

Working in Teams

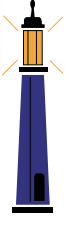
## Belbin Team Roles




Semester 1 2004 University of Edinburgh Management School Full Time 1

Working in Teams

## Session Guide



- Belbin team types
- Implications / issues
- Action planning



Semester 1 2004 University of Edinburgh Management School Full Time 2

Working in Teams

## Context

- Research by Meredith Belbin
- Effective Teams
- Key Roles for Success
- Situation Dependent




Semester 1 2004 University of Edinburgh Management School Full Time 3

Working in Teams

## 9 Roles

- Contribution to Team
- Allowable Weaknesses
- All of equal value
- Dropped Points



Semester 1 2004 University of Edinburgh Management School Full Time 4

Working in Teams

## Leadership Roles



Semester 1 2004 University of Edinburgh Management School Full Time 5

Working in Teams

## Creative Roles



- Plant
- Resource Investigator

Semester 1 2004 University of Edinburgh Management School Full Time 6

Working in Teams

## .....the other Roles

Monitor Evaluator  
Implementer  
Completer Finisher  
Team Worker  
Specialist

Semester 1 2004 University of Edinburgh Management School Full Time

SELF PERCEPTION TEAM ROLE PROFILE

Name: \_\_\_\_\_

Least Preferred Roles	MANAGEABLE ROLES	Preferred Roles	ROLES AND DESCRIPTIONS TEAM ROLE CONTRIBUTION	ALLOWABLE WEAKNESSES
0 10 20 30 40 50 60 70 80 90 100				
	PL		<b>PLANT:</b> Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidents. Too pre-occupied to communicate effectively.
	RI		<b>RESOURCE INVESTIGATOR:</b> Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
	CO		<b>COORDINATOR:</b> Mature, confident, a good chairperson. Clarifies goals, promotes decision-making, delegates well.	Can be seen as manipulative. Offends personal work.
	SH		<b>SHAPER:</b> Challenging, dynamic, drives on pressure. The drive and courage to overcome obstacles.	Prono to provocation. Offends people's feelings.
	ME		<b>MONITOR EVALUATOR:</b> Sober, strategic and discerning. Sees all options. Judges accurately.	Lacks drive and ability to inspire others.
	TW		<b>TEAMWORKER:</b> Co-operative, mild, perceptive and diplomatic. Listens, builds, smooths friction.	Indecisive in crunch situations.
	IMP		<b>IMPLEMENTER:</b> Disciplined, reliable, conservative and efficient. Turns ideas into practical actions.	Sometimes inflexible. Slow to respond to new possibilities.
	CF		<b>COMPLETER:</b> Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate.
	SP		<b>SPECIALIST:</b> Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a narrow front. Dreads on technicalities.

Belbin Associates

Working in Teams

## Exercise

- Individually: Complete your Belbin questionnaire and score it.
- Get into your SDP groups:
  - Go round the group getting each person to tell the group their type and what they are working on in the group.
  - Produce a short assessment of how well your SDP roles match your Belbin type.

Semester 1 2004 University of Edinburgh Management School Full Time

Working in Teams

## Group exercise

- In your groups**
  - Individuals should share their key learning points
  - Are there any implications for your current teamworking style?

Semester 1 2004 University of Edinburgh Management School Full Time

Working in Teams

## Belbin research findings

Roles can equally be applied to non-managers  
Fisher, Hunter & Macrosson  
*Journal of Managerial Psychology, Vol.17 No.1, (2002)*

Balanced teams perform better than biased teams  
Shapers vs. Balanced  
Pritchard & Stanton  
*Journal of Management Development, Vol 18, No.8, (1999)*

No correlation between salary/status and team role  
Dulewicz  
*Journal of Occupational & Organisational Psychology Vol 68, Issue 2 (1995)*

Semester 1 2004 University of Edinburgh Management School Full Time

Working in Teams

## Belbin in UK Managers

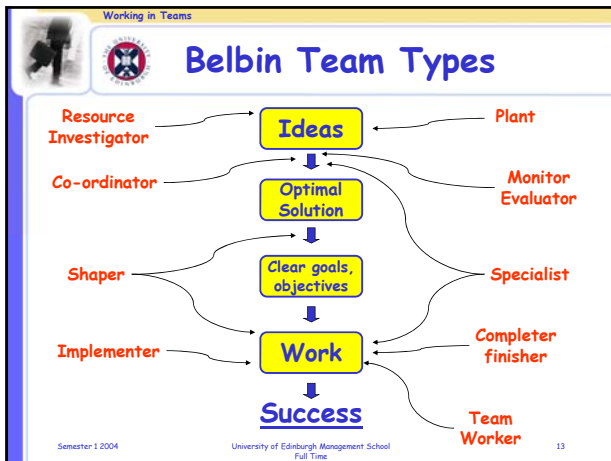
1441 male / 355 female  
Predicting team roles from established personality profiles  
High validity suggested

**Findings:**

- Suggested surplus of co-coordinators and resource investigators
- Suggested dearth of *Completers, Monitor Evaluators, Plants and Shapers*.....relatively few who have this as a primary or secondary role.
- Lack of the balanced teams in UK industry

Fisher, Hunter & Macrosson  
*Personnel Review, Vol.29 No.2, (2000)*

Semester 1 2004 University of Edinburgh Management School Full Time



## Belbin and Career Management

Team Role	Career Planning	Job Search	Written Application	Selection Process	Pro-active Follow-up
<b>Plant</b> 	Strong on ideas May lack focus	Research strong Networking weak	Potentially unorthodox Insensitive to company needs	May lack focus May compete with others Insensitive to company needs	Feedback seen as irrelevant Learning minimised
<b>Resource Investigator</b> 	Strong on ideas	Networking strong May become disillusioned	Uncomfortable with medium	Thrives on group activities	OK
<b>Co-ordinator</b> 	OK	OK	Finds self-marketing difficult	May undersell self Prefers group activities	Strength

## Belbin and Career Management

Team Role	Career Planning	Job Search	Written Application	Selection Process	Pro-active Follow-up
<b>Shaper</b> 	Action focus-less emphasis on planning May set unrealistic goals	High expectations and self belief	May oversell achievements	May oversell self May compete with others	Feedback seen as irrelevant Learning minimised
<b>Monitor Evaluator</b> 	Tends to over-analyse May be indecisive	May be indecisive	Prone to too much detail	Dislikes deadlines May be indecisive	Tends to over-analyse Own harshest critic
<b>Team Worker</b> 	May be indecisive	OK	Finds self-marketing difficult	Prefers group activities May undersell self	Accepts feedback

## Belbin and Career Management

Team Role	Career Planning	Job Search	Written Application	Selection Process	Pro-active Follow-up
<b>Implementer</b> 	May be inflexible and lack motivation	OK	OK	May lack creativity	OK
<b>Completer Finisher</b> 	May be inflexible and indecisive	May be indecisive	Prone to too much detail	Avoids leadership High anxiety May be indecisive	Tends to over-analyse
<b>Specialist</b> 	Narrow perspective may limit opportunities	May not consider wider options	Prone to too much detail and jargon	May constrain input to specialism	May underestimate relevance

Working in Teams

## Summary

- ✓ Insight into our own team role allows us to work on our strengths and weaknesses
- ✓ A knowledge of team roles helps us build balanced teams
- ✓ A knowledge of team roles helps us develop more effective teams

**"When he took time to help the man up the mountain, lo, he scaled it himself."**  
Tibetan Proverb

Semester 1 2004 University of Edinburgh Management School Full Time 17