

Belbin Team Roles®

It is difficult to work effectively with people without some reasonable expectations of how they are going to perform. The Belbin Team Roles® self and observer assessments show how an individual feels and how an individual behaves in a group. Since 1988 over a million people in organisations throughout the world have benefited from a Belbin Team Roles report (self-perception inventory and up to 6 observers) which can be completed online.

A team role as defined by Dr Meredith Belbin is 'a tendency to behave, contribute and interrelate with others in a particular way'. During a period of over nine years, Meredith Belbin and his team of researchers based at Henley Management College, England, studied the behaviour of managers from all over the world. Managers taking part in the study were given a battery of psychometric tests and put into teams of varying composition, while they were engaged in a complex management exercise. Their different core personality traits, intellectual styles and behaviours were assessed during the exercise. As time progressed nine different clusters of behaviour were identified as underlying the success of the teams. These were named 'Team Roles' and include;

Action-oriented roles - Shaper, Implementer, and Completer Finisher

People-oriented roles - Co-ordinator, Teamworker and Resource Investigator

Cerebral roles - Plant, Monitor Evaluator and Specialist

Each team-role has a combination of strengths and allowable weaknesses. The value of Belbin® team-role theory lies in enabling an individual or team to benefit from self-knowledge and adjust according to the demands being made by the external situation. People generally find that they have three or four natural roles which they can use appropriately depending on the current situation. Very few people display characteristics of just one team role.

As Belbin® Team Roles describe a pattern of behaviour this fingerprint isn't fixed as many factors influence how we behave – for example a change in job. Ideally people should re-complete a Belbin® self-perception inventory as they progress through their career. Each Belbin® report is only a snapshot of an individual's behaviour at one given time.

Belbin® Team Roles are used mainly for team learning and development interventions.

The self and observer assessments can be taken on-line without a coach or consultant.