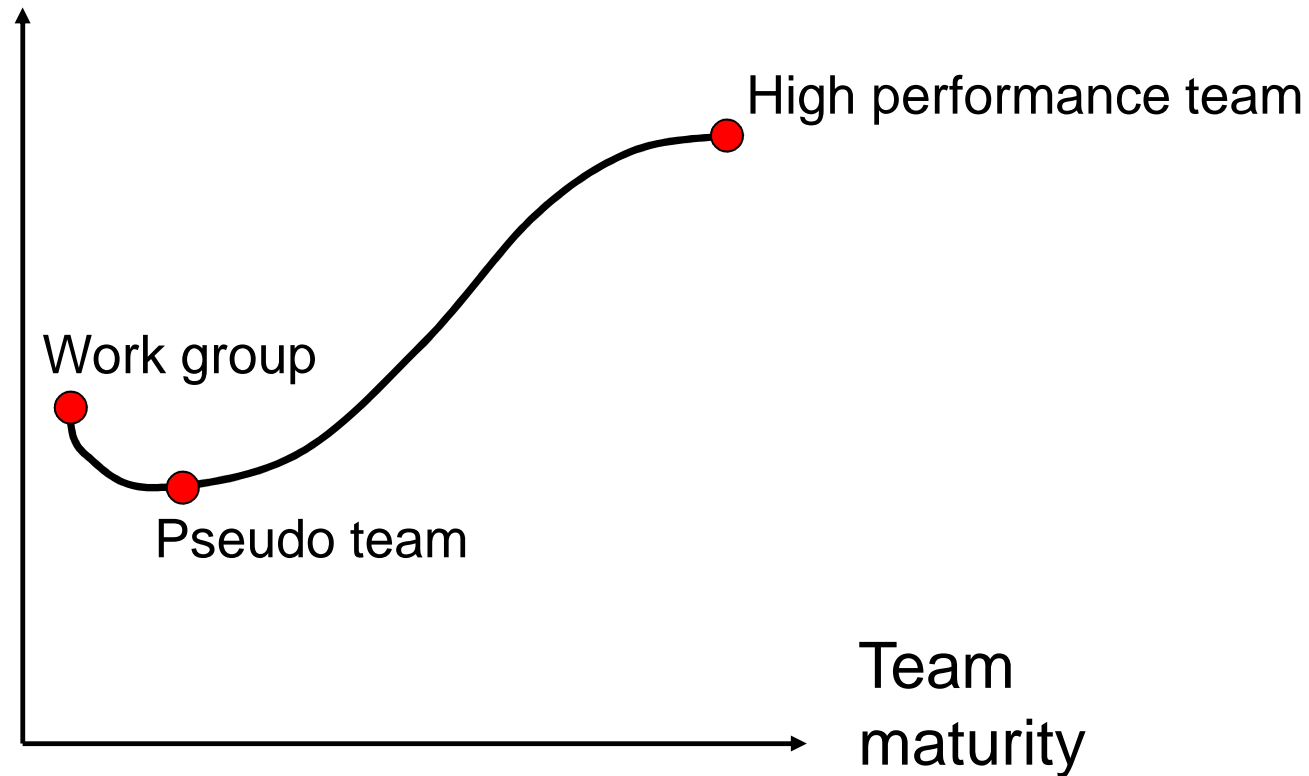
Clear and effective

Clear goals

- Communicated, agreed upon and understood

Team maturity

Team performance



Katzenbach & Smith (1993) "The Wisdom of Teams". HarperBusinessEssentials.

Team role and function role

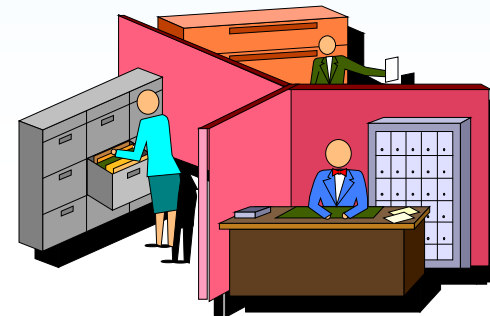
Team role

Our way to contribute in the completion of the task, create relations to, and cooperate with, other people.



Function role

The job function or position we hold qua our education, experience and skills.



Belbin on groups

Belbin

“A group is a matter of **balance**.”

Good team-members has strengths and competencies which cover the needs of the group – without doubling strengths and competencies already present.

Strengths possessed by some team-members can compensate weaknesses in others.

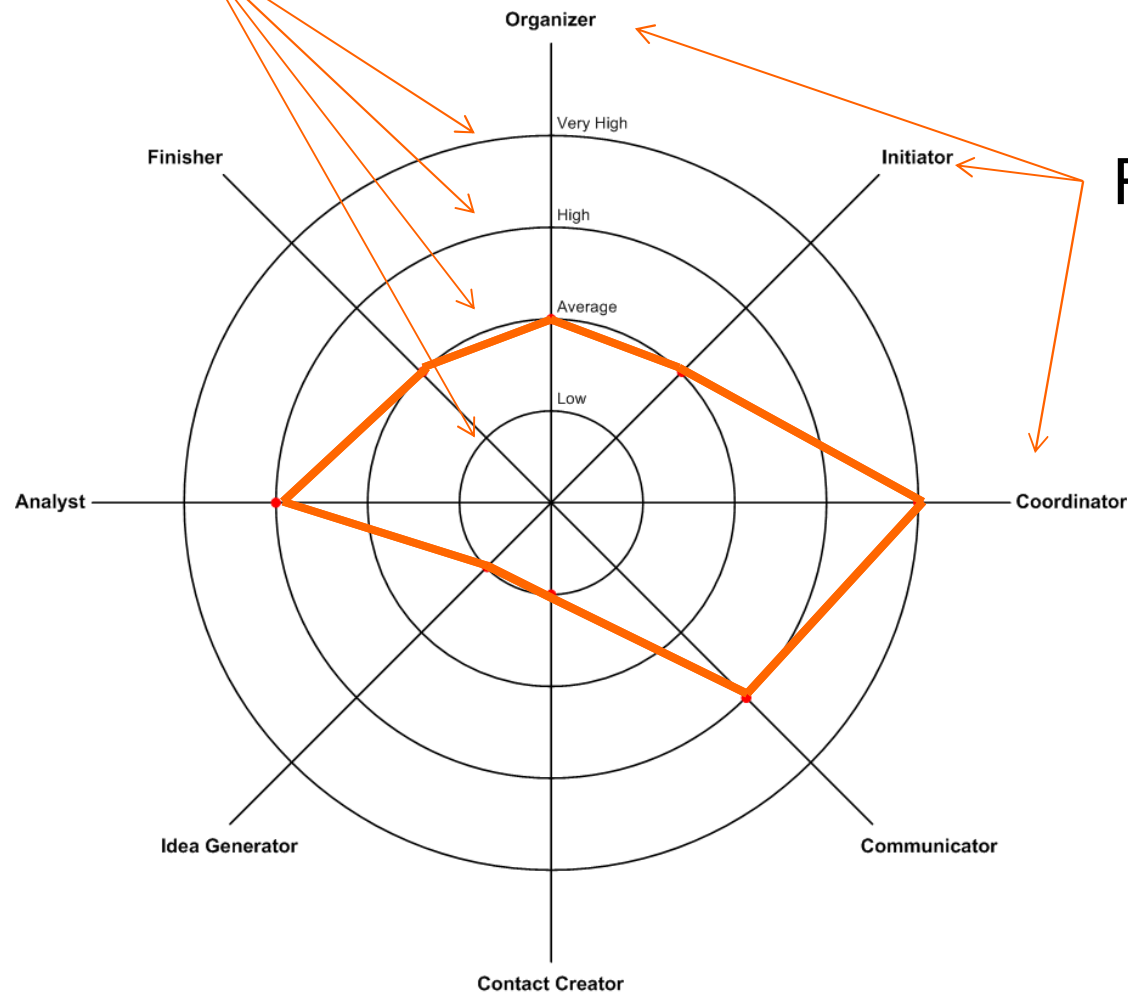
Nobody is perfect – but a team can be.”

The Belbin test

- A number of questions (A-H) in a number of groups (I – VII)
- For each group, distribute 10 points
- Collect points given for individual questions
- Chart the results in a Belbin chart

The Belbin chart

Score rings



Roles



The Belbin test

- **Is it the *Truth*?**
 - A simple model
 - snapshot – not the true picture
 - not absolute – can change
- **Is it *scientific*?**
 - Theories and hypotheses
 - ...but no *proofs*
- **So what's the use?**
 - Tool to know oneself as team participant
 - Basis for development of competences

Key team roles – (Introvert types):

Type	Positive qualities	Allowable weaknesses
Organiser	Organizing, disciplined, turns ideas into practical actions. Hard working.	Less flexible Skeptical to unproven ideas
Analyst	Sober, strategic. Sees all options. Judges accurately. High intellect.	Lacks drive and ability to inspire others.
Idea generator	Dominating, high intellect. Creative, imaginative, unorthodox.	Ignores routine questions. Too focused on the special problems.
Finisher	Mindful, anxious. Finds errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate.

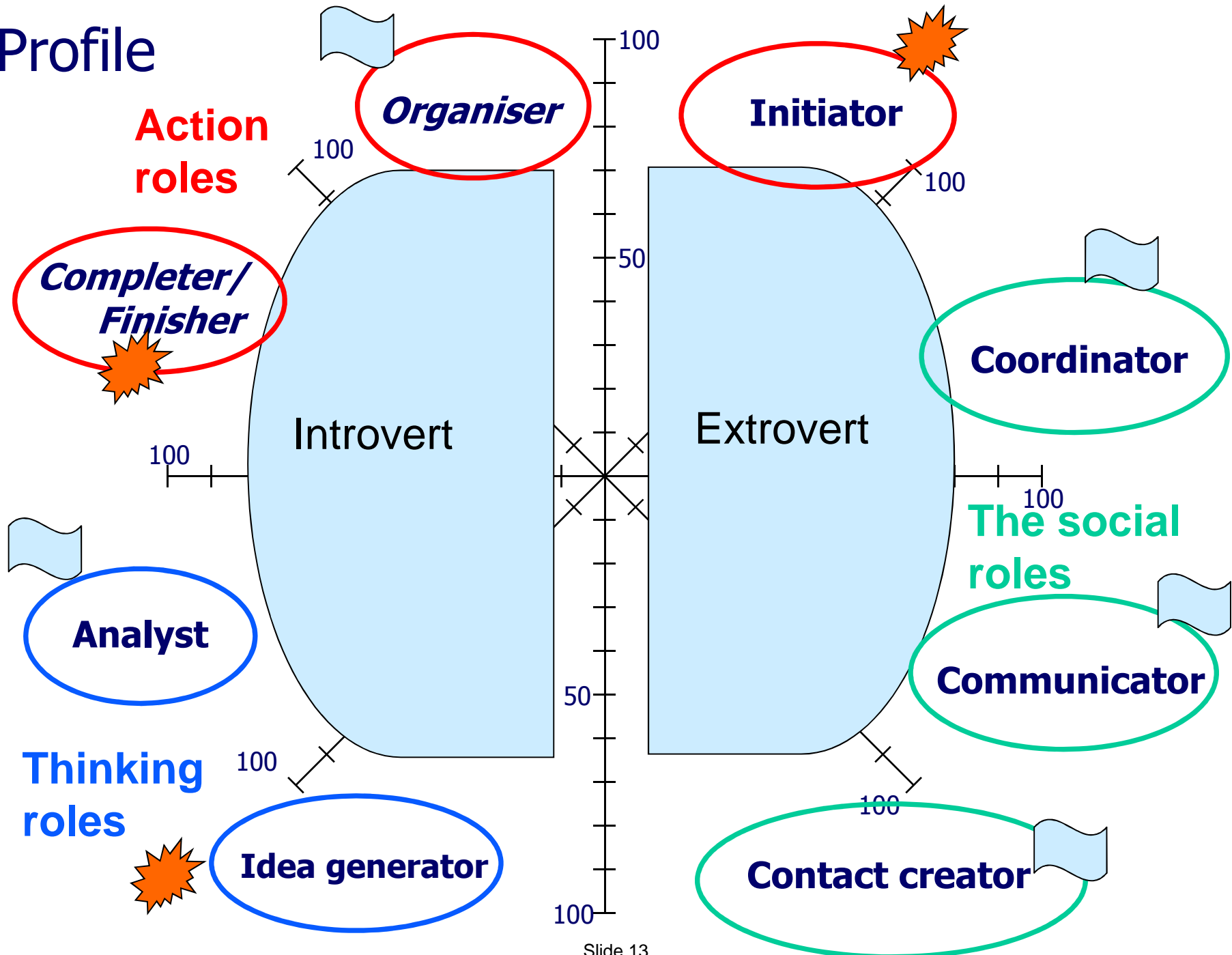
Key team roles – (Extrovert types):

Type	Positive qualities	Allowable weaknesses
Coordinator	Stable, dominant. Good chairperson, clarifies goals, promotes decision-making, delegates well.	Can be seen as manipulative. Off loads personal work.
Communicator	Stable. Low dominance. Co-operative, mild, perceptive and diplomatic. Listens, averts friction.	Indecisive in crunch situations.
Resource Investigator (contact creator)	Stable, dominant, enthusiastic, communicative, develop contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Initiator (shaper)	Impatient, dominant, challenging, dynamic, thrive on pressure.	Prone to provocation. Offends people's feelings.

Main factors in Belbins tests:

- Intellect (logic / stringent)
- Dominance/recessive behaviour
- Extrovert / Introvert personality
- Stability / Activity (unrest)

Profile



Success-groups

Belbin: A success group depends on

- The Coordinator's personal qualities
- A strong creative/imaginative person (incl. critical opponents)
- A Completer/Finisher and an Organiser
- The group's ability to foresee and adjust to the balance/imbalance in the group

Failure-groups

Belbin: A group will fail if

- It does not react to signs of failure
- Only few members have clear role-preferences
- It generates individual work
- It displays inadequate coordination
- It's members are held accountable for own decisions only
- It's members fight over roles or display lack of trust in other's competencies
- It has no strong creative or analytical team members

Kenzenbach & Smith:

Clear goals/plans and organisation are key issues.

Exercise (individual – 15 minutes)

- Create your personal “web of competences” like the Belbin web, in which you chart your preference of the roles
 - Score is 0-100,
0 = “I would never take this role”
100 = “I love this role!”



Exercise (in the project team)

- Share your personal preferred team roles and the roles that do not fit you.
- Create a “group web of competences” similar to the Belbin web: Let each group member copy his web onto the group’s and outline the union of the webs. Use grayscaling to mark the “weight” of the competences.
- What’s your group strength & weaknesses? Does the group cover all 8 roles?
- How can you compensate? Make minutes!

Exercise (in the project team)

- Share the things that are important for you in team work – what turns you on?
- Share your personal goals / ambitions with the semester.
- Consider issues for an “AC” - make notes and augment AC