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# BELBIN TEAM ROLES

## PRODUCTIVE TEAMS WORKSHOP

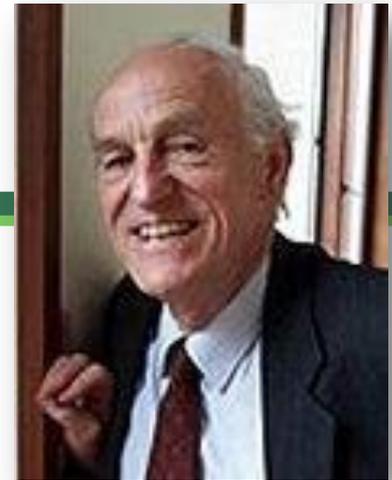
# Workshop Objectives

- Understand Belbin Team Role Theory and methods in order to be able to effectively apply this research based approach to obtain enhanced business results
- Understand your preferred, manageable and least preferred team roles
- Gain an appreciation of your self-perception and the perceptions of others of your team role profile
- Learn to use the Belbin methods in a team setting using a powerful team mapping exercise that provides insights into team dynamics and provides methods to improve business results

# Workshop Agenda

- Introduction to Belbin Team Roles
- Belbin Theory: Productive Teams & Team Roles
- Individual Report Interpretation
- Team Mapping: Insights into Team Dynamics
- Questions, Wrap Up

# Belbin Team Roles



Dr. Meredith Belbin from Cambridge University devoted over 10 years of research into team effectiveness:

- He determined that the skill or individual excellence of the team members was not a predictor of a team's results.
- He recognized that the way that the individual members behaved contributed to or detracted from the team's effectiveness.
- He identified nine predictable behavior patterns or "team roles."

He demonstrated that with a careful balance of technical skills and the optimal behavior patterns, we can select and develop teams with a predictably higher degree of success.

# What is a Team Role?

*“A tendency to behave, contribute, & interrelate with others in a particular way when working in a team”*

*versus a “Functional Role” which refers to the job demands that a person has to meet by supplying the requisite technical skills & operational knowledge*

# The nine roles are grouped into 3 categories...

## Thinking Roles



**Plant**



**Specialist**



**Monitor  
Evaluator**

## Action-oriented Roles



**Shaper**



**Implementer**



**Completer  
Finisher**

## People-oriented Roles



**Co-ordinator**



**Teamworker**



**Resource  
Investigator**

# The Nine Team Roles

|                 |                       |                 | <i>Team Role Contribution</i>                                                       | <i>Allowable Weakness</i>                                                                |                                                                           |
|-----------------|-----------------------|-----------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| <i>Thinking</i> | Plant                 | <b>PL</b>       |    | <i>Creative, imaginative, free-thinking. Generates ideas &amp; solves hard problems.</i> | <i>Ignores incidentals. Too pre-occupied to fully communicate.</i>        |
|                 | Monitor Evaluator     | <b>ME</b>       |    | <i>Sober, strategic and discerning. Sees all options and judges accurately.</i>          | <i>Lacks drive and ability to inspire others. Can be overly critical.</i> |
|                 | Specialist            | <b>SP</b>       |    | <i>Single-minded, self-starting, dedicated. Provides rare knowledge and skills.</i>      | <i>Contributes only on a narrow front. Dwells on technicalities.</i>      |
| <i>Action</i>   | Shaper                | <b>SH</b>       |    | <i>Challenging, dynamic, thrives on pressure. Has drive to overcome obstacles.</i>       | <i>Prone to provocation. Offends people's feelings.</i>                   |
|                 | Implementer           | <b>IM<br/>P</b> |    | <i>Practical, reliable, efficient. Turns ideas into actions and organizes tasks.</i>     | <i>Somewhat inflexible. Slow to respond to new possibilities.</i>         |
|                 | Completer Finisher    | <b>CF</b>       |    | <i>Painstaking, conscientious, anxious. Finds errors. Polishes and perfects.</i>         | <i>Inclined to worry unduly. Reluctant to delegate.</i>                   |
| <i>People</i>   | Coordinator           | <b>CO</b>       |   | <i>Mature, confident, identifies talent. Clarifies goals. Delegates effectively.</i>     | <i>Can be seen as manipulative. Offloads own share of the work.</i>       |
|                 | Team Worker           | <b>TW</b>       |  | <i>Co-operative, perceptive and diplomatic. Listens and averts friction.</i>             | <i>Indecisive in crunch situations. Avoids confrontation.</i>             |
|                 | Resource Investigator | <b>RI</b>       |  | <i>Outgoing, enthusiastic, communicative. Explores opportunities, develops contacts</i>  | <i>Over-optimistic. Loses interest once initial enthusiasm expires.</i>   |



*Teams need a mix of ALL NINE roles  
to be most successful*

# Belbin Team Role Model

Does NOT  
mean you need  
nine people on  
the team!



**Each Individual likely has three of the following:**



**Natural or Preferred roles**

*What I like to do*



**Manageable roles**

*What I can do if needed*



**Least Preferred roles**

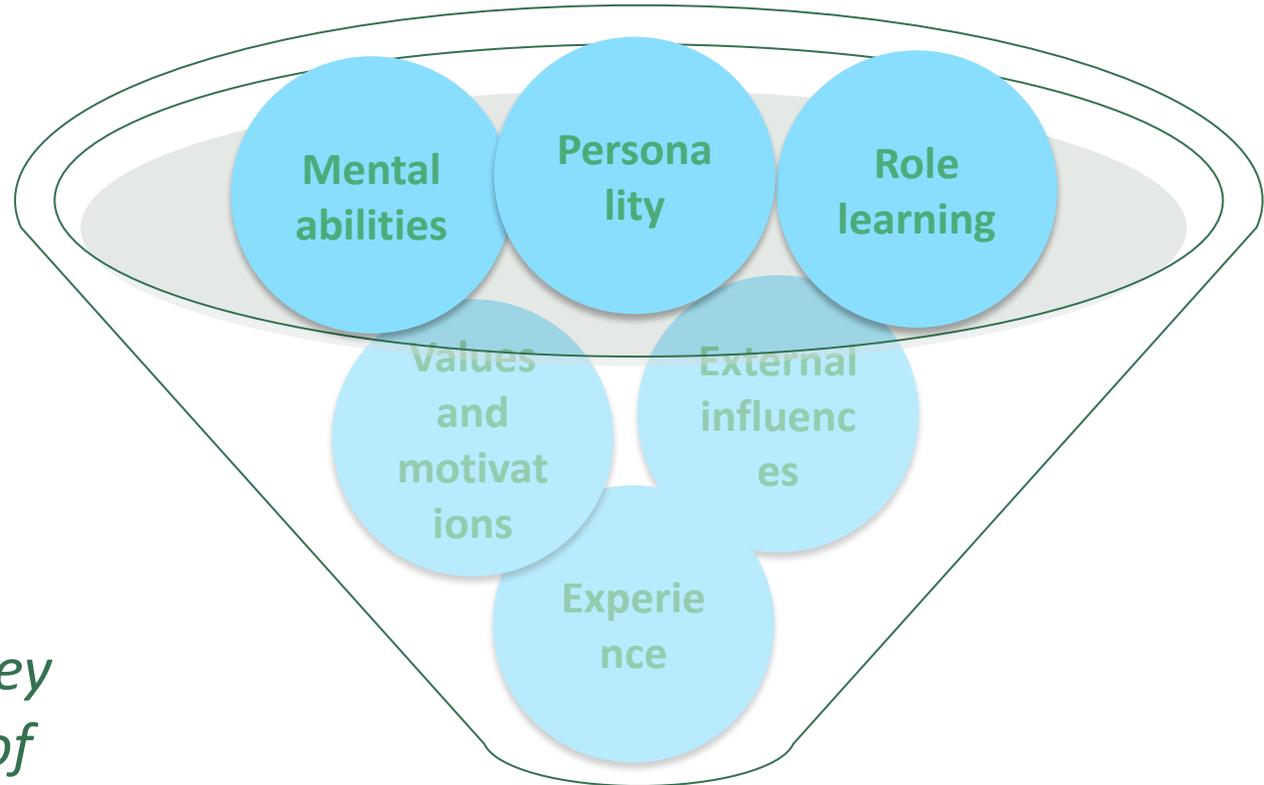
*What I wish someone else would do*

## Rapid, high quality team performance is not an accident.

**It requires discipline & effective interaction skills:**

- Balanced, diverse team
- Effective process
- Relevant experience

# Factors Determining Individual Behavior in a Team



*Can my Team Roles Change??*

*Yes. They can and they might ...as a result of these factors.*

**BEHAVIOR**

## *Be aware of and manage your Allowable Weaknesses*

- This is the price to be paid for being good in your preferred roles, e.g., a strong Shaper is going to hurt some peoples feelings as they forge ahead
  
- Ensure that Allowable Weakness does not become “Disallowable”:
  - *Lose a Plant’s attention during a meeting because they are dreaming up a creative solution = OK*
  
  - *Plant forgets to come to meeting because they are thinking about something else = NOT OK!*

## *Focus on what you do best*

Understand and excel in your natural, preferred roles and manage, rather than struggle, to be good at your least-preferred roles





# Individual Reports

# Analysis of your Team Role Composition

This report is based on your Self-Perception plus 5 Observer Assessments.

|                             | 1  | 2  | 3  | 4  | 5  | 6   | 7   | 8   | 9   |
|-----------------------------|----|----|----|----|----|-----|-----|-----|-----|
| Max Isaac's Self-Perception | TW | CO | RI | SP | PL | CF  | SH  | ME  | IMP |
| Observers:                  |    |    |    |    |    |     |     |     |     |
| Melody Archer               | RI | CO | PL | ME | SH | TW  | SP  | IMP | CF  |
| Anton McBurnie              | SP | RI | TW | PL | CO | CF  | SH  | ME  | IMP |
| Andy Piotrowski             | CO | RI | PL | TW | CF | IMP | SH  | ME  | SP  |
| Maggie Carveth              | PL | RI | CO | TW | SH | SP  | ME  | IMP | CF  |
| DeeDee Lynch                | PL | RI | SP | CO | SH | TW  | IMP | CF  | ME  |
| Observers' Overall Views    | RI | PL | CO | TW | SP | SH  | ME  | IMP | CF  |

Your Overall Team Role Composition

**RI** CO TW PL SP SH ME IMP CF

What are my Top Roles ?



Example Report

The overall rank order on the bottom line is the weighted addition of the Self-Perception and the total of the Observers' input. The observer feedback is weighted more heavily than the self-assessment.

# Team Role Overview

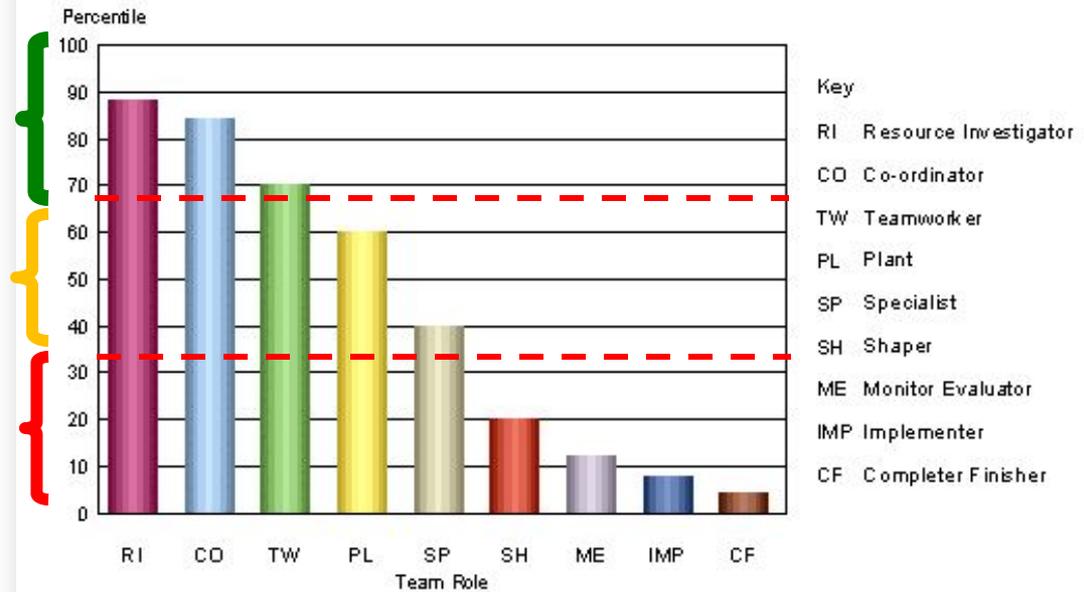
Example Report

Natural or preferred roles

Manageable roles

Least preferred roles

This report is based on your Self-Perception plus 5 Observer Assessments.



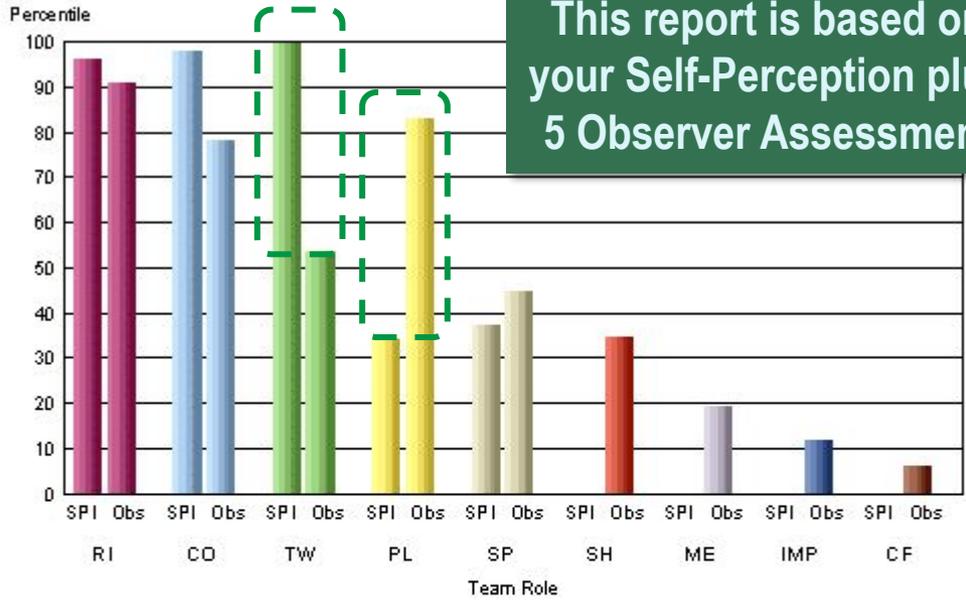
Generally, you want to play to your preferred roles whenever possible. Pick the one best suited to the setting, set of tasks or other people you are with.

Sometimes a role outside your top 3 is the one best suited to the situation; think of this as “flexing or stretching”, especially if the role has a lower score.

Try to let others fill your weakest roles.

# Comparing Self & Observer Perceptions

Example Report



This report is based on your Self-Perception plus 5 Observer Assessment

Coherence is the alignment of self-perception and observers' perceptions of what you do and are good at.

It is important because it is correlated with being self-aware and effectively working with others (playing to your true strengths). Perfect alignment is impossible, but check for large gaps. Most people have some "disconnects" between the two.

| Key |                       | Self-Perception (SPI) (Percentile) | Observations (Obs) (Percentile) |
|-----|-----------------------|------------------------------------|---------------------------------|
| RI  | Resource Investigator | 96                                 | 91                              |
| CO  | Co-ordinator          | 98                                 | 78                              |
| TW  | Teamworker            | 100                                | 53                              |
| PL  | Plant                 | 34                                 | 83                              |
| SP  | Specialist            | 37                                 | 46                              |
| SH  | Shaper                | 0                                  | 35                              |
| ME  | Monitor Evaluator     | 0                                  | 19                              |
| IMP | Implementer           | 0                                  | 12                              |
| CF  | Completer Finisher    | 0                                  | 6                               |

**Differences of 40 or more**

# Your Team Role Preferences

Example Report

**This report is based upon your Self-Perception only.**

| Least Preferred Roles |    |    | Manageable Roles |    |    |    | Preferred Roles |    |    |     | Team Roles                                                                                                |
|-----------------------|----|----|------------------|----|----|----|-----------------|----|----|-----|-----------------------------------------------------------------------------------------------------------|
| 0                     | 10 | 20 | 30               | 40 | 50 | 60 | 70              | 80 | 90 | 100 |                                                                                                           |
| .                     | .  | .  | X                | .  | .  | .  | .               | .  | .  | .   |  Plant                 |
| .                     | .  | .  | .                | .  | .  | .  | .               | .  | .  | X   |  Resource Investigator |
| .                     | .  | .  | .                | .  | .  | .  | .               | .  | .  | X   |  Co-ordinator          |
| X                     | .  | .  | .                | .  | .  | .  | .               | .  | .  | .   |  Shaper                |
| X                     | .  | .  | .                | .  | .  | .  | .               | .  | .  | .   |  Monitor Evaluator     |
| .                     | .  | .  | .                | .  | .  | .  | .               | .  | .  | X   |  Team worker           |
| X                     | .  | .  | .                | .  | .  | .  | .               | .  | .  | .   |  Implementer         |
| X                     | .  | .  | .                | .  | .  | .  | .               | .  | .  | .   |  Completer Finisher  |
| .                     | .  | .  | .                | X  | .  | .  | .               | .  | .  | .   |  Specialist          |

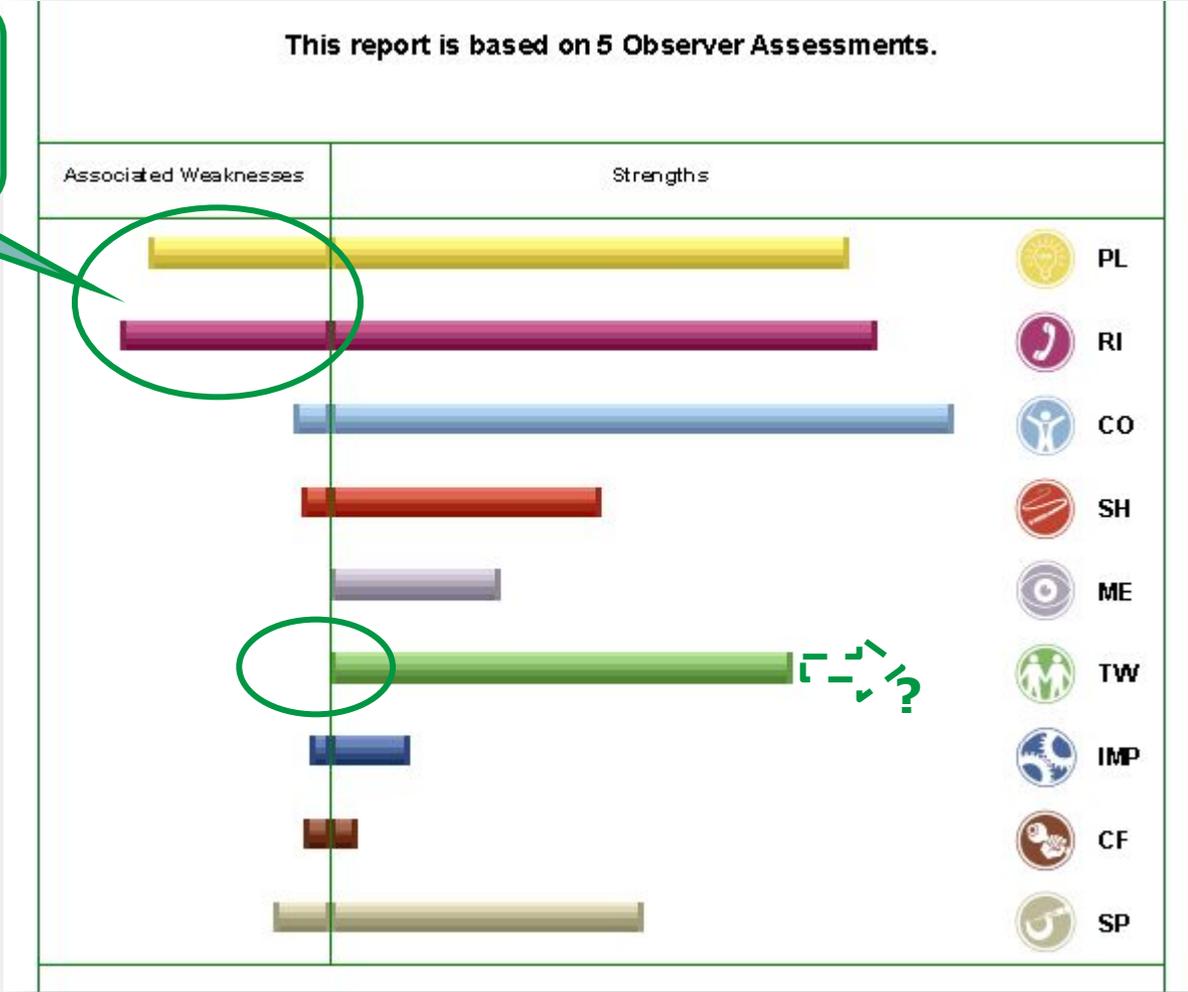
In this example, the person feels they excel at three roles (RI, CO, TW), and have little aptitude for four roles (SH, ME, IMP, CF).

# Observed Team Role Strengths and Weaknesses

**Are these weaknesses allowable?**

Some weaknesses are to be expected, especially on the strongest roles. They may occur when you play the role to its proper extent. They are allowable as long as they do not become too extreme.

Having no weakness on a role, especially the stronger ones, may indicate a "hidden strength" (a role that could safely be played more if you choose to).



# List of Observer Responses

Example Report

This report is based on 5 Observer Assessments.

|                              |    |                                   |   |
|------------------------------|----|-----------------------------------|---|
| encouraging of others        | 10 | impartial                         | 1 |
| caring                       | 7  | <i>over-talkative</i>             |   |
| keen to impart expertise     | 7  | <i>manipulative</i>               |   |
| broad in outlook             | 6  | <i>inflexible</i>                 |   |
| outgoing                     | 6  | <i>confrontational</i>            |   |
| perceptive                   | 6  | persevering                       |   |
| persuasive                   | 6  | disciplined                       |   |
| <i>impulsive</i>             | 6  | efficient                         |   |
| free-thinking                | 6  | methodical                        | 1 |
| confident and relaxed        | 6  | <i>oblivious</i>                  | 1 |
| inquisitive                  | 5  | <i>fussy</i>                      | 1 |
| helpful                      | 5  | <i>uninvolved with specifics</i>  | 1 |
| consultative                 | 5  | perfectionist                     | 0 |
| conscious of priorities      | 5  | hard-driving                      | 0 |
| inventive                    | 4  | <i>territorial</i>                | 0 |
| creative                     | 4  | <i>sceptical</i>                  | 0 |
| imaginative                  | 4  | <i>restricted in outlook</i>      | 0 |
| seizes opportunities         | 4  | <i>over-sensitive</i>             | 0 |
| motivated by learning        | 4  | <i>frightened of failure</i>      | 0 |
| outspoken                    | 4  | self-reliant                      | 0 |
| <i>absent-minded</i>         | 4  | meticulous                        | 0 |
| willing to adapt             | 4  | realistic                         | 0 |
| dedicated to subject         | 4  | practical                         | 0 |
| original                     | 3  | <i>resistant to change</i>        | 0 |
| enterprising                 | 3  | <i>reluctant to allocate work</i> | 0 |
| challenging                  | 3  | <i>over-delegating</i>            | 0 |
| <i>eccentric</i>             | 3  | <i>fearful of conflict</i>        | 0 |
| diplomatic                   | 3  | accurate                          | 0 |
| <i>engrossed in own area</i> | 3  | competitive                       | 0 |
| shrewd                       | 2  | <i>unenthusiastic</i>             | 0 |
| studious                     | 2  | <i>unadventurous</i>              | 0 |
| <i>inconsistent</i>          | 2  | <i>pushy</i>                      | 0 |
| analytical                   | 2  | <i>procrastinating</i>            | 0 |
| logical                      | 2  | corrects errors                   | 0 |
| reliable                     | 2  | <i>indecisive</i>                 | 0 |
| tough                        | 1  | <i>impatient</i>                  | 0 |

Maximum score  
= 2 x number  
of observers

This is the complete list of words your observers could choose from to describe your behavior.

All words line up to a specific role as either a strength or associated weakness (*italicized*).

**This report is based on your Self-Perception plus 5 Observer Assessments.**

You are someone who is well-placed to help develop opportunities by meeting people and finding out what is going on in other places. Within the organisation, you are likely 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 effectively is your greatest strength.

If you encounter problems, it could be because you allow enthusiasm and optimism to run away with you, without a reality check. 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 hide unexpressed opposition. Once you realise this, there is every prospect that you will deal with the matter very effectively.

On the whole, you will be happiest working with those who interact freely and without reservation, allowing you to develop ideas. With you as a manager, any team should grow to become greater than its individual parts with each individual contributing and communicating effectively. You would work best for a manager who acts as a grounded adviser, offering a cautionary approach to new ventures and helping you towards the best decisions when you are faced with a large number of options.

Your working style should be one of facilitating innovation and progress by using all resources at your disposal – including other team members – and by using your social skills to encourage and enthuse others.

You also seem to have a propensity for taking an interest in, and caring for, others. Focus on cultivating a good atmosphere in the team by developing good relationships with others and offer to take on work which seems to have fallen through the gaps. Your efforts should earn you not only popularity but also a reputation as a considerate, diplomatic individual who can be relied upon to keep things running smoothly.

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 which can make or break a project. If you can work in harmony with someone who has these complementary qualities, your own performance is likely to benefit.

The data on this page is based on common themes for people who have a similar pattern of Team Role strengths & weaknesses.

# Team Roles Key Concept

## ***BEWARE OF LABELLING PEOPLE!!***

Everyone has 3 to 6 roles that are preferred or manageable - they may need to switch among these different roles based on the circumstances.





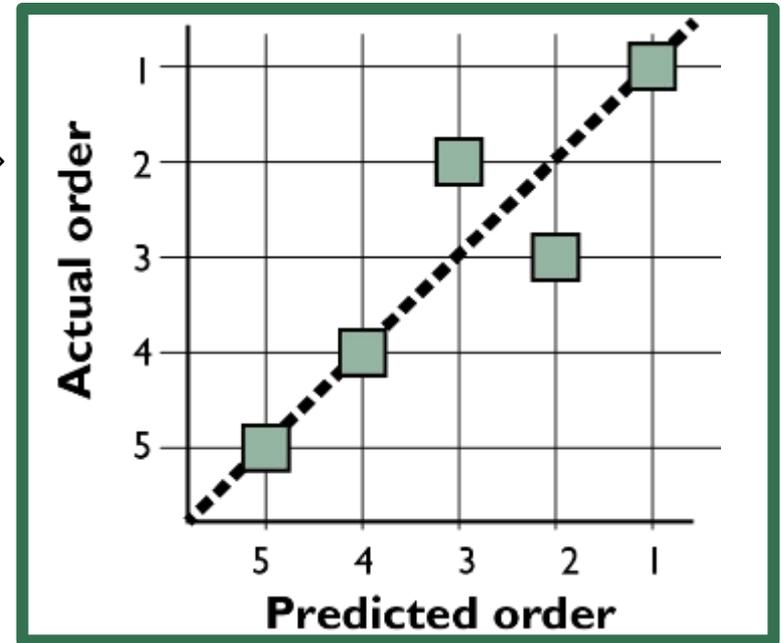
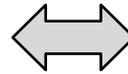
# Team Role Mapping

# The Belbin Team Role Model has Predictability

Data: Research at Henley College

A typical example of Belbin's ability to predict the order of finish of teams in the Henley Management Simulations.

| Predicted Order of Finish | Actual Order of Finish |
|---------------------------|------------------------|
| 1                         | 1                      |
| 2                         | 3                      |
| 3                         | 2                      |
| 4                         | 4                      |
| 5                         | 5                      |



On actual teams, the abundance, or lack, of specific Team Roles has predictable consequences.

## *Beware of having too many of same role on team.*

Too many Plant Roles present –  
all brainstorming, no action

Too many Shaper Roles present –  
CONFLICT & !!\*\*\*#%!!/



## *Diversity is essential – All 9 roles will be needed at some point*

- Belbin demonstrated that diversity is a key predictor of actual results, it provides a framework for constructive conflict
- Doesn't mean a team needs 9 people (5-6 is typically the ideal)
- Each role should be represented within the team
- Some roles will be more or less important at a given time or for certain tasks facing the team. Who plays each role may also evolve & change over time.

# Team Role Mapping Exercise

This report is based on your 8 Self-Perception plus 5 Observer Assessments.

|                                    | 1  | 2  | 3  | 4  | 5  | 6   | 7   | 8   | 9   |
|------------------------------------|----|----|----|----|----|-----|-----|-----|-----|
| Max Level of Self-Perception       | IR | CO | TW | PL | CF | SH  | IMP | SP  | ME  |
| Observer                           |    |    |    |    |    |     |     |     |     |
| Malinity Andrie                    | IR | CO | PL | ME | SH | TW  | SP  | IMP | CF  |
| Anton the Bunko                    | SP | R  | TW | PL | CO | CF  | SH  | ME  | IMP |
| Andy P. Bhowick                    | CO | R  | PL | TW | CF | IMP | SH  | ME  | SP  |
| Maggie Carveth                     | PL | R  | CO | TW | SH | SP  | ME  | IMP | CF  |
| DasDec Lynch                       | PL | R  | SP | CO | SH | TW  | IMP | CF  | ME  |
| Observer Overall Mean              | R  | PL | CO | TW | SP | SH  | ME  | IMP | CF  |
| Your Overall Team Role Composition | R  | CO | TW | PL | SP | SH  | ME  | IMP | CF  |

Use the **OVERALL** ranking (see page 3 of your report)

|     | Mike | Susan | Tim | John | Beth | Raj | Denise |
|-----|------|-------|-----|------|------|-----|--------|
| PL  | 1    |       | 2   | 1    | 2    | 9   | 3      |
| ME  | 3    | 7     | 3   |      | 8    | 7   |        |
| SP  |      | 2     |     | 2    | 7    | 2   | 9      |
| SH  | 8    |       |     | 9    |      | 8   |        |
| IMP | 9    | 1     |     | 8    | 1    |     | 7      |
| CF  | 7    |       | 1   |      | 9    |     | 2      |
| CO  | 2    | 9     | 7   |      |      | 3   |        |
| TW  |      | 8     | 8   | 3    |      | 1   | 8      |
| RI  |      | 3     | 9   | 7    | 3    |     | 1      |

Thinking

Action

People

**For each Team Role:**

- Surplus ?
- Void ?
- Tendencies?
- What adjustments will be required ?



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