

How to...

Interpret and make the most of
your BELBIN profiles and reports



Contact info@leadershipsolutions.co.nz for more information
or visit our website www.leadershipsolutions.co.nz

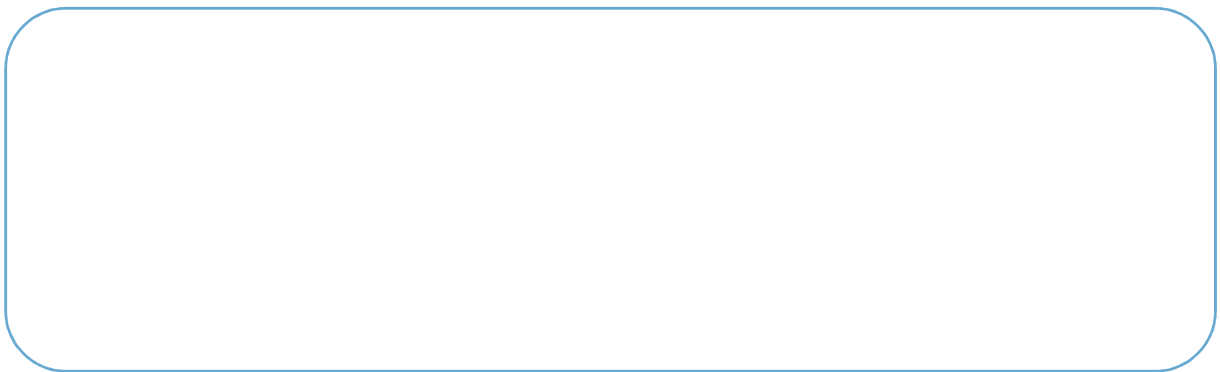
How to use your Belbin Team Role report

Belbin Team Role reports are designed to help individuals and teams understand the behavioural characteristics people can display when working in teams. Each Belbin Team Role offers a different style of contribution to the team. With an understanding of these styles, you and your team can work and interact more effectively.

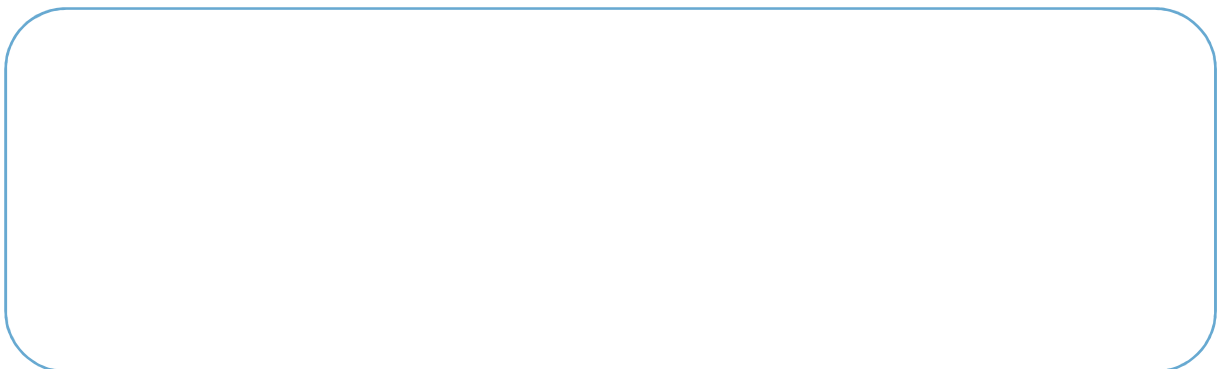
This exercise is aimed to give you a better understanding of the contributions you make to the team.

Enhancing Self Awareness

On the graph 'Comparing Self and Observer Perceptions' look at the three highest 'SPI' (Self-Perception Inventory) bars. Are these roles also high on the 'Obs' (Observer) bars? Explain any differences or similarities and why they might occur.



Look at the top three 'Obs' (Observer) bars. Do you think you are strong in these roles? Write down what this may mean about your style and how you might interrelate and behave with others.



Improving Personal Effectiveness

On the report 'Analysis of your Team Role Composition' look at Your Overall Team Role Composition and consider the top two Team Roles. Then read the 'Team Role Feedback' report. Now discuss how you would like to develop your work and/or management style based on the above information.

On the 'List of Observer Responses' look at the top 6 words. These are the behaviours which your Observers perceive as being most frequently displayed. Discuss briefly how you are going to use the strengths to advantage or how you might minimise the associated weaknesses.

Look at the report 'Maximizing your Potential' and 'Feedback and Development Suggestions'. Do you agree with what is written? How can you use these comments and suggestions to develop in your current work?










Improving Team Effectiveness

On the graph 'Analysis of your Team Role Composition' look at which Team Role is in 9th place on your Self-Perception. Now look at where this Team Role comes on the Observers' Overall View. Finally look at the bottom role on the Overall Team Role Composition. Which Team Role do you consider you are least likely to take on? Write it down. Now explain how the team may help you cover your weakest role. Are there others who have it in abundance?










The next step is to share your Team Role profile with other members of the team and encourage them to do the same. Bear in mind that we all have different strengths and weaknesses. Identify these and put this information to good use by writing down how the team can use the strengths to advantage and compensate for any weaknesses.

Finally, bear in mind that Belbin Team Roles are looking at behaviour and not personality. Your accompanying report is only valid for the team you are in at the moment. When you are in a different team you may need to adjust your roles accordingly. It is, of course, dependent upon who else is in the team and what the team is trying to achieve.

Things 'To do' and 'Not to do'

Team Role	Do...	Don't...
Plant 	Come up with ideas and suggestions for solving problems and working out solutions. Invent a new way of tackling the issues in hand. Create an original piece of work. Look at things from a different angle.	Evaluate your own ideas. Have strong ownership of your own ideas when co-operation with others would yield better results.
Resource Investigator 	Go outside the group to initiate new contacts. Develop the ideas of the PLANT. Use your enthusiasm to build up other people's enthusiasm. Search out new markets. Negotiate with others.	Let people down by neglecting to follow up arrangements. Talk too much so others cannot get enough air time.
Co-ordinator 	Establish an air of authority over the team with your mature approach. Bring others into discussions when they have things to contribute. Hold the group together. Praise and encourage others.	Take credit for the effort of the team. Overplay your status. Neglect to do your fair share of the work.
Shaper 	Get things moving. Stop complacency and laziness. Be honest, straightforward and open with others. Make sure the team is achieving goals. Push things forward.	Hold grudges, become overbearing. Lose your sense of humour when the going gets tough.
Monitor Evaluator 	Provide a balanced opinion on all ideas and options. Be ready to explain what actions you prefer and why. Stop ill thought out courses of action. Take your time over your decisions.	Be seen by the team as a cynic. Give a negative reaction to everything you hear. Dampen the positive approach of the team.
Teamworker 	Promote good team atmosphere by reacting to the needs of others. Support members of the group when necessary. Become a broker in times of argument, and defuse any hostility.	Avoid situations that may entail pressure. Side with the most dominant in a desire to please.
Implementer 	Organise systems. Ensure you and others follow the laid out procedures. Get down to the practical issues. Try and turn ideas into action. Be loyal to your organisation and people within it.	Obstruct change. Be resistant to new ideas of the team. Be seen as a "stick in the mud".
Completer Finisher 	Try to raise standards in all you do. Concern yourself with detail. Use your ability to help other members of the team who may not be so strong on accuracy. Promote excellence.	Allow perfectionism to turn into obsessive behaviour. Penny pinch or split hairs on trivial issues.
Specialist 	Show your enthusiasm for a particular subject. Cultivate a sense of professionalism and encourage your fellow team members to trust your knowledge. Keep your expertise and skills up-to-date.	Discount the importance of factors outside your own area of competence. Become over protective of the boundaries of your job area.

Dealing with Different People

Team Role		Do...	Don't...
Plant		Feed them with questions and problems. Encourage them to develop their ideas.	Expect them to conform. Criticise ideas that have no immediate application.
Resource Investigator		Kindle their enthusiasm. Encourage them to communicate, investigate and negotiate with others.	Press for too much detail. Presume that they will deliver everything they promise.
Co-ordinator		Bring wider issues to their attention. Deliver what you have agreed to do.	Promote hidden agendas. Undermine them by doing private deals" or pursuing "personal conflicts" behind the scenes.
Shaper		Be tolerant and helpful when their sense of urgency creates problems. Respond quickly to what is demanded.	Become diverted from what is demanded. Try to contradict them.
Monitor Evaluator		Consult them when difficult decisions have to be made. Draw them out by asking questions.	Overrule them through enthusiasm or collective pressure. Expect snap decisions. Try to sell them anything.
Teamworker		Ask for personal help when under pressure Ask them to intervene when dealing with angry people.	Force them to make personal decisions. Take them for granted and assume they agree to everything.
Implementer		Give them responsibility for organising information. Explain what needs to be done in a systematic way.	Neglect to provide clarity in information. Use them as a sounding board for floating wild ideas.
Completer Finisher		Make clear the nature of the priorities and the deadlines. Get their support in checking.	Show concern at their tendency to worry about getting it right. Overload with work or set unrealistic deadlines.
Specialist		Value their contribution as a source and seeker of knowledge. Ask them to undertake research on behalf of the team.	Neglect them due to their reluctance to mix with others. Involve them in wide ranging and unstructured discussions.