Belbin for Recruitment

Belbin Team Role Theory can be used to recruit new staff, to reassign or promote team members, to set up project teams and for coaching and career advice.

1. Find out about the Candidate:

The **Belbin Team Role profile** establishes the behavioural propensities of an individual. The report produced contains a section called 'Feedback and Development Suggestions' – a useful aid for any manager or recruitment specialist who wants to find out more about the individual in terms of their preferred working style and environment. It can be used to assess candidates from inside or outside the organisation.

2. Evaluating how a Candidate might fit into the Team

Someone may have the Team Role attributes you are looking for, but how will he or she fit in with the existing team? Whilst you can't account for personal differences or "personality clashes", you can use the **Belbin Team/Group Reports** to help assess whether an individual will be providing a much-needed gap-filling contribution or whether their Team Role preferences could cause conflict with other team members. The **Team Role Circle** provides a good visual aid in this process.

By completing a Team Role inventory of colleagues and examining what is missing, a job specification can be drawn up of the general shape of the candidate the firm would like to recruit. The interview now becomes directed towards the key question that the selectors with be posing to themselves: *how far does the candidate match the personal specification?*

3. Assessing how the Candidate fits with the Job

Even if the candidate fits well in the team, staff turnover can only be reduced by matching people to jobs. **The Belbin® Job Reports** allow you to specify the attributes you require in a particular job. These can be used within HR for recruitment and discussion or presented to the candidate at interview.

Research into the level of compatibility between the demands of work and the job-holder has resulted in the development of a **Job Requirement (JR) Inventory**. The inputs are processed to form a **Job Specification Report** (for the 'recruiter' or manager) and a **Job Expectations Report** (for the applicant or jobholder). A compatibility report comparing the Team Roles required for the job with a candidate's Team Role composition can then be generated. This is the **Suitability for Job Report** - it comments on overall suitability for

the position, looking at both required behaviours and those which are seen to detract from the job.

Please note: Team Roles provide an insight into working and team relationships, but the profiles should not be used as the sole basis for making recruitment decisions.

The 'Placement Dilemma'

While skills and knowledge can be acquired by training and experience, they are insufficient by themselves to ensure suitability for a job. Stress and other problems tend to be created when the demands of a particular form of work conflict with the natural or preferred behaviour of the job-holder (suitability). This gives rise to the 'Placement Dilemma' facing most line managers and recruiters - how to achieve the highest fulfilment of 'eligibility' and 'suitability' criteria from the pool of applicants?

'While a number of applicants may be eligible for the job, who is the most suitable?'

Eligibility can be understood as the 'entry criteria' and shows past performance and "What you know" (Task focus): *i.e. skills, qualifications, relevant experience, references, acceptability at interview.*

Suitability can be viewed as 'performance criteria' and is an indicator of future achievement and "Who you are" (Team focus): *i.e. behavioural tendencies, temperament, aptitude, versatility, assessments, role fit.*

Although entry criteria (e.g. the qualifications etc to secure the interview) are important, they are not in themselves guarantees that the person will be successful in the job. Belbin argues that suitability, even at the total exclusion of eligibility, should be the recruiter's primary goal. Suitability represents the behaviours specified as being critical or important for the job success. If the applicant is highly suitable the eligibility factors such as experience and knowledge can be cultivated later.

THE PLACEMENT EQUATION		
ELIGIBILITY **Entry Criteria** **Past achievements** **Qualifications** **Relevant experience** **References** **Acceptability at interview**	**+**	**SUITABILITY** **Performance Criteria** **Future Performance** **Aptitude** **Assessments** **Talent** **Role fit with those adjacent to job**

"What you know"		"Who you are"

The Placement Outcomes

The consequences or outcomes of the suitability/eligibility argument are shown below:

	SUITABLE	UNSUITABLE
ELIGIBLE	Ideal Fit (Short Stayers)	Poor Fit (Problems)
Barely (in)ELIGIBLE	Surprise Fit (Long Stayers)	Total Misfit (Leavers)

Job Requirements Inventory

'Putting the right person in the right job'

Who should complete the Job Requirements (JR) Inventory?

The Job Requirement (JR) Inventory should be completed by the person(s) directly responsible for the job or for the composition of the team - the person (or people) with a thorough knowledge of the job and/or its performance in a team context.

Who should complete the Job Observations?

The Job Observation Form is designed to be completed by people associated with the job - those whose involvement will help in defining the individual behaviour characteristics which are sought after in this particular job and the ones that are not appreciated.

N.B. Our experience is that the best use of Job Observations is where you want to be inclusive of a broader interest group. It does not have a significant impact on the Job Profile created by the JR Inventory.

Job Requirement Reporting Functions within Belbin Interplace:

A. Job Reports:

These are created from the JR inventory and illustrate the team roles needed for a particular job.

The demands of the job are explained in two different ways:

i. Job Specification – This report should be viewed by the person responsible for recruitment or development of the job in question. It highlights the specific requirements of the job in terms of Team Role contributions.

ii. Job Expectations – Effectively this report is a job specification by the line manager in Team Role terminology. This report should be given to the applicant or jobholder. It highlights the behaviours required to perform well in the job. Can be used for Job Advertisements / Descriptions.

iii. List of Observer Words for Jobs - This report shows the behavioural qualities which Observers consider will have an impact upon the job.

B. Find Job for an Individual:

This report will find the most suitable jobs for a particular candidate in terms of Team Roles.

C. Find Individual for a Job:

By specifying a particular job, this function will search for Candidates within the database (can be filtered by Organisation / Team etc.) best suited to the Team Role profile of the job.

D. Suitability for the Job:

This report compares the Team Roles required for the job with a candidate's Team Role composition. It comments on overall suitability for the position, looking at both required behaviours and those which are seen to detract from the job. Obvious discrepancies may cause problems and are best resolved by discussion with the future jobholder or the manager who completed the Job Requirements.