

Prof. Massimiliano Pellegrini

# Belbin's model

Belbin Team Roles Productive Teams Workshop  
presentation – 3circle Partners



# Productive Teams Workshop Objectives

- ③C Understand Belbin Team Role Theory and methods in order to be able to effectively apply this research based approach to obtain enhanced business results
- ③C Understand your preferred, manageable and least preferred team roles
- ③C Gain an appreciation of your self-perception and the perceptions of others of your team role profile
- ③C Learn to use the Belbin methods in a team setting using a powerful team mapping exercise that highlights the strengths and weaknesses of a team and provides methods to improve business results



# Belbin Team Roles



Dr. Meredith Belbin from Cambridge University devoted over 10 years of research into team effectiveness:

- ③C The skill or individual excellence of the team members was not a predictor of a team's results.
- ③C The way that the individual members behaved contributed to or detracted from the team's effectiveness.
- ③C He identified nine predictable behavior patterns or "team roles."

He demonstrated that with a careful balance of technical skills and the optimal behavior patterns, we can select and develop teams with a predictably higher degree of success.

# What is a Team Role?

*A tendency to behave, contribute, and interrelate with others in a particular way --when working in a team*



*Belbin's research found that when all 9 "areas of contribution" – or team roles were covered (and balanced), that team had a higher predictability for success and high-performance.*

*(versus a "Functional Role," which refers to the job demands that a person has to meet by supplying the requisite technical skills and operational knowledge)*

# Team Roles

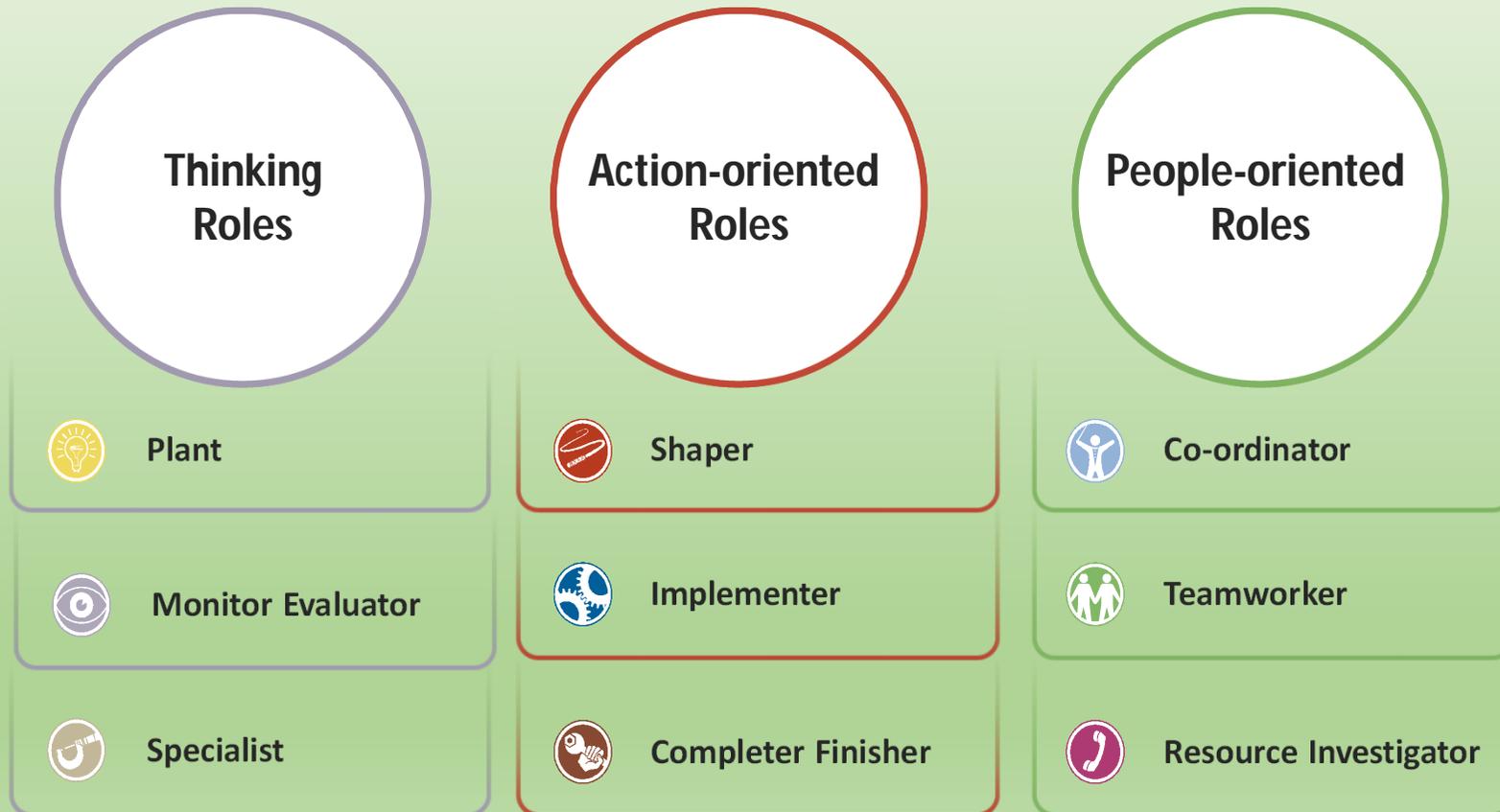
③ Nine Roles Identified

③ The team roles fall into three categories for each person:

③ As individuals differ greatly in personality & behavior, so too will their team role compositions vary.



# Team Role Categories



# The Nine Team Roles

			<i>Team Role Contribution</i>	<i>Allowable Weakness</i>
<i>Thinking</i>	Plant	<b>PL</b> 	<i>Creative, imaginative, free-thinking. Generates ideas &amp; solves hard problems.</i>	<i>Ignores incidentals. Too pre-occupied to fully communicate.</i>
	Monitor Evaluator	<b>ME</b> 	<i>Sober, strategic and discerning. Sees all options and judges accurately.</i>	<i>Lacks drive and ability to inspire others. Can be overly critical.</i>
	Specialist	<b>SP</b> 	<i>Single-minded, self-starting, dedicated. Provides rare knowledge and skills.</i>	<i>Contributes only on a narrow front. Dwells on technicalities.</i>
<i>Action</i>	Shaper	<b>SH</b> 	<i>Challenging, dynamic, thrives on pressure. Has drive to overcome obstacles.</i>	<i>Prone to provocation. Offends people's feelings.</i>
	Implementer	<b>IMP</b> 	<i>Practical, reliable, efficient. Turns ideas into actions and organizes tasks.</i>	<i>Somewhat inflexible. Slow to respond to new possibilities.</i>
	Completer Finisher	<b>CF</b> 	<i>Painstaking, conscientious, anxious. Finds errors. Polishes and perfects.</i>	<i>Inclined to worry unduly. Reluctant to delegate.</i>
<i>People</i>	Coordinator	<b>CO</b> 	<i>Mature, confident, identifies talent. Clarifies goals. Delegates effectively.</i>	<i>Can be seen as manipulative. Offloads own share of the work.</i>
	Team Worker	<b>TW</b> 	<i>Co-operative, perceptive and diplomatic. Listens and averts friction.</i>	<i>Indecisive in crunch situations. Avoids confrontation.</i>
	Resource Investigator	<b>RI</b> 	<i>Outgoing, enthusiastic, communicative. Explores opportunities, develops contacts</i>	<i>Over-optimistic. Loses interest once initial enthusiasm expires.</i>

# PLANT (PL)

## Individual Characteristics

- ✓ Creative
- ✓ Imaginative
- ✓ Unorthodox

## Contribution to the Team

- ✓ Problem solving
- ✓ Lateral thinking
- ✓ Innovation
- ✓ Generates new ideas





## PLANT (PL) WEAKNESSES

Allowable	Non-Allowable
<ul style="list-style-type: none"><li>✓ Out of touch with reality</li><li>✓ Ignores incidentals</li></ul>	<ul style="list-style-type: none"><li>✗ Strong ownership of ideas when cooperation would yield better results</li><li>✗ Discounts other peoples ideas</li></ul>

# MONITOR EVALUATOR (ME)

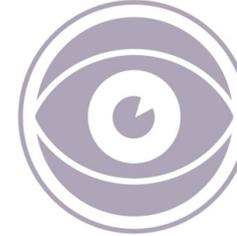


## Individual Characteristics

- ✓ Discerning, objective
- ✓ Questioning
- ✓ Sees all options

## Contribution to the Team

- ✓ Defuses over-enthusiasm
- ✓ Applies reason
- ✓ Identifies problems



## MONITOR EVALUATOR (ME) WEAKNESSES

Allowable	Non-Allowable
<ul style="list-style-type: none"><li>✓ Uninspiring</li><li>✓ Sceptical</li></ul>	<ul style="list-style-type: none"><li>✗ Cynical without logic</li><li>✗ Overly pessimistic</li></ul>

# SPECIALIST (SP)

## Individual Characteristics

- ✓ Has rare skills or knowledge
- ✓ Dedicated and professional
- ✓ Single-minded

## Contribution to the Team

- ✓ Ignores factors outside own areas of competence
- ✓ Keeps up to date
- ✓ Accurate information
- ✓ Aware of new developments





## SPECIALIST (SP) WEAKNESSES

Allowable	Non-Allowable
<ul style="list-style-type: none"><li>✓ Contributes on only a limited front</li><li>✓ Dwells on specialized personal interests</li></ul>	<ul style="list-style-type: none"><li>✗ Ignores factors outside own areas of competence</li><li>✗ Doesn't acknowledge wider company objectives</li></ul>

# SHAPER (SH)



## Individual Characteristics

- ✓ Challenging
- ✓ Driving and dynamic
- ✓ Thrives on pressure
- ✓ Effective delegator

## Contribution to the Team

- ✓ Leads in difficult situations
- ✓ Takes hard decisions
- ✓ Overcomes obstacles



## SHAPER (SH) WEAKNESSES

Allowable	Non-Allowable
<ul style="list-style-type: none"><li>✓ Provocative</li><li>✓ Aggressive</li><li>✓ Too task-focused</li></ul>	<ul style="list-style-type: none"><li>✗ Inability to recover situation through humor or apology</li><li>✗ Always think they're right!</li></ul>

# IMPLEMENTER (IMP)

## Individual Characteristics

- ✓ Disciplined
- ✓ Efficient and organised
- ✓ Reliable

## Contribution to the Team

- ✓ Practical solutions from ideas
- ✓ Follows procedures
- ✓ Turns concept into reality





## IMPLEMENTER (IMP) WEAKNESSES

Allowable	Non-Allowable
<ul style="list-style-type: none"><li>✓ Slow to see possibilities</li><li>✓ Somewhat inflexible</li></ul>	<ul style="list-style-type: none"><li>✗ Obstructs change for no good reason</li><li>✗ A barrier to progress</li></ul>

# COMPLETER FINISHER (CF)

## Individual Characteristics

- ✓ Conscientious
- ✓ Attention to detail
- ✓ Delivers results

## Contribution to the Team

- ✓ Perfects existing systems
- ✓ Eradicates errors
- ✓ Crosses the t's, dots the i's





## COMPLETER FINISHER (CF) WEAKNESSES

Allowable	Non-Allowable
<ul style="list-style-type: none"><li>✓ Anxious</li><li>✓ Reluctant to delegate</li></ul>	<ul style="list-style-type: none"><li>✗ Unreasonably obsessive behavior</li><li>✗ Produces a Rolls-Royce instead of a Mini</li></ul>

# COORDINATOR (CO)



## Individual Characteristics

- ✓ Strong sense of objectives
- ✓ Promotes decision-making
- ✓ Delegates readily
- ✓ Good chairman

## Contribution to the Team

- ✓ Leads through empowerment
- ✓ Chairs meetings
- ✓ Promotes team contribution



## COORDINATOR (CO) WEAKNESSES

Allowable	Non-Allowable
<ul style="list-style-type: none"><li>✓ Manipulates within reason</li><li>✓ Delegates personal workload</li></ul>	<ul style="list-style-type: none"><li>✗ Takes credit for the efforts of others</li><li>✗ Over-reliance on team work</li></ul>

# TEAMWORKER (TW)

## Individual Characteristics

- ✓ Cooperative and supportive
- ✓ Diplomatic
- ✓ Averts friction
- ✓ Good listener

## Contribution to the Team

- ✓ Promotes team spirit
- ✓ Builds peer relationships
- ✓ Facilitates communications





## TEAMWORKER (TW) WEAKNESSES

Allowable	Non-Allowable
<ul style="list-style-type: none"><li>✓ Indecisive</li><li>✓ Discourages conflict</li></ul>	<ul style="list-style-type: none"><li>✗ Avoids pressure situations</li><li>✗ No focus on task</li></ul>

# RESOURCE INVESTIGATOR (RI)



## Individual Characteristics

- ✓ Excellent communicator
- ✓ Recognises opportunities
- ✓ Extroverted
- ✓ Enthusiastic

## Contribution to the Team

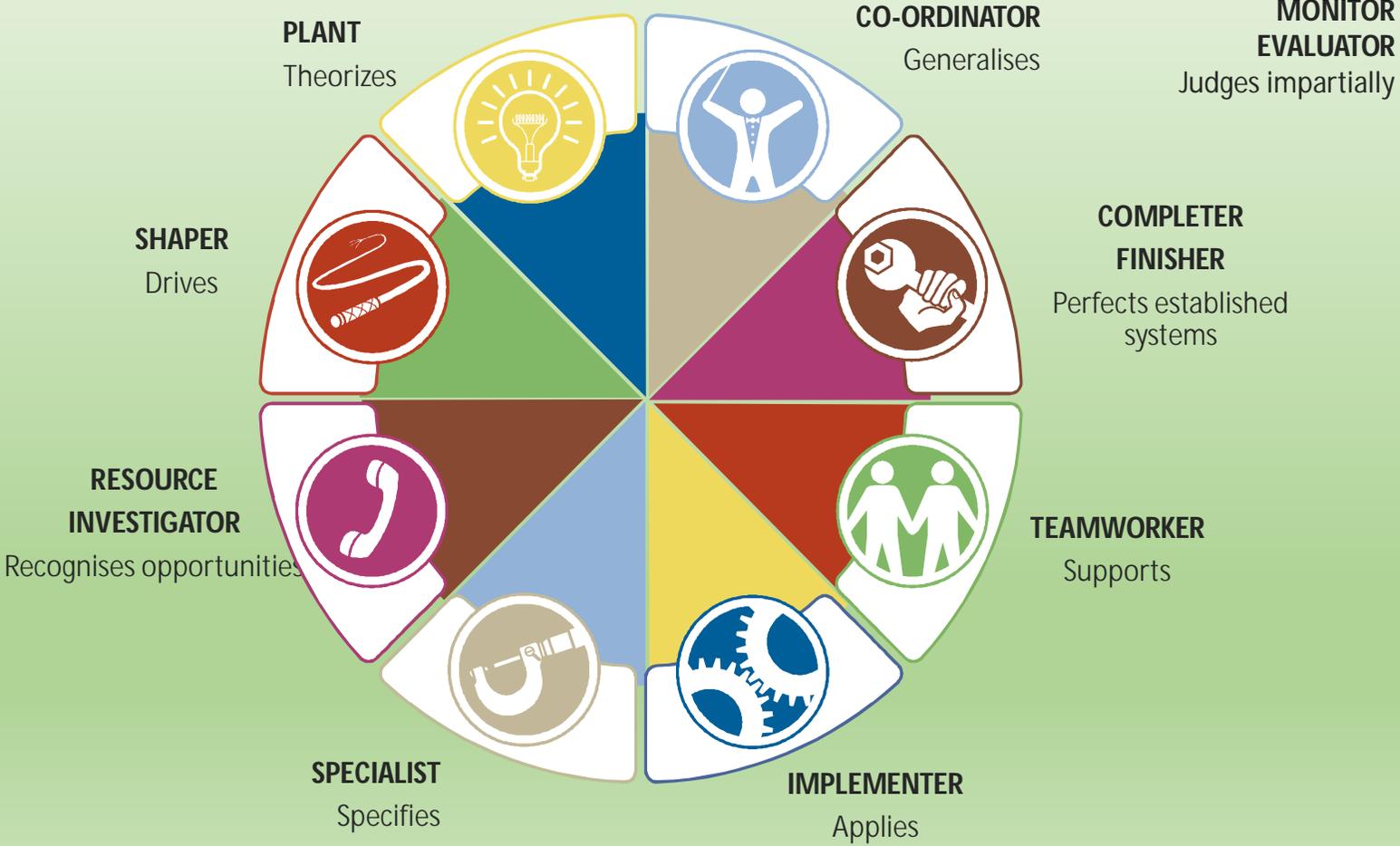
- ✓ Develops contacts
- ✓ Explores opportunities
- ✓ Negotiates
- ✓ Makes external links



## RESOURCE INVESTIGATOR (RI) WEAKNESSES

Allowable	Non-Allowable
<ul style="list-style-type: none"><li>✓ Can be over-optimistic</li><li>✓ Loses interest after initial stages</li></ul>	<ul style="list-style-type: none"><li>✗ Lets clients down by not following through</li><li>✗ Too externally focused</li></ul>

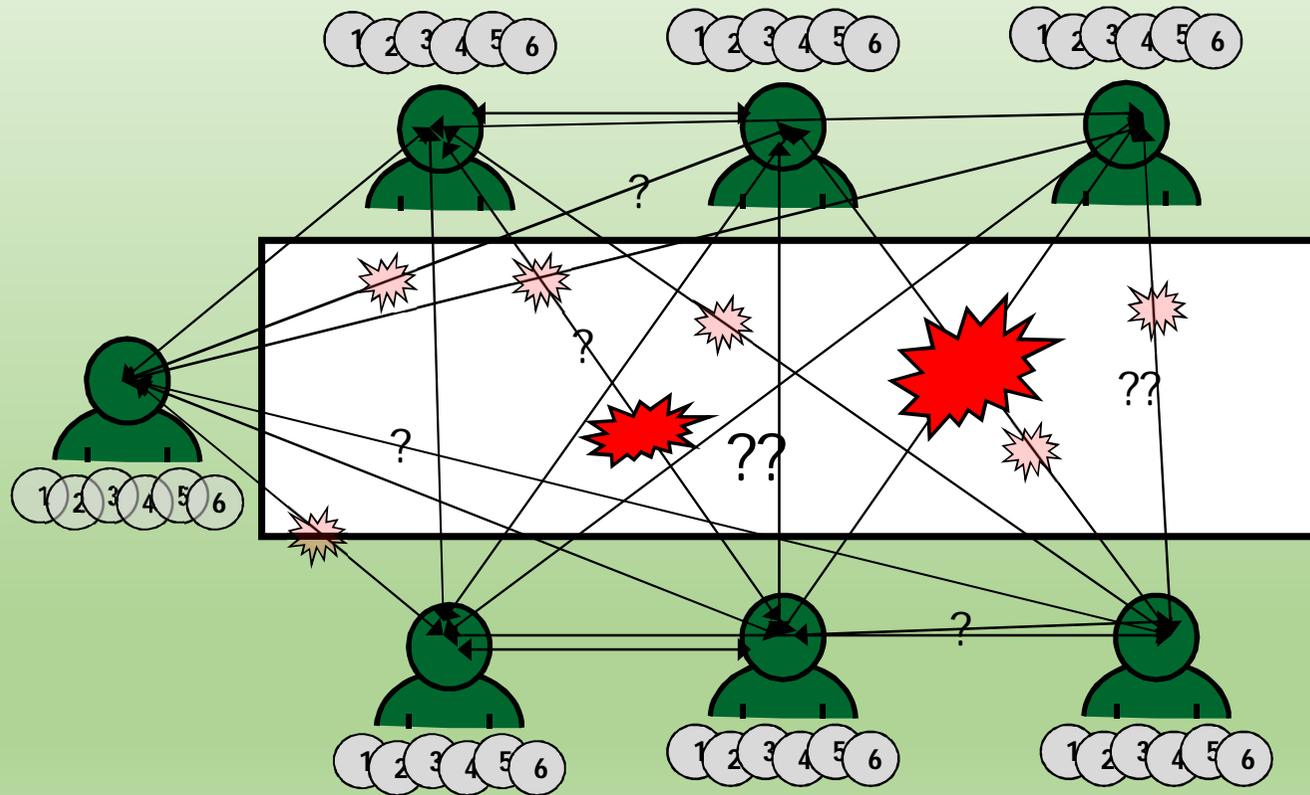
# Team Role Opposites



# Factors Determining Individual Behavior in a Team



# The Complexity of Team Interaction



# Team Roles Key Concepts – Individual

## *Be aware of and manage your Allowable Weaknesses*

- ③ This is the price to be paid for being good in your preferred roles, e.g., a strong Shaper is going to hurt some peoples feelings as they forge ahead
  
- ③ Ensure that Allowable Weakness does not become “Disallowable”:
  - *Lose a Plant’s attention during a meeting because they are dreaming up a creative solution = OK*
  
  - *Plant forgets to come to meeting because they are thinking about something else = NOT OK!*

# Team Roles Key Concepts – Individual

## *Focus on what you do best*

- ③ Understand and excel in your natural, preferred roles and manage, rather than struggle, to be good at your least-preferred roles



# Team Roles Key Concepts – Team

## *Diversity is essential – All 9 roles will be needed at some point*

- ③ Belbin demonstrated that diversity is a key predictor of actual results, it provides a framework for constructive conflict
- ③ Doesn't mean a team needs 9 people (5-6 is typically the ideal)
- ③ Each role should be represented within the team
- ③ Some roles will be more or less important at a given time or for certain tasks facing the team. Who plays each role may also evolve & change over time.



# Team Roles Key Concepts – Team

## *Beware of having too many of same role on team*

- ☉ Too many Plants – all brainstorming, no action
- ☉ Too many Monitor Evaluators – analysis paralysis
- ☉ Too many Shapers – CONFLICT & !!\*\*\*#%!!/



# Team Roles Key Concepts – Team

## ***BEWARE OF LABELLING PEOPLE!!***

- ③ Everyone has 3 to 6 roles that are preferred or manageable - they may need to switch among these different roles based on the circumstances.

