

Handout: How to use your Belbin® Team Role report

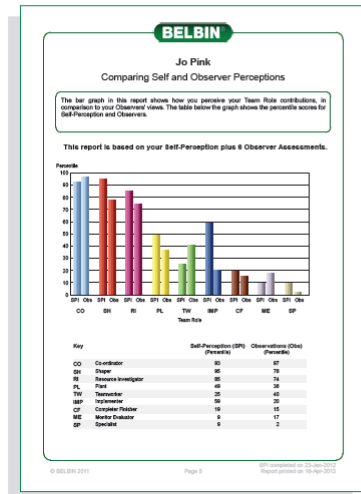


Belbin Team Role reports are designed to help individuals and teams understand the behavioural characteristics people can display when working in teams. Each Belbin Team Role offers a different style of contribution to the team. With an understanding of these styles, you and your team can work and interact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

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

1. 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.

2. 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.

Jo Pink
Analysis of your Team Role Composition

This report provides an overview of Team Roles as seen by yourself and others, in order from most prominent (column 1) to least (column 9). Your overall Team Role Composition is not simply an average of each individual line, but a weighted integration of your perceptions and your Observers' views, which takes many factors into account.

This report is based on your Self-Perception plus 6 Observer Assessments.

	1	2	3	4	5	6	7	8	9
Jo Pink's Self-Perception	SH	CO	RI	IMP	PL	TW	CF	ME	SP
Observers:									
Dees Orange	CO	SH	RI	PL	IMP	TW	CF	ME	SP
Peter Green	CO	RI	SH	TW	IMP	PL	CF	ME	SP
Victoria Yellow	CO	TW	SH	RI	PL	IMP	ME	CF	SP
Stuart Brown	CO	RI	SH	PL	TW	CF	ME	SP	IMP
Jill Purple	CO	ME	RI	CF	SH	IMP	TW	SP	PL
David Blue	PL	CO	SH	RI	TW	CF	IMP	ME	SP
Observers' Overall Views	CO	SH	RI	TW	PL	IMP	ME	CF	SP
Your Overall Team Role Composition	CO	SH	RI	TW	IMP	CF	ME	SP	

There is an excellent match between your own views and those of your observers. This is likely to mean that you have declared your Team Role preferences clearly and that others understand your preferences.

This comment looks at the consistency between the Observers' Overall Views and your Self-Perception. It does not take into account the level of agreement between the Observers themselves.

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Page 4
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Jo Pink
Team Role Feedback

This report offers guidance and advice on the best way to manage your behaviour at work and make the most of your Team Role contributions. The applicability of the advice may vary depending on the stage of your career and your current working situation.

This report is based on your Self-Perception plus 6 Observer Assessments.

You appear to have a firm grasp of objectives; an ability to drive both yourself and others, and a readiness to maximise the resources of a team. Whilst could make the controlled, however, is that there are two competing working styles influencing your behavioural approach, which can introduce an element of unpredictability. One is the calm, unobtrusive style – lateral and consultative, never losing sight of priorities and with a talent for establishing a consensus. The other is the back-driving decision-maker who challenges and pushes others to achieve success. Each style can be very useful in the right circumstances. However, since they are associated with different temperaments, they are difficult to combine convincingly. If, however, you can alternate between relaxed and demanding moods, between delegating readily and, at other times, regarding the reins and taking the lead, your style could become very effective. The challenge lies in judging which approach is required at any given time.

In terms of working relationships, you will work best for a manager who is creative but requires organisation or for someone who is happy to allow you to exercise considerable influence. However, there will inevitably be times when the exercise of your authority will be inappropriate. This is where you will have to learn to contain yourself, especially if that situation reveals over a lengthy period.

When managing others, it is important to be aware that some will not respond well to an overly-direct approach. Ensure that you allow others a sense of autonomy and responsibility for their own work.

Your natural operating style is one of leading from the front. However, the prime challenge for you is to exercise that propensity with discretion and without constraining the style and ambition of others.

You appear to have the makings of someone who is prepared to help the team develop its understanding of the world outside the organisation. Find occasions to go out and network and then present your findings to the team with enthusiasm. When you encounter promising original ideas within the team, volunteer yourself to find out more about how to exploit the opportunities these ideas present.

On a final note, you need to take account of the role for which you are least suited. In your case, your greatest rather than specialist tendencies may be problematic at times. If you can work in harmony with someone who is self-starting and able to offer or gain in-depth knowledge in a particular subject, your own performance is likely to improve.

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2. Improving Personal Effectiveness (cont.)

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.

Jo Pink
List of Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which they think apply to you. This report shows the ticks received for each word, in descending order. Words which denote your associated weaknesses are shown in *italics*.

This report is based on 6 Observer Assessments.

encouraging of others	11	persevering	1
outspoken	9	self-reliant	1
consultative	9	logical	1
broad in outlook	7	efficient	1
conscious of priorities	7	methodical	1
confident and relaxed	7	over-organising	1
calm	7	accurate	1
outgoing	6	perfectionist	0
challenging	5	motivated by learning	0
helpful	5	stressed	0
practical	5	impatient	0
persuasive	5	flexible	0
competitive	5	studious	0
seizes opportunities	4	accidental	0
inquisitive	4	restricted in outlook	0
original	3	over-imaginative	0
creative	3	over-optimistic	0
hard-driving	3	irritable	0
manipulative	3	ignorance of failure	0
perceptive	3	eccentric	0
fine-tuning	3	absent-minded	0
diplomatic	2	meticulous	0
realistic	2	disciplined	0
analytical	2	resistant to change	0
impulsive	2	reluctant to allocate work	0
relaxed	2	optimistic	0
justly	2	flaky	0
corrects errors	2	fearful of conflict	0
uninvolved with specifics	2	willing to adapt	0
impatient	2	distracted by subject	0
inventive	1	unenthusiastic	0
imaginative	1	unadventurous	0
laugh	1	overcautious	0
enterprising	1	engrossed in own area	0
inconsiderate	1	keen to impart expertise	0
confrontational	1	indecisive	0

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Page 11
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2. Improving Personal Effectiveness (cont.)

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?

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Jo Pink
Maximizing your Potential

This report highlights your Team Role strengths and possible weaknesses, based on your views and those of your Observers, if applicable. The section, 'Understanding your Contributor', provides analysis of your resources to your Self-Perception to enable you to work more effectively.

This report is based on your Self-Perception plus 6 Observer Assessments.

Strengths

You:

- maintain a broad focus while leaving the details to others.
- are likely to be a high-profile, dominant person, capable of making your voice heard.
- are able to give confidence and direction to others and to steer people towards common objectives.
- are dynamic and entrepreneurial: a developer of new ventures.

Possible Weaknesses

You may:

- take a generalist approach and tend not get involved with specifics.
- depend on continuous stimulation and be inclined to lose interest quickly.
- have difficulties thinking through the potential implications of a given action or set of circumstances.

Understanding your Contribution (based on your self-perception)

Looking at the results solely from your self-perception (not taking any observer views into account), you have highlighted two possible contributors you can make. Below is some advice on how to play to your strengths further in these areas:

To play your Shaper role to better effect, cultivate your image as someone who is ready to speak out on important subjects and can handle controversial issues. If you can do this in a positive manner, you could become a valuable spokesperson for the team.

To play your Contributor role to better effect, take the lead role in bringing others to agreement on important decisions. Aim for a balance between airing different views and moving to a conclusion.

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Jo Pink
Feedback and Development Suggestions

This report is best for handing to and discussing with your line manager. It will provide an insight into your preferred way of working and the environment in which you thrive. Alternatively, this report is also 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.

This report is based on your Self-Perception plus 6 Observer Assessments.

Key points:

Jo Pink seems to be a generalist rather than an expert, so expect her to focus on the bigger picture. Judge whether Jo has developed effective strategies for getting appropriate guidance when required or whether she dismisses the need for knowledge and expertise.

Work Environment

Jo will be most comfortable in adopting a leading position where personal responsibility can be exercised. She could do well in leading a team but should be steered away from a job where there are ambiguities of seniority or leadership.

Others have observed that Jo might be best suited to:

- giving confidence to others
- work where it is important to speak out rather than to conform
- engaging with others in decision-making

On the other hand, Observers have indicated that she might be less suited to work where:

- there is an opportunity to influence others for her own advantage
- careful planning is required

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3. 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?

Jo Pink
Analysis of your Team Role Composition

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3. Improving Team Effectiveness (cont.)

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.

Ways to use strengths

Ways to compensate for 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.

