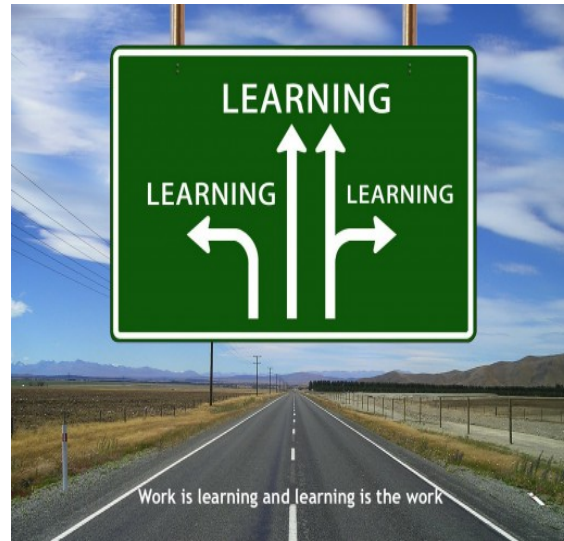


Neuro & Mindful Leadership – Think & Act Like A Leader

Building Effective
Teams

Using the Belbin's
Team Roles



Maximizing outcomes
and improving team
morale through
understanding your
strengths and
weaknesses

“In individual’s madness is a rarity, but in groups...it is the rule” Nietzsche

Belbin's model

- Human behaviour in decision making groups is *not* random
- A team role is simply “*a tendency to behave, contribute and interrelate with others in a particular way.*”
- 8 distinct roles have been identified
- *Most* people have 2 or 3 *preferred roles*
- *Most* people can be flexible about the roles they adopt – remember that context matters!

An example of a Belbin team table map.

Key to the below map: red = highest preference score, brown = 2nd preference score and yellow = lowest preference score

	IMPLEMENTER	CO-ORDINAOR	SHAPER	PLANT	RESOURCE INVESTIGATOR	MONITOR EVALUATOR	TEAM WORKER	COMPLETER FINISHER
Roger	Red					Brown	Yellow	
Arnoud								
David					Brown		Yellow	Red
Christina	Brown		Red				Yellow	
Sandy	Red		Brown		Yellow			
Izzy		Red	Brown		Yellow			
Amanda		Yellow	Red			Brown		
Julia	Red				Brown			Yellow
Claire				Yellow	Brown		Red	
Glenda	Red			Brown				Yellow
Francesca		Yellow		Brown			Red	
Stella	Red		Brown					Yellow
Matt		Brown	Red	Yellow				
Lorraine				Red	Brown			Yellow

Co-ordinator (CO)

Role: To control and organise the activities of the team, making best use of the resources available

As a person: Mature, calm, self-confident, fair minded, quietly charismatic

Team role contribution

- Clarifies goals
- Promotes effective decision making
- Good chairman
- Good listener
- Delegates well

Possible weaknesses

- Can be seen as manipulative
- Delegates personal work
- Often of average intellect and creative ability
- ‘Glory stealer’

Resource Investigator (RI)

Role: To explore outside resources and develop contacts that may be helpful to the team

As a person: Enthusiastic, extrovert, communicative, good under pressure

Team role contribution

- Makes and develops new contacts
- Explores new opportunities
- ‘Fixer’
- Maintaining harmony within team

Possible weaknesses

- Rapid loss of interest
- Relax when pressure is off
- Over optimistic
- Poor follow-through

Team Worker (TW)

Role: To help individual members to achieve and maintain team effectiveness

As a person: Socially oriented, mild, likeable, sensitive, perceptive

Team role contribution

- Counsellor and conciliator
- Improves intra-group communication
- Fostering a sense of team spirit
- Building on suggestions

Possible weaknesses

- Indecisive
- Competing for status
- Ostentatious behaviour
- Avoiding 'pressure' situations

Shaper (SH)

Role: To give shape and form to the team's activities

As a person: Outgoing, dynamic, challenging, has drive and courage

Team role contribution

- Providing direction in discussions
- Objective setting
- Challenging inertia and complacency
- Leadership

Possible weaknesses

- Argumentative
- Not always likeable
- Prone to irritation
- Hurts people's feelings

Implementer (IM)*

Role: To translate general concepts and plans into a practical working brief and to carry out that brief in a systematic fashion.

As a person: Disciplined, reliable, conservative, hard-working, predictable

Team role contribution

- Organising
- Dealing with practical details
- Planning - turning strategies into actions
- 'Workhorse'

Possible weaknesses

- Inflexible and unresponsive to new ideas
- Unconstructive criticism
- Obstructing change

Completer Finisher (CF)

Role: To ensure that the team's efforts are as near perfect as possible and that nothing gets overlooked

As a person: Conscientious, orderly, anxious, painstaking

Team role contribution

- Following through
- Quality control, attention to detail
- Providing a sense of urgency
- Safety net, spotting omissions

Possible weaknesses

- Worrying too much
- Perfectionism
- Losing sight of the overall plan
- Negative thinking
- Obsessive behaviour

Plant (PL)

Role: To act as a prime source of ideas and innovation for the team

As a person: Individualistic, intellectual, serious minded, unorthodox, creative

Team role contribution

- Creative genius
- Imagination
- Focus on major strategic issues

Possible weaknesses

- ‘Up in the clouds’
- Inclined to ignore practical details
- Ignores goals
- Overly strong personal ownership of ideas

Monitor Evaluator (ME)

Role: To analyse ideas and suggestions both from within and outside the team and to evaluate their feasibility and practical value in terms of the team's objectives.

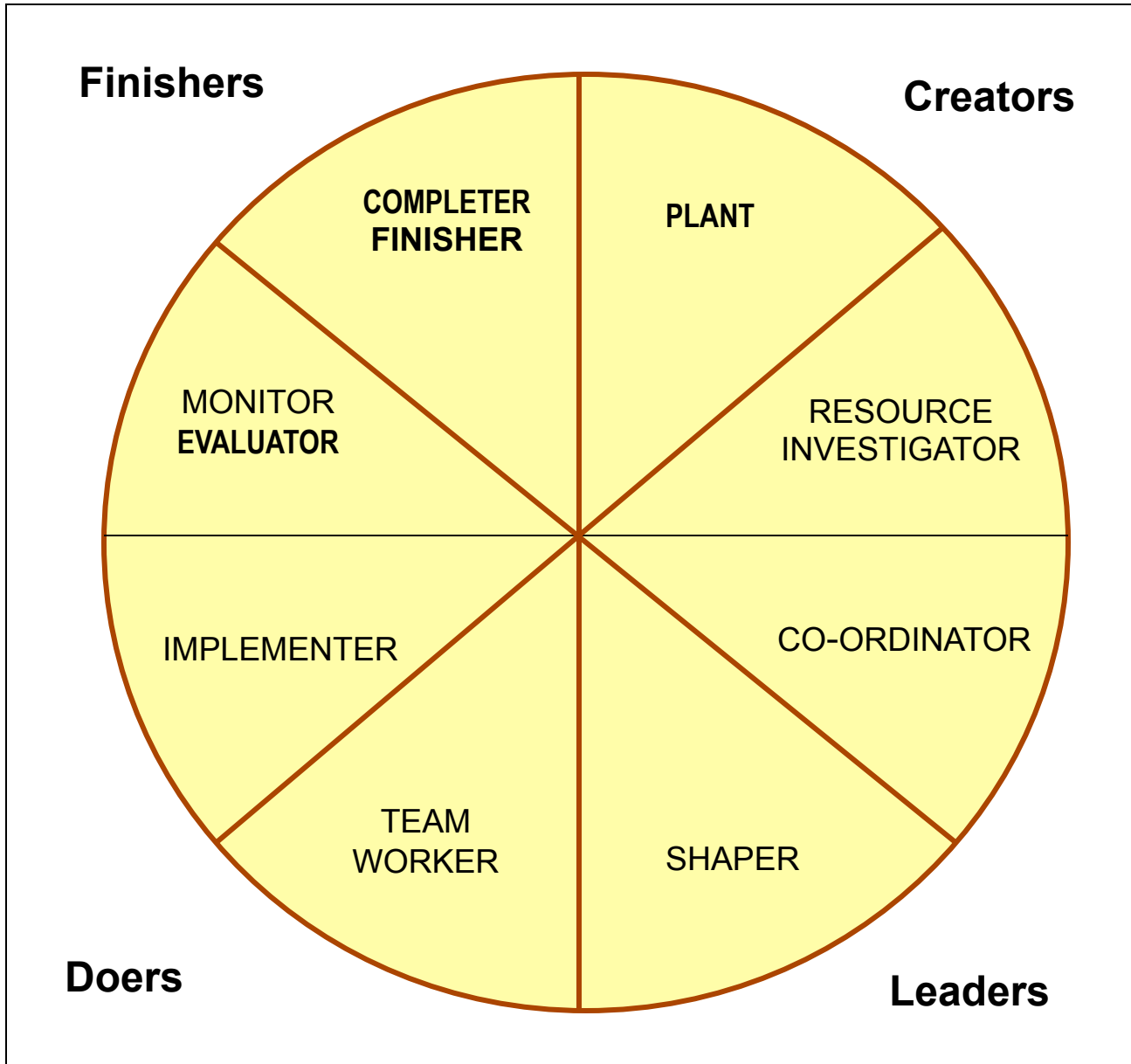
As a person: Highly intelligent, sober, strategic, critical, sceptical

Team role contribution

- Seeing and judging a range of options
- Critical thinking
- Developing ideas to fruition
- Stopping unsound ideas/ approaches

Possible weaknesses

- Lacks drive and ability to inspire.
- Overly critical
- 'Punch ups' with Plants!
- Cynicism

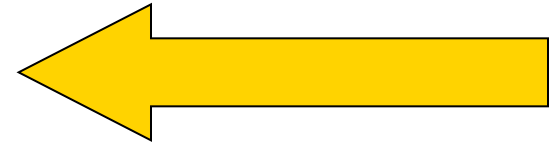


Gains when using Belbin for you and your team

- Self-awareness - tasks/roles you and the team members enjoy
- To know the roles for you and your team to major in
- To understand who is in your team
- To understand combination implications and encourage harmony and high performance within your team
- To know where to fill the gap within a team so the project can easily transition from storming to norming

Stages in team formation

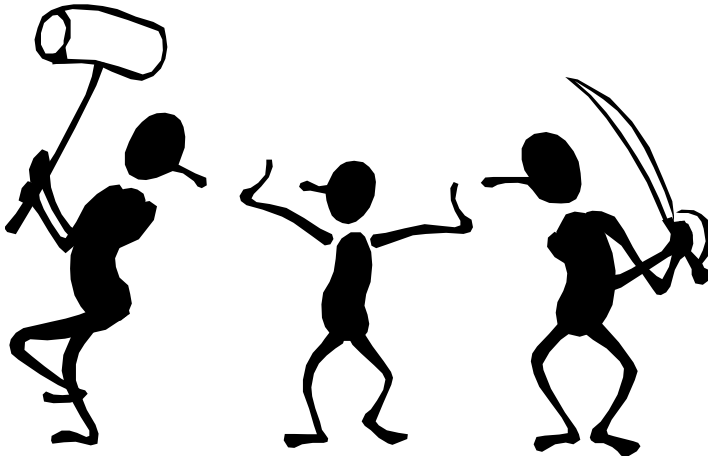
- Forming – ‘what shall we do?’
- Storming – ‘we can’t do it!’
- Norming – ‘we can do it’
- Performing – ‘we’re doing it!’



Belbin can help you stop complications within a project from forming

- Therefore help stop the team being in the storming stage (we can’t do it) for too long and disrupt the timing of the project
- Help stop the project from failing
- Stop conflict occurring
- As an individual you will not be in the wrong role and your team will not be in the wrong team role

Failure to establish norms relating to conflict



- **Cognitive conflict** - issue/task related..
- **Affective conflict** - getting personal..
- **Role conflict** -contradictory/
incompatible messages..



Moderate levels of cognitive conflict are associated with better decisions

Remember (possibly on a Friday) take 10 minutes to reflect on your week. Ask yourself:

1. What 3 things have worked well for me this week?
2. If I have had a particular challenge, how have I solved it?
3. Who have I motivated this week and how?

Additional reflective questions from Module 7 to discuss with your peer group:

- What did I learn about effective communication within a team?
- What new concepts did I learn about team dynamics?
- How can I be more effective in a group setting?