

BMMB7031

Intercultural Leadership in the age of Globalisation

BELBIN /
Groups & Teams



THE IMPORTANCE OF TEAM DEVELOPMENT

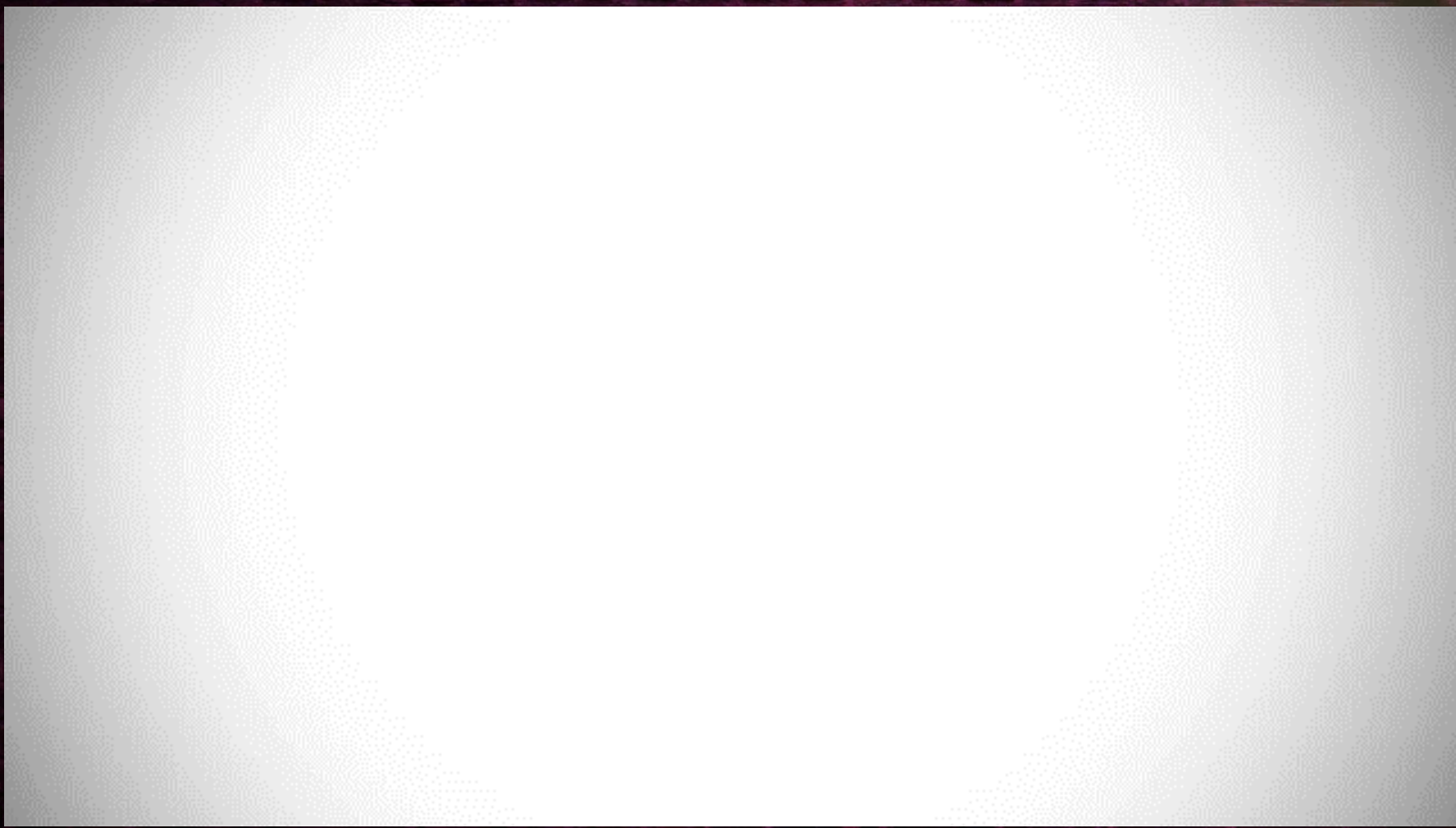
'To remain competitive organisations need to make optimum use of equipment and people if they are to thrive or even survive....'

In a general sense people talk of teamwork when they want to emphasise the virtues of co-operation and the need to make use of the various strengths of employees.'

ACAS







BELBIN'S TEAM-ROLES

A team-role is a pattern of behaviour, characteristic of the way in which one team member interacts with another whose performance serves to facilitate the progress of the team as a whole.

“No one's perfect, but a team can be”

“There's no 'i' in team”



BELBIN'S NINE TEAM-ROLES

ACTION

Shaper

Implementer

Completer/Finisher

THOUGHT

- PLANT
- Specialist
- Monitor-evaluator

PEOPLE

Teamworker

Co-ordinator

Resource investigator



1: THE SHAPER

Team-role contribution

- Challenging
- Dynamic
- Thrives on pressure
- Has the drive and courage to overcome obstacles

Allowable weaknesses

- Can provoke others
- Hurts others' feelings



2: THE IMPLEMENTER

ACTION

Shaper
Implementer
Completer/Finisher

Team-role contribution

- Disciplined
- Reliable
- Conservative and efficient
- Turns ideas into practical actions

Allowable weaknesses

- Somewhat inflexible
- Slow to respond to new possibilities

3: THE COMPLETER

ACTION

Shaper
Implementer
Completer/Finisher

Team-role contribution

- Painstaking
- Conscientious
- Anxious
- Searches out errors and omissions
- Delivers on time

Allowable weaknesses

- Inclined to worry unduly
- Reluctant to delegate
- Can be a nit-picker



4: THE PLANT

THOUGHT
Plant
Specialist
Monitor-evaluator

Team-role contribution

- Creative
- Imaginative
- Unorthodox
- Solves difficult problems

Allowable weaknesses

- Ignores details
- Too preoccupied to communicate effectively

5: THE SPECIALIST

THOUGHT
Plant
Specialist
Monitor-evaluator

Team-role contribution

- Single-minded
- Self-sharing
- Dedicated
- Provides knowledge and skills in rare supply

Allowable weaknesses

- Contributes on only a narrow front
- Dwells on technicalities
- Overlooks the 'big picture'

6: THE MONITOR - EVALUATOR

THOUGHT

Plant

Specialist

Monitor-evaluator

Team-role contribution

- Sober, strategic and discerning
- Sees all options
- Judges accurately

Allowable weaknesses

- Lacks drive and ability to inspire others
- Overly critical

7: THE TEAMWORKER

PEOPLE

Teamworker

Co-ordinator

Resource investigator

Team-role contribution

- Co-operative
- Mild
- Perceptive and diplomatic
- Listens
- Builds
- Averts friction
- Calms the waters

Allowable weaknesses

- Indecisive in crunch situations
- Can be easily influenced



8: THE CO-ORDINATOR

PEOPLE

Teamworker

Co-ordinator

Resource investigator

Team-role contribution

- Mature
- Confident
- A good chairperson
- Clarifies goals
- Promotes decision-making
- Delegates well

Allowable weaknesses

- Can be seen as manipulative
- Delegates personal work

9: THE RESOURCE INVESTIGATOR

PEOPLE

Teamworker

Co-ordinator

Resource investigator

Team-role contribution

- Extrovert
- Enthusiastic
- Communicative
- Explores opportunities
- Develops contacts

Allowable weaknesses

- Over-optimistic
- Loses interest once enthusiasm has passed

BELBIN'S 9 team roles

Roles and descriptions – team-role contribution		Allowable weaknesses
Plant	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores details. Too preoccupied to communicate effectively.
Resource investigator	Extravert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator	Mature, confident, a good chairperson. Clarifies goals, promotes decision-making. Delegates well.	Can be seen as manipulative. Offloads personal work.
Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Can provoke others. Hurts people's feelings.
Monitor-Evaluator	Sober, strategic and discerning. Sees all options. Judges accurately.	Lacks drive and ability to inspire others.
Teamworker	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
Implementer	Disciplined, reliable, conservative and efficient. Turns ideas into practical actions.	Somewhat inflexible. Slow to respond to new possibilities.
Completer	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate.
Specialist	Single-minded, self-sharing, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a narrow front. Dwells on technicalities.

BACK-UP & FUNCTIONAL ROLES

Back-up Roles:

- Team members may be able to play more than one of Belbin's Roles.
- These back-up roles can come into play if particular roles are missing from the team.

Functional Roles:

- These are the roles played by members in relation to specific technical needs.
- Functional roles are based on experience and knowledge, not on team-role characteristics.



SKILLS FOR SUCCESSFUL TEAMWORK

- Self-management
- Communication
- Leadership
- Responsibility
- Supportiveness of diversity
- Feedback and evaluation
- Strategic planning
- Shaping successful meetings
- Resolving conflicts



- Intercultural Competences

And.....

- Enjoyment... Have fun!



Brainstorming / Thought Showers

Brainstorming or 'thought showers'
involve the group adopting a:

*'freewheeling attitude and generating
as many ideas as possible, the more
wild or apparently far-fetched the
better'.*

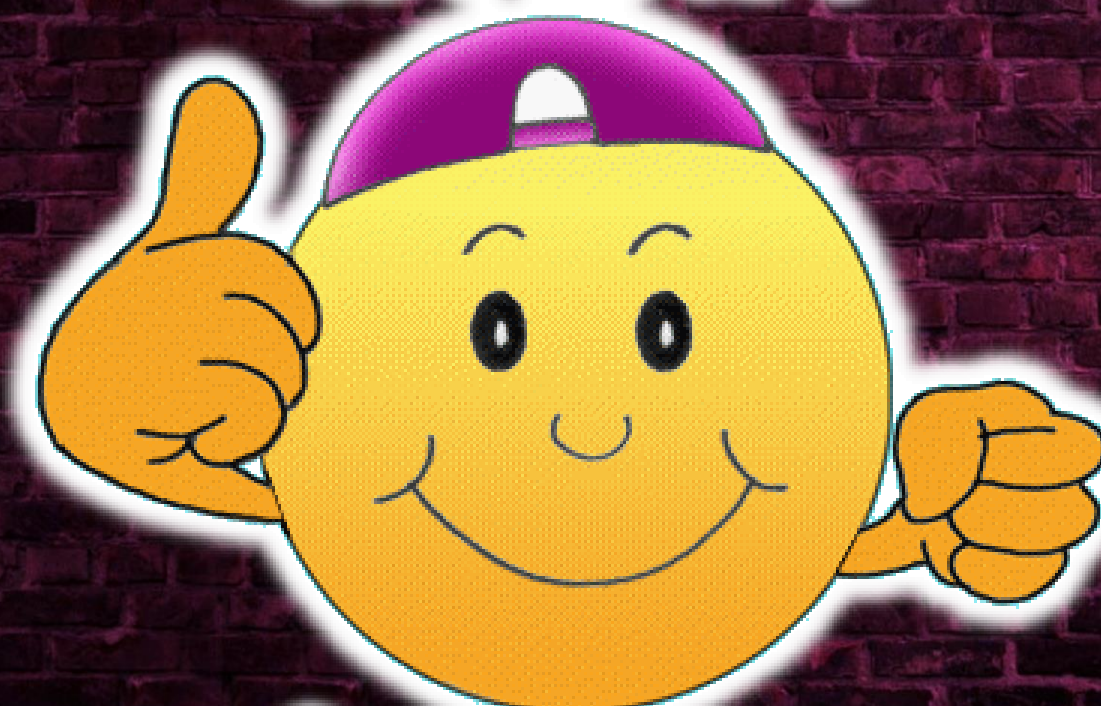


Procedures for Brainstorming / Thought Showers

- Maximum freedom of expression and informality.
- Initial emphasis is on the quantity of ideas, not their quality.
- No individual ideas are criticised or rejected in the first stage.
- Members are encouraged to elaborate or build on ideas expressed by others.
- No evaluation of any particular idea until all ideas have been generated.



GO FOR IT !



GOOD LUCK !

