

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 discrepancies or and why you think they might differ.



Look at the top three Observer bars. Do you agree you are strong in these roles? Write down what this may mean about your style and how you think your work colleagues view you.

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.




A Sample Report
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 an average of each individual line, but a weighted integration of your perspective and your Observers' views, which takes many factors into account.

This report is based on your Self-Perception plus 4 Observer Assessments.

As Per Your Self-Perception	1	2	3	4	5	6	7	8	9
Observers'	00	00	00	00	00	00	00	00	00
Deliberate Change	00	00	00	00	00	00	00	00	00
Planner/Doer	00	00	00	00	00	00	00	00	00
Monitor/Evaluator	00	00	00	00	00	00	00	00	00
Team Worker	00	00	00	00	00	00	00	00	00
All People	00	00	00	00	00	00	00	00	00
Doer/Implementer	00	00	00	00	00	00	00	00	00
Observers' Overall Mean	00	00	00	00	00	00	00	00	00
Your Overall Team Role Composition	00	00	00	00	00	00	00	00	00



There is an excellent match between your own view 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.

The contrast tests of the consistency between the Observers' Overall Mean and your Self-Perception. It also not take into account the level of agreement between the Observers themselves.

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A Sample Report
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 4 Observer Assessments.

You appear to have a fine grasp of observations: an ability to drive both yourself and others, and a readiness to overcome the resistance of a team. What could make this successful, however, is that there are two competing, opposing styles concerning your behavioural approach, which can introduce an element of unpredictability. One is the calm, unobtrusive style – reserved and considered, never being right of yourself and with a focus on understanding a consensus. The other is the hard-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 consistently. If, however, you can alternate between relaxed and demanding moods, between listening carefully and, at other times, imposing the rules 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 also open-minded, or for someone who is happy to allow you to provide constructive criticism. However, there will inevitably be times when the exercise of your authority will be compromised. This is where you will have to learn to control yourself, especially if that situation persists over a lengthy period.

When managing others, it is important to be aware that some will not respond well to an overly-direct approach. Whilst that you often obtain a sense of authority 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 ensure that properly with direction and without cramping the style and initiative of others.

You appear to have the challenge of someone who is prepared to help the team develop its understanding of the world outside the organisation. It is important to go out and network and then present your findings to the team with enthusiasm. When you encounter promising original ideas within the team, consider yourself to feel 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 best suited. In your case, your greatest rather than greatest tendencies may be particularly at times. If you can work in harmony with someone who is well-organised and able to offer an open-minded 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.

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A Sample Report
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 have your associated weaknesses are shown in bold.

This report is based on 8 Observer Assessments.

encouraging of others	14	personating	1
helpful	13	self-reliant	1
conscientious	12	logical	1
drives to complete	12	efficient	1
organised	12	methodical	1
friendly	12	team-organising	1
calm	11	concise	1
calm	11	pragmatic	1
challenged	10	motivated by learning	1
helpful	10	abstract	1
practical	10	logical	1
perseverant	10	detail-oriented	1
competitive	10	abstract	1
active opportunities	9	logical	1
logical	9	motivated by output	1
original	9	conscientious	1
drives to complete	9	team-organising	1
hard-working	9	conscientious	1
detail-oriented	9	logicalness of future	1
organised	9	concise	1
team-organising	9	abstract-minded	1
logical	9	methodical	1
analytical	9	logical	1
analytical	9	resistant to change	1
drives to complete	9	resistant to change	1
drives to complete	9	abstract	1
friendly	9	team	1
concrete terms	9	hard of hearing	1
interested with specifics	9	willing to adapt	1
organised	9	dedicated to budget	1
conscientious	9	conscientious	1
imaginative	9	conscientious	1
logical	9	conscientious	1
organising	9	organised in own area	1
conscientious	9	hard to report negative	1
methodical	9	dedicated	1

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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?



A Sample Report
Maximizing your Potential

This report highlights your team's strengths and possible weaknesses based on your views and those of your Observers, if applicable. The system, 'Understanding your Contribution', provides a breakdown of your responses to your Self-Perception to enable you to work more effectively.

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

Strengths

You:

- maintain a broad focus while leaving the details to others
- are likely to be a high quality, discerning person, capable of making your voice heard
- are able to gain confidence and devotion 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 not get involved with specifics
- appear in complex situations and be unclear to your nearest quality
- have difficulty looking 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 contributions you can make. There is some advice on how to play to your strengths further in these pages.

 **To play your Manager role to better effect, indicate your stage of completion when it needs to speak out on important subjects and can handle constructive criticism. 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 using different views and working to a conclusion.**

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Self-Perception and 8 Observer Assessments
Report Generated on 25 Aug 2016



A Sample Report
Feedback and Development Suggestions

This report is ideal for reading 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 tool for any manager or development 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 8 Observer Assessments.

Key points

You: It is likely to be a generalist rather than an expert. An expert has to focus on the bigger picture, judge whether or not developed effective strategies for getting appropriate guidance either required or whether she discerns the need for knowledge and support.

Work Environment

You will be most comfortable in occupying a leading position where personal responsibility can be exercised. She could do well in working in team but should be released away from a job where there are ambiguities of authority or hierarchy.

Others have observed that it 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 best 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?



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.



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