

Handout: How to use your Belbin® Team Role report

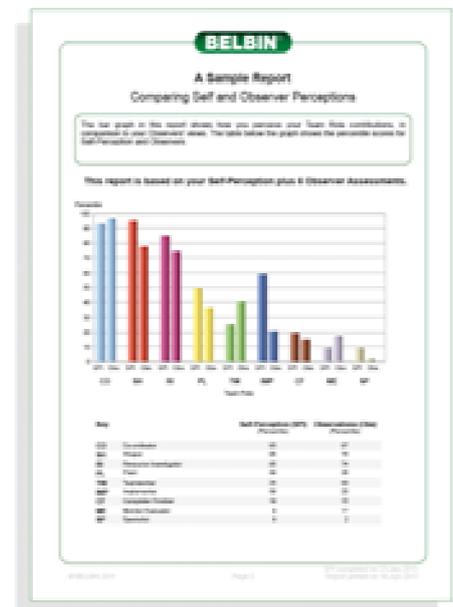


Belbin Team Role reports are designed to help individuals and teams understand the behavioural characteristics people can display when working in teams. Each Belbin Team Role offers a different style of contribution to the team. With an understanding of these styles, you and your team can work and interact 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 (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
- depend on someone else to do the detail work or to be involved in your current quality
- have difficulties 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 which form your self-perception but 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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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 the discussion the need for knowledge and expertise.

Work Environment

You will be most comfortable in occupying a leading position where personal responsibility can be exercised. (You could do well in leading a team but should be relieved 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

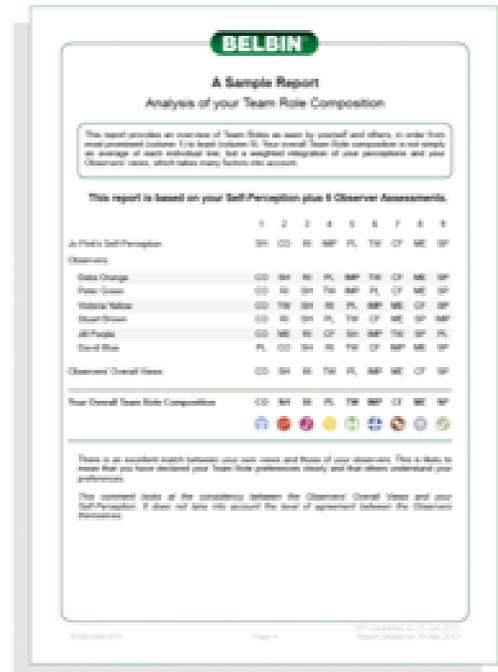
On the other hand, Observers have indicated that you might be best suited to work where:

- there is an opportunity to influence others for your 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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