

BELBIN **e-interplace**

TEAM ROLE ADVICE



Simply putting a number of people together and expecting them to work as a team is not enough.

Since people are among the most important assets of an organisation, it is crucial that in the context of work they should be deployed to better effect.

Effective team working is dependent upon getting a number of things right. Individuals within a team have to understand the roles that others play, when and how to let another team member take over, and how to compensate for shortcomings. Better teamwork can increase productivity, raise morale and spur innovation.



BELBIN

e-interplace is the complete team building solution

Years of research by Dr Meredith Belbin have culminated in the ultimate package, which offers you advice on the following:

Job Placement

Management Education

Team Building

Self Awareness

Counselling

Assessment

Career Progression

e-interplace – the complete team building solution

e-interplace enables better decisions to be made about people. Better decisions are made from having information condensed into a format that is easy to understand and relevant to the issue at hand. e-interplace focuses on the nature of an individual's contribution to a team.

Originally launched in 1988, e-interplace continues to offer valuable and informative team role advice.

e-interplace contains:

- **200 Self-Perception Inventories (manual and/or web based input)**
- **Unlimited 360° Observer Feedback (manual and/or web based input)**
- **Unlimited Team/Organisation Reports**
- **Unlimited Job Counselling Reports**
- **Unlimited Job Suitability/Compatibility Reports**
- **Access to over 30 reports that can be printed or saved as acrobat files to email back to individuals.**
- **3 Slideshow Presentations which can be used with or without the voice of Meredith Belbin**
 - **The History and Application of Team Roles**
 - **The Team Role Story**
 - **Creating an Effective Team**
- **3 of Meredith Belbin's best selling books that take the reader from first principles to Meredith's latest research on team dynamics**
 - **Management Teams – Why they Succeed or Fail 2nd Edition 2003**
 - **Team Roles at Work 1993**
 - **Beyond the Team 2000**
- **Handouts to enhance a team session, or to cement an individuals understanding**
- **Manual and on-line (web based) Inventories. The self-perception inventory and observer assessments can be completed via the web, eliminating valuable administration time.**
- **Users Manual**
- **USB Security dongle**

Administrator Training

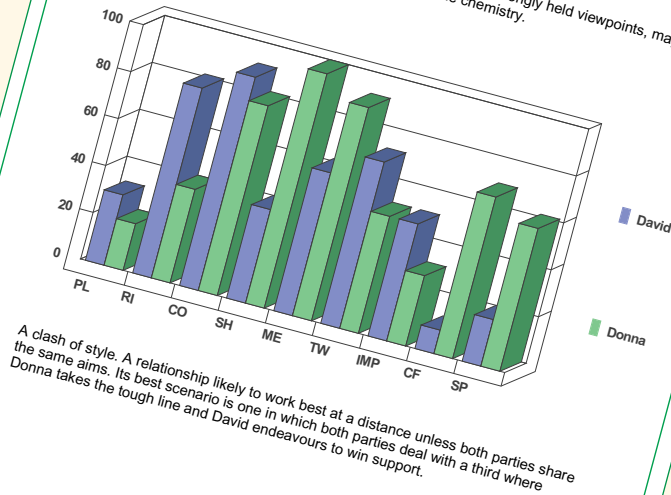
This is a *must have* for administrators of the e-interplace software. It is a half-day course run at your offices.

Our customer technical support manager, Peter Lancaster, has been involved in running these courses since the software was launched. He ensures that all participants feel confident and 'at home' with the software, and are aware of its full capabilities. Please contact the office for further information



“Find out the team role chemistry between two individuals”

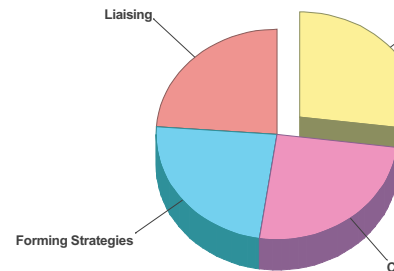
David is a colleague of Donna.
Please note that large differences in personal calibre, or strongly held viewpoints, may over-ride any of these forecasts based on team role chemistry.



A clash of style. A relationship likely to work best at a distance unless both parties share the same aims. Its best scenario is one in which both parties deal with a third where Donna takes the tough line and David endeavours to win support.

“This report helps to focus on your strengths and phrases to help you project your preferences”

The pie chart suggests four styles of working which would emerge from a combination of your top team roles.



“This report offers advice on how you can develop your management style”

Your profile is ideally suited to the outward-looking company. Or, at any rate, you are well placed to help an enterprise develop opportunities in the modern world. This you can do by meeting people, by finding out what is going on in other places, and by acting as the counterbalance to inward-looking specialists, especially those who adopt the defensive “not invented here” syndrome.

Within the firm itself we should expect you to take a leading role in helping employees to contribute as fully as their capabilities allow to the achievement of the overall objectives. Your ability to communicate and co-ordinate is your greatest strength.

If you are subject to any problems, it could be that you allow enthusiasm and optimism to run away with you. There is a further risk that, in your desire to communicate, you are inclined to talk too much and neglect the significance of silence on the part of others which can cloak unexpressed opposition. Once you realize this, there is every prospect that you will deal with the matter very effectively. On the whole, you will be happier working with those who interact freely and without reservation. With such colleagues you should be good at developing ideas. Under your influence the team should grow to become greater than its individual parts. Make a point also of finding a sober adviser. Such a person can not only act as a catalyst but also serve to steer you into the best decisions when you are faced with a large number of options.

Your management style should be one of facilitating innovation and progress by using whatever resources you can find and by using your social skills to deflect opposition.

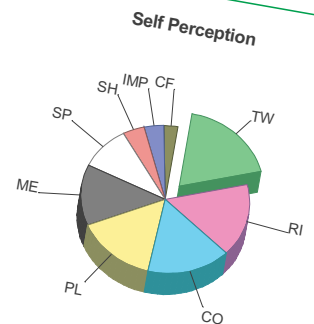
Your own perception of your top team role is supported by the views of others.

On a final note, you need to take account of the role for which you are least suited. You do not appear to have the characteristics of someone who attends to the details on which every significant operation can hinge. So if you can work in harmony with someone who has these qualities, your own performance is likely to benefit.

Here are some phrases to help you project your preferences

- “Dealing and meeting with people are what I do best”
- “I like dealing with people and helping them solve their problems”
- “I feel I am best in the role of offering discerning advice”
- “My strength lies in building better communications”

“Do your team colleagues know you as you perceive yourself?”



The following are the relative sizes of each slice of the pie chart

- PL Plant
- RI Resource Investigator
- CO Co-ordinator
- SH Shaper
- ME Monitor Evaluator
- TW Teamworker
- IMP Implementer
- CF Completer Finisher
- SP Specialist

“Shows strengths and weaknesses. Gives relevant questions to ask at interview, and offers placement advice”

Strengths

Generally regarded as an individual who is broad in outlook, calm & confident, diplomatic, and encouraging of others.

Has a pleasant and accommodating attitude. Keen to get on well with colleagues. Requires work where he can use his outgoing nature. Likes to use personal initiative. Has a strong need to be in work involving close liaison and communication with others. Has an interest in drawing out contributions from others and making the best use of a team. An ability to give confidence and direction to others. Keen to steer people towards common objectives. Maintains a broad focus while leaving the details to others.

Possible Weaknesses

Lacks the characteristics required for sustained concentration. Dependent on continuous stimulation and inclined to lose interest quickly.

Should not be involved in work where a sense of urgency is important.

Check at Interview

On the initial evidence, David should make a natural interviewee who contributes actively to the interview. Is this the image that comes across? If so, management potential is supported. But check how far he follows through with initiatives or slides out of responsibilities when it comes to looking at the details.

Placement

Should be placed in a job where skills in liaison work are at a premium. David could thrive in a job where contacts need to be developed and maintained. Could do well in situations where close links are lacking or have not been long established. A good person to be invited to join ad hoc teams and working parties. Should not be offered an appointment which would place David in a position of periodic isolation.

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Facilitating

- RI-CO
- CO-TW
- CO-ME

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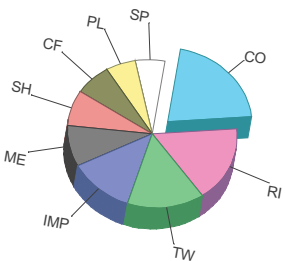
Examples of just some of the many e-interlace reports

"Identify your preferred team roles"

| BELBIN | Least Preferred Roles | | | Manageable Roles | | | | Preferred Roles | | | | Roles and Descriptions | |
|--------|-----------------------|----|----|------------------|----|----|----|-----------------|----|----|-----|---|---|
| | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 | Team-Role Contribution | Allowable Weaknesses |
| | | | | | | | | | | | | | |
| PL | . | . | . | . | . | . | . | X | . | . | . | Plant Creative, imaginative, unorthodox. Solves difficult problems. | Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively. |
| RI | . | . | . | . | . | . | . | . | X | . | . | Resource Investigator Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts. | Over-optimistic. Can lose interest once initial enthusiasm has passed. |
| CO | . | . | . | . | . | . | . | . | X | . | . | Co-ordinator Mature, confident. Clarifies goals. Brings other people together to promote team discussions. | Can be seen as manipulative. Offloads personal work. |
| SH | . | . | X | . | . | . | . | . | . | . | . | Shaper Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles. | Prone to provocation. Liable to offend others. |
| ME | . | . | . | . | . | . | X | . | . | . | . | Monitor Evaluator Serious minded, strategic and discerning. Sees all options. Judges accurately. | Can lack drive and ability to inspire others. |
| TW | . | . | . | . | . | . | . | . | . | X | . | Teamworker Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction. | Indecisive in crunch situations. |
| IMP | . | . | X | . | . | . | . | . | . | . | . | Implementer Disciplined, reliable, conservative in habits. A capacity for taking practical steps and actions. | Somewhat inflexible. Slow to respond to new possibilities. |
| CF | . | X | . | . | . | . | . | . | . | . | . | Completer Finisher Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time. | Inclined to worry unduly. Reluctant to let others into own job. |
| SP | . | . | . | . | X | . | . | . | . | . | . | Specialist Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply. | Contributes on only a limited front. Dwells on specialised personal interests. |

s perceive you in the same way
rceive yourself?"

Observers



s, expressed as a percentage of the total:

| Observers | Percentage |
|-----------|------------|
| PL | 5.7 |
| SP | 16.7 |
| CO | 20.7 |
| RI | 7.8 |
| TW | 8.8 |
| ME | 14.9 |
| SH | 12.4 |
| CF | 7.2 |
| IMP | 5.7 |

This team has strong pronounced supportive qualities and should be keen to foster team spirit and encourage each other to contribute. This will give rise to a very congenial and comfortable atmosphere. As a group, this team will achieve more than they would individually. The danger of this group is that they may consent too readily to what may be poor decisions. To guard against this, one of the team needs to take on a more critical role.

In allocating tasks and functions within this team, we would suggest:

Annette

- may be the best person to co-ordinate group effort, ensure that everyone has a useful role and that the team works towards a common and agreed goal.
- should be made responsible for ensuring that all worthwhile options are considered by the team. Needs a key role in planning. An arbiter in the event of controversy.

Bob

- should do most of the problem solving or be responsible for generating any new strategies or ideas and proposing solutions to the rest of the team.

David

- should be responsible for developing outside contacts and exploring any new opportunities. Needs to be given a chance to conduct negotiations but must report back to the group.

Donna

- is the person best suited to overcoming obstacles and opposition, creating a sense of urgency and ensuring that talk is turned into worthwhile action.

Jenny

- should ensure that the team's work meets the necessary deadlines and conforms to the highest standards. Responsible for ensuring that there are no inaccuracies or errors.

"How the team works together, and how best to allocate tasks within the team"



Some of our many e-interplace users include

Companies

BBC
BMW (UK) Manufacturing
BNFL
British Aerospace
British American Tobacco
Center Parcs
Channel 4 Television
Dow Corning
Eidos
ExxonMobil Chemical
Hilton UK & Ireland
HMV
Kraft Foods International
Kredo
Law Society
Manor Bakeries
Mars UK
McDonald's Restaurants
Nike Europe
Nokia
Norwich Union Healthcare
Oasis Stores
Rolls Royce
Starbucks Coffee
United Space Alliance
Urenco (Capenhurst)
Visit Britain
Volkswagen Group
Wallenius Wilhelmsen Lines
Walt Disney
Waterstones
WHSmith
William Hill

Educational

Bournemouth University
Brunel University
CMPS / Civil Service College
Coventry University
Cranfield School of Management
Glasgow Caledonian University
Henley Management College
Heriot-Watt University
Homerton School of Health Studies
Leeds Metropolitan University
Lloyds TSB Management Centre
London Business School
Loughborough College
Loughborough University
Northumbria University
Nottingham Law School
Nottingham Trent University
Oxford Brookes University
Roffey Park Institute
Southwark College
University Hospital of Hartlepool
University of Birmingham
University of Durham
University of St Andrews

University of Technology Sydney
University of the Witwatersrand
University of Wolverhampton
Warwick Business School
Wichita State University

Pharmaceutical

AstraZeneca
Boehringer Ingelheim
Eli Lilly
GlaxoSmithKline
Janssen-Cilag
Molnlycke Health Care
Napp Pharmaceuticals
Novartis
Pfizer
Quintiles
Sanofi Pasteur MSD
Schering-Plough
Wyeth Pharmaceuticals
Yamanouchi

Construction/Engineering

Balfour Beatty
Caunton Engineering
Hydro Power Equipment
Kier Group Services
Lafarge Roofing
Laing O'Rourke Services
Morgan Est
Simons Group

Consultants

Allianz Cornhill Management
BASIS
Beeches Management Centre
Career Mapping
CEDEP
Change Partnership
Chapple
Eden Brown
PricewaterhouseCoopers

Financial

Abacus Caledonian
Abbey International
AEGON Asset Management
Amlin Insurance Services
AON Corporation
AXA
Baker Tilly
Bank of Ireland Group
Chase Manhattan Bank
Citigroup
Cox Insurance Holdings
Credit Suisse First Boston
Deloitte & Touche
Deutsche Bank
Faraday
JP Morgan Chase

Mazars
Merrill Lynch
Nationwide Building Society
NFU Mutual Insurance
Skipton Building Society
Voca
Whitehead Mann

Legal

Berwin Leighton Paisner
Blake Laphorn Linnell Solicitors
Freshfields Bruckhaus Deringer
Norton Rose

International Bodies

European Commission
Red Cross
The World Bank
UNICEF
United Nations

Public

Audit Commission
Braintree District Council
British Nuclear Group
Bro Morgannwg NHS Trust
Buckinghamshire County Council
Business Link Surrey
Centrex
City of Sunderland Council
Corporation of London
Defence Procurement Agency
Department for Culture, Media and Sport
Department of Health
Department of Primary Industries and Fisheries
Eastleigh Borough Council
Environment Agency
Foreign & Commonwealth Office
Government Office for the North East
Guy's & St Thomas' Hospital NHS Trust
Hampshire County Council
Home Office
Kent Police Force
Kings College Hospital
Kirklees Metropolitan Council
London Borough of Hounslow
Ministry of Defence
NAAFI
Nottinghamshire County Council
Prescription Pricing Authority
Royal Borough Kensington & Chelsea
South Birmingham Primary Care Trust
South Cambs. District Council
South Lanarkshire Council
Thames Valley Police
The Royal Air Force
Wandsworth Primary Care Trust
York Hospitals NHS Trust



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