Advanced Leadership Communication

Working With Teams

28 March 2016
‘In individuals madness is a rarity, but in groups...it is the rule’

Nietzsche
The Belbin Model

• Human behavior in decision making groups is *not* random

• A team role is simply “a tendency to behave, contribute and interrelate with others in a particular way.”

• 8 distinct roles have been identified

• *Most* people have 2 or 3 *preferred roles*

• *Most* people can be flexible about the roles they adopt – remember that context matters!
Co-ordinator (CO)

**Role:** To control and organise the activities of the team, making best use of the resources available

**As a person:** Mature, calm, self-confident, fair minded, quietly charismatic

**Team role contribution**
- Clarifies goals
- Promotes effective decision making
- Good chairman/chairwoman
- Good listener
- Delegates well

**Possible weaknesses**
- Can be seen as manipulative
- Delegates personal work
- Often of average intellect and creative ability
- ‘Glory stealer’
Shaper (SH)

**Role:** To give shape and form to the team’s activities

**As a person:** Outgoing, dynamic, challenging, has drive and courage

<table>
<thead>
<tr>
<th>Team role contribution</th>
<th>Possible weaknesses</th>
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<tbody>
<tr>
<td>Providing direction in discussions</td>
<td>Argumentative</td>
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<tr>
<td>Objective setting</td>
<td>Not always likeable</td>
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<tr>
<td>Challenging inertia and complacency</td>
<td>Prone to irritation</td>
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<tr>
<td>Leadership</td>
<td>Hurts people’s feelings</td>
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*Bullying*
Plant (PL)

Role: To act as a prime source of ideas an innovation for the team

As a person: Individualistic, intellectual, serious minded, unorthodox, creative

Team role contribution
Creative genius
Imagination
Focus on major strategic issues

Possible weaknesses
‘Up in the clouds’
Inclined to ignore practical details
Ignores goals
Overly strong personal ownership of ideas
Resource Investigator (RI)

**Role:** To explore outside resources and develop contacts that may be helpful to the team

**As a person:** Enthusiastic, extrovert, communicative, good under pressure

**Team role contribution**
- Makes and develops new contacts
- Explores new opportunities
- ‘Fixer’
- Maintaining harmony within team

**Possible weaknesses**
- Rapid loss of interest
- Relax when pressure is off
- Over optimistic
- Poor follow-through
Implementer (IM)

**Role:** To translate general concepts and plans into a practical working brief and to carry out that brief in a systematic fashion.

**As a person:** Disciplined, reliable, conservative, hard-working, predictable

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<th>Team role contribution</th>
<th>Possible weaknesses</th>
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<tr>
<td>Organising</td>
<td>Inflexible and unresponsive to new ideas</td>
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<tr>
<td>Dealing with practical details</td>
<td>Unconstructive criticism</td>
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<td>Planning - turning strategies into actions</td>
<td>Obstructing change</td>
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<td>‘Workhorse’</td>
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Monitor Evaluator (ME)

**Role:** To analyse ideas and suggestions both from within and outside the team and to evaluate their feasibility and practical value in terms of the team’s objectives.

**As a person:** Highly intelligent, sober, strategic, critical

### Team role contribution
- Seeing and judging a range of options
- Critical thinking
- Developing ideas to fruition
- Stopping unsound ideas/approaches

### Possible weaknesses
- Lacks drive and ability to inspire.
- Overly critical
- ‘Punch ups’ with Plants!
- Cynicism
Team Worker (TW)

**Role:** To help individual members to achieve and maintain team effectiveness

**As a person:** Socially oriented, mild, likeable, sensitive, perceptive

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**Team role contribution**
- Counsellor and conciliator
- Improves intra-group communication
- Fostering a sense of team spirit
- Building on suggestions

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**Possible weaknesses**
- Indecisive
- Competing for status
- Ostentatious behaviour
- Avoiding ‘pressure’ situations
Completer Finisher (CF)

**Role:** To ensure that the team’s efforts are as near perfect as possible and that nothing gets overlooked

**As a person:** Conscientious, orderly, anxious, painstaking

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### Team role contribution
- Following through
- Quality control, attention to detail
- Providing a sense of urgency
- Safety net, spotting omissions

### Possible weaknesses
- Worrying too much
- Perfectionism
- Losing sight of the overall plan
- Negative thinking
- Obsessive behaviour
Using Belbin

- Self-awareness - tasks/roles we enjoy
- What role shall I major in?
- Who is in our team?
- Combination implications?
- Gap filling

Use with caution!
The Team Role Triangle
Team tasks

- Exploring: PL and RI
- Organizing: CO and IM
- Controlling: SH
- Monitoring: ME and CF
- Supporting: TW
- Imagining: PL
Stages in team formation

- Forming – ‘what shall we do?’
- Storming – ‘we can’t do it!’
- Norming – ‘we can do it’
- Performing – ‘we’re doing it!’
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