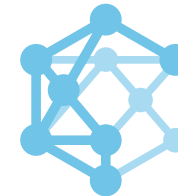


Assured  
Outcome  
Delivery

# Identifying Team Role preferences with Belbin



Sharing the tools our team use successfully to enhance Clients' benefits realisation capabilities.....using an adaptation of traditional Belbin questionnaire to ensure team roles best fit team preferences



Assured  
Outcome  
Delivery

## Implementing Smarter....

.....Building a team in roles they prefer



2. Deliver  
Projects &  
Programmes  
Smarter

# AOD wants to get the best from teams and their performance

We happily draw from the leading thinkers:

- Dr Meredith Belbin experimented with 120 management teams and observed another 70 companies
- She involved managers from all over the world
- From this work (over 9 years) Belbin developed the concept of team roles
- She then developed a role preference analyser that identifies preferred working styles for individuals working within teams
- Our ideal is when we can match personal preferences with team roles



# Belbin identified 8 different roles available to team members

- Team roles different to functional roles
- Allows people to:
  - Identify preferred style of working
  - Recognise contributions needed from others
  - Identify opportunities for development
- No 'right' or 'wrong' answers
- Each person can have (and is likely to have) more than one role



# Belbin self perception inventory #1

## Directions

For each section distribute a total of ten points among the sentences which you think best describes your behaviour. These points may be distributed among several sentences: in extreme cases they might be spread among all the sentences or ten points may be given to a single sentence.

| <b>I. What I believe I can contribute to a team</b>  | <b>Points</b>    |
|--|------------------|
| a) I think I can quickly see and take advantage of new opportunities.  |                  |
| b) I can work well with a very wide range of people.   |                  |
| c) Producing ideas is one of my natural assets.  |                  |
| d) My ability rests in being able to draw people out whenever I detect they have something of value to contribute to group objectives. |                  |
| e) My capability to follow through has much to do with my personal effectiveness.  |                  |
| f) I am ready to face temporary unpopularity if it leads to worthwhile results in the end.   |                  |
| g) I am quick to sense what is likely to work in a situation with which I am familiar.   |                  |
| h) I can offer a response case for alternative courses of action without introducing bias or prejudice.                                |                  |
| <b>Total:</b>  | <b>10 Points</b> |



# Self perception inventory #2

| II. If I have a possible shortcoming in team work, it could be that:   | Points |
|--|--------|
| a) I am not at ease unless meetings are well structured and controlled and generally well conducted.                   |        |
| b) I am inclined to be too generous towards others who have a valid viewpoint that has not been given a proper airing. |        |
| c) I have a tendency to talk a lot once the group gets onto new ideas.   |        |
| d) My objective outlook makes it difficult for me to join in readily and enthusiastically with colleagues.             |        |
| e) I am sometimes seen as forceful and authoritarian if there is need to get something done.                           |        |
| f) I find it difficult to lead from the front, perhaps because I am over-responsive to group atmosphere.               |        |
| g) I am apt to get caught up in ideas that occur to me and so lose track of what is happening.                         |        |
| h) My colleagues tend to see me as worrying unnecessarily over details and the possibility that things may go wrong.   |        |

**Total:** 10 Points



# Self perception inventory #3

| <b>III. When involved in a project with other people:</b>   | <b>Points</b> |
|---|---------------|
| a) I have an aptitude for influencing people without pressurising them.   |               |
| b) My general vigilance prevents careless mistakes and omissions being made.  |               |
| c) I am ready to press for action to make sure that the meeting does not waste time or lose sight of the main objectives. |               |
| d) I can be counted on to contribute something original.  |               |
| e) I am always ready to back a good suggestion in the common interest.  |               |
| f) I am keen to look for the latest in new ideas and developments.  |               |
| g) I believe my capacity for cool judgement is appreciated by others.   |               |
| h) I can be relied upon to see that all essential work is organised.  |               |

**Total:** 10 Points



# Self perception inventory #4

| <b>IV. My characteristic approach to group work is that:</b>   | <b>Points</b> |
|--|---------------|
| a) I have a quiet interest in getting to know colleagues better.   |               |
| b) I am not reluctant to challenge the views of others or to hold a minority view of myself                      |               |
| c) I can usually find a line of argument to refute unsound propositions.   |               |
| d) I think I have a talent for making things work once a plan has to be put into operation.                      |               |
| e) I have a tendency to avoid the obvious and come out with the unexpected.                                      |               |
| f) I bring a touch of perfectionism to any team job I undertake.   |               |
| g) I am ready to make use of contacts outside of the group itself.   |               |
| h) While I am interested in all views. I have no hesitation in making up my mind once a decision has to be made. |               |

**Total:** **10 Points**





# Self perception inventory #5

| <b>V. I gain satisfaction in a job because:</b>                           | <b>Points</b>    |
|---|------------------|
| a) I enjoy analysing situations and weighing up all the possible choices. |                  |
| b) I am interested in finding practical solutions to problems.            |                  |
| c) I like to feel I am fostering good working relationships.              |                  |
| d) I can exert a strong influence on decisions.                           |                  |
| e) I can meet people who may have something new to offer.                 |                  |
| f) I can get people to agree on a necessary course of action.             |                  |
| g) I feel in my element where I can give a task my full attention.        |                  |
| h) I like to find a field that stretches my imagination.                  |                  |
| <b>Total:</b>   | <b>10 Points</b> |



# Self perception inventory #6

| VI. If I am suddenly given a difficult task with limited time and unfamiliar people:                               | Points           |
|--|------------------|
| a) I would feel like retiring to a corner to devise a way out of the impasse before developing a line.             |                  |
| b) I would be ready to work with the person who showed the most positive approach however difficult he might be.   |                  |
| c) I would find some way of reducing the size of task by establishing what different individuals might contribute. |                  |
| d) My natural sense of urgency would help to ensure that we did not fall behind schedule.                          |                  |
| e) I believe I would keep cool and maintain my capacity to think straight.   |                  |
| f) I would retain a steadiness of purpose in spite of the pressures.   |                  |
| g) I would be prepared to take a positive lead if I felt the group were making no progress.                        |                  |
| h) I would open discussions with a view to stimulating new thoughts and getting something moving.                  |                  |
| <b>Total:</b>  | <b>10 Points</b> |



# Self perception inventory #7

| <b>VII. With reference to the problems to which I am subject to working in groups:</b>           | <b>Points</b>    |
|--|------------------|
| a) I am apt to show my impatience with those who are obstructing progress.                       |                  |
| b) Others may criticise me for being too analytical and insufficiently intuitive.                |                  |
| c) My desire to ensure that work is properly done can hold up proceedings.                       |                  |
| d) I tend to get bored rather easily and rely on one or two stimulating members to spark me off. |                  |
| e) I find it difficult to get started unless the goals are clear.                                |                  |
| f) I am sometimes poor at explaining and clarifying complex points that occur to me.             |                  |
| g) I am conscious of demanding from others things that I cannot do myself.                       |                  |
| h) I hesitate to get my points across when I run up against real opposition.                     |                  |
| <b>Total:</b>  | <b>10 Points</b> |



# Analysis Sheet

- Transpose the scores of each question from the Belbin questionnaire onto this proforma, entering them section by section in the sequence prescribed in the table below.
- Then add up the points in each column to give a total team–role distribution score.
- Add up your answers to Sections 2,6 and 7 vertically for your score under stress.

| Team roles<br>Section | Co-ordinator | Shaper | Resource Investigator | Plant | Team worker | Monitor evaluator | Implementer | Completer |
|-----------------------|--------------|--------|-----------------------|-------|-------------|-------------------|-------------|-----------|
| I                     | d            | f      | a                     | c     | b           | h                 | g           | e         |
| II                    | b            | e      | c                     | g     | f           | d                 | a           | h         |
| III                   | a            | c      | f                     | d     | e           | g                 | h           | b         |
| IV                    | h            | b      | g                     | e     | a           | c                 | d           | f         |
| V                     | f            | d      | e                     | h     | c           | a                 | b           | g         |
| VI                    | c            | g      | h                     | a     | b           | e                 | f           | d         |
| VII                   | g            | a      | d                     | f     | h           | b                 | e           | c         |
| Total                 |              |        |                       |       |             |                   |             |           |
| Total (under stress)  |              |        |                       |       |             |                   |             |           |




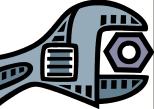


# Roles score sheet

| Primary Role (Natural) | Secondary Roles (Can Be Assumed) | Tertiary Roles (to Be Avoided) | Roles and Descriptions Team–Role Contribution  | Allowable Weaknesses   |
|------------------------|----------------------------------|--------------------------------|--|--|
| 13-29                  | 5-12                             | 0-4                            | <ul style="list-style-type: none"> <li>• <i>Plant</i>: Creative, imaginative, unorthodox. Solves difficult problems.</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Weak in communicating with and managing people.</li> </ul>                  |
| 12-21                  | 7-11                             | 0-6                            | <ul style="list-style-type: none"> <li>• <i>Resource investigator</i>: Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.</li> </ul> | <ul style="list-style-type: none"> <li>• Loses interest once initial enthusiasm has passed.</li> </ul>               |
| 14-18                  | 7-13                             | 0-6                            | <ul style="list-style-type: none"> <li>• <i>Co-ordinator</i>: Mature, confident and trusting. Good chairman. Clarifies goals, promotes decision-making.</li> </ul>   | <ul style="list-style-type: none"> <li>• Not necessarily the most clever or creative member of the group.</li> </ul> |
| 18-36                  | 9-17                             | 0-8                            | <ul style="list-style-type: none"> <li>• <i>Shaper</i>: Dynamic, outgoing, highly strung. Challenges, pressurises, finds ways around obstacles.</li> </ul>           | <ul style="list-style-type: none"> <li>• Prone to provocation and short-lived bursts of temper.</li> </ul>           |
| 13-19                  | 10-12                            | 0-9                            | <ul style="list-style-type: none"> <li>• <i>Monitor Evaluator</i>: Sober, strategic and discerning. Sees all options. Judges accurately.</li> </ul>                  | <ul style="list-style-type: none"> <li>• Lacks drive and ability to inspire others.</li> </ul>                       |
| 17-25                  | 7-16                             | 0-6                            | <ul style="list-style-type: none"> <li>• <i>Team Worker</i>: Social, mild, perceptive and accommodating. Listens, builds, averts friction.</li> </ul>                | <ul style="list-style-type: none"> <li>• Indecisive in crunch situations.</li> </ul>                                 |
| 12-23                  | 7-11                             | 0-6                            | <ul style="list-style-type: none"> <li>• <i>Implementer</i>: Disciplined, reliable, conservative, efficient. Turns ideas into practical actions.</li> </ul>          | <ul style="list-style-type: none"> <li>• Somewhat inflexible, slow to respond to new situations.</li> </ul>          |
| 10-17                  | 4-9                              | 0-3                            | <ul style="list-style-type: none"> <li>• <i>Completer</i>: Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.</li> </ul>      | <ul style="list-style-type: none"> <li>• Inclined to worry unduly. Reluctant to delegate.</li> </ul>                 |







# Belbin Team Roles

| Role  |                     | Contribution   | Allowable Weaknesses   |
|---|---------------------|--|--|
|    | <b>Co-ordinator</b> | <ul style="list-style-type: none"> <li>• Mature, self-confident, calm and trusting</li> <li>• Good chairman</li> <li>• Clarifies goals and promotes decision making</li> <li>• Treats and welcomes all potential contributors on their merits and without prejudice</li> </ul> | <ul style="list-style-type: none"> <li>• Not necessarily the most clever or creative group member</li> </ul>   |
|    | <b>Shaper</b>       | <ul style="list-style-type: none"> <li>• Dynamic, outgoing, highly strung</li> <li>• Challenges inertia, ineffectiveness, complacency</li> <li>• Finds ways around obstacles</li> </ul>  | <ul style="list-style-type: none"> <li>• Prone to provocation and short-lived bursts of temper</li> </ul>  |
|    | <b>Implementer</b>  | <ul style="list-style-type: none"> <li>• Disciplined, application</li> <li>• Conservative, reliable, efficient</li> <li>• Turns ideas into practical actions</li> <li>• Systematically sets out to do jobs that need to be done</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Lack of flexibility</li> <li>• Slow to respond to new situations or unproven ideas</li> </ul>                     |
|  | <b>Completer</b>    | <ul style="list-style-type: none"> <li>• Painstaking, conscientious, anxious</li> <li>• Searches out errors and omissions</li> <li>• Delivers on time</li> <li>• Capacity for follow through</li> </ul>  | <ul style="list-style-type: none"> <li>• Inclined to worry about small things</li> <li>• Reluctant to delegate</li> <li>• Reluctant to 'let go'</li> </ul> |



# Belbin Team Roles (cont.)

| <b>Role</b>   |                              | <b>Contribution</b>   | <b>Allowable Weaknesses</b>  |
|---|------------------------------|---|--|
|    | <b>Monitor Evaluator</b>     | <ul style="list-style-type: none"> <li>• Sober, strategic and discerning</li> <li>• Sees all options</li> <li>• Judges accurately</li> <li>• Intellectual analysis not swayed by emotion</li> </ul>             | <ul style="list-style-type: none"> <li>• Lacks drive</li> <li>• No ability to inspire others</li> <li>• Not original, imaginative</li> </ul>   |
|    | <b>Team-worker</b>           | <ul style="list-style-type: none"> <li>• Social, mild, perceptive, accommodating</li> <li>• Listen, builds, averts friction</li> <li>• Oils social wheels, promotes team spirit</li> <li>• Sensitive</li> </ul> | <ul style="list-style-type: none"> <li>• Indecisive in crunch situations/ moments of crisis</li> </ul>   |
|    | <b>Plant</b>                 | <ul style="list-style-type: none"> <li>• Creative, imaginative, unorthodox</li> <li>• Solves difficult problems</li> <li>• Intellect/knowledge</li> </ul>   | <ul style="list-style-type: none"> <li>• Communicating with and managing ordinary people</li> <li>• Up in the clouds, inclined to disregard practical details or protocol</li> </ul> |
|  | <b>Resource Investigator</b> | <ul style="list-style-type: none"> <li>• Extrovert, enthusiastic</li> <li>• Explores opportunities, curious</li> <li>• Develops contacts, communicative</li> <li>• Ability to respond to challenge</li> </ul>   | <ul style="list-style-type: none"> <li>• Loses interest once initial enthusiasm/fascination has passed</li> </ul>  |





## Summary

*Calm, self-confident, controlled*

**Positive qualities:** a capacity for treating and welcoming all potential contributors on their merits and without prejudice. A clear sense of objectives.

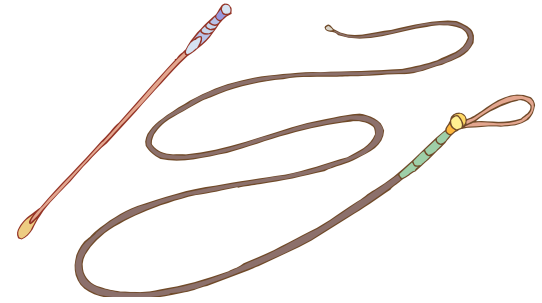
**Allowable weaknesses:** not of exceptional intellect or creative ability.





# Shaper

## Summary



*Highly strung, outgoing, dynamic.*

**Positive qualities:** drive and a readiness to challenge inertia, ineffectiveness, complacency or self-deception.

**Allowable weaknesses:** prone to provocation, irritation and impatience. A tendency to hurt people's feelings.



# Resource Investigator



## Summary

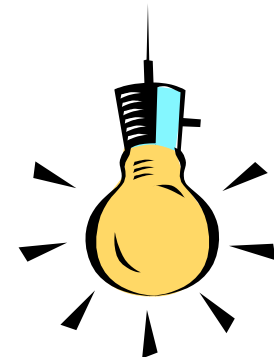
*Extrovert, enthusiastic, curious, communicative.*

**Positive qualities:** a capacity for contacting useful people and exploring new opportunities. An ability to respond to challenges.

**Allowable weaknesses:** liable to lose interest once the initial fascination has passed. Can be overoptimistic and uncritical.



# Plant



## Summary

*Individualistic, serious-minded, unorthodox.*

**Positive qualities:** genius, imagination, intellect, knowledge. Solves difficult problems.

**Allowable weaknesses:** up in the clouds, inclined to disregard practical details or protocol.



# Team Worker



## Summary

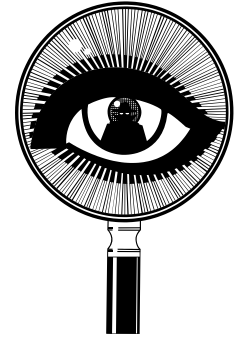
*Socially orientated, rather mild, sensitive.*

**Positive qualities:** ability to respond to people and situations and promote team spirit. A good diplomat.

**Allowable weaknesses:** indecisive in moments of crisis; they are adapters rather than changers.



# Monitor Evaluator



## Summary

*Sober, unemotional, prudent.*

**Positive qualities:** judgement, discretion, hard-headedness.

**Allowable weaknesses:** lack of enthusiasm or the ability to motivate other people – can be uninspired and uninspiring; a bit of a cold fish.



# Implementer



## Summary

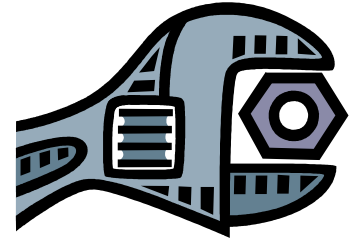
*Conservative, dutiful, predictable.*

**Positive qualities:** organising ability, practical common sense, hard-working, self-discipline.

**Allowable weaknesses:** lack of flexibility, slow to new ideas, resistant to change.



# Completer Finisher



## Summary

*Painstaking, orderly, conscientious, anxious.*

**Positive qualities:** a capacity to deliver what they promise, perfectionism.

**Allowable weaknesses:** inclined to worry unduly, reluctant to delegate, can be a nit-picker.



