

# BELBIN®

Engage and develop  
the talent around you



# Need higher-performing teams? Use Belbin®

People are more engaged and productive when playing to their key strengths. Using Belbin helps individuals to fulfill their potential by identifying those key strengths, and enables teams and organisations to bring together the right people to form high-performing teams.

Belbin is the gold standard method of identifying behavioural contributions – we call them Team Roles – in the workplace.

## Belbin Reports

On completion of a questionnaire, personalised **behavioural reports** are generated for both individuals and teams. These reports feed back which combination of Team Roles individuals prefer, and pinpoint strengths and weaknesses.

## Organisations using Belbin benefit from:

Balanced teams based on behavioural contributions, not job titles

Self-aware individuals who can adapt their behaviours according to the situation and business need

The right people doing the right tasks, leading to better-performing teams

Depersonalised team conversations, using a common language to discuss team contributions

Informed decision-making based on fact rather than a gut-feel or hunch

Confidence when making decisions involving people

Insight into behavioural strengths and weaknesses that don't necessarily show up on a CV



# The nine Belbin® Team Roles

After many years of research into team behaviour and performance, nine clusters of behaviour – called Team Roles – were identified. The most successful teams had each of the Team Role behaviours present – this does not mean that successful teams need nine people, as each person can take on more than one Team Role.

For each Team Role there are positive contributions that will be made to the team. On the flip side, there are also allowable weaknesses associated with each Team Role.

 <p><b>Resource Investigator</b></p> <p><b>Contribution:</b> Outgoing, enthusiastic. Explores opportunities and develops contacts.</p> <p><b>Allowable Weaknesses:</b> Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.</p>	 <p><b>Teamworker</b></p> <p><b>Contribution:</b> Co-operative, perceptive and diplomatic. Listens and averts friction.</p> <p><b>Allowable Weaknesses:</b> Can be indecisive in crunch situations and tends to avoid confrontation.</p>	 <p><b>Co-ordinator</b></p> <p><b>Contribution:</b> Mature, confident, identifies talent. Clarifies goals. Delegates effectively.</p> <p><b>Allowable Weaknesses:</b> Can be seen as manipulative and might offload their own share of the work.</p>
 <p><b>Plant</b></p> <p><b>Contribution:</b> Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.</p> <p><b>Allowable Weaknesses:</b> Might ignore incidentals, and may be too pre-occupied to communicate effectively.</p>	 <p><b>Monitor Evaluator</b></p> <p><b>Contribution:</b> Sober, strategic and discerning. Sees all options and judges accurately.</p> <p><b>Allowable Weaknesses:</b> Sometimes lacks the drive and ability to inspire others and can be overly critical.</p>	 <p><b>Specialist</b></p> <p><b>Contribution:</b> Single-minded, self-starting and dedicated. They provide specialist knowledge and skills.</p> <p><b>Allowable Weaknesses:</b> Can only contribute on a narrow front and tends to dwell on the technicalities.</p>
 <p><b>Shaper</b></p> <p><b>Contribution:</b> Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.</p> <p><b>Allowable Weaknesses:</b> Can be prone to provocation, and may sometimes offend people's feelings.</p>	 <p><b>Implementer</b></p> <p><b>Contribution:</b> Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.</p> <p><b>Allowable Weaknesses:</b> Can be a bit inflexible and slow to respond to new possibilities.</p>	 <p><b>Completer Finisher</b></p> <p><b>Contribution:</b> Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.</p> <p><b>Allowable Weaknesses:</b> Can be inclined to worry unduly, and reluctant to delegate.</p>



# Belbin® Individual Reports

A Belbin Individual Report identifies which combination of the nine Team Roles an individual exhibits.

Completed online, the reports are easy to set up and generate:

- 1 The individual is sent the online questionnaire (Self-Perception Inventory), which takes around 20 minutes to complete
- 2 Once submitted, a Belbin Individual Report is generated and sent by email, showing exactly which combination of the nine Team Roles they prefer, based on their own view
- 3 This report contains personalised guidance and advice
- 4 To enhance the value of the Individual Report, six other people can share their observations – we call them Observer Assessments – of the individual via a quick five-minute online questionnaire. We believe in the value of Observer Assessments so much that we include them free with every Individual Report
- 5 Once at least four Observer Assessments have been received, the report is upgraded to a full Belbin Individual Report which shows the Team Roles others see and compares these to their own view

# Belbin® Team and Job Reports

The Belbin Individual Reports are just the start. Once generated, the information can be used to generate other Belbin Reports, most of which require no additional input from you or your teams.

## Team Reports

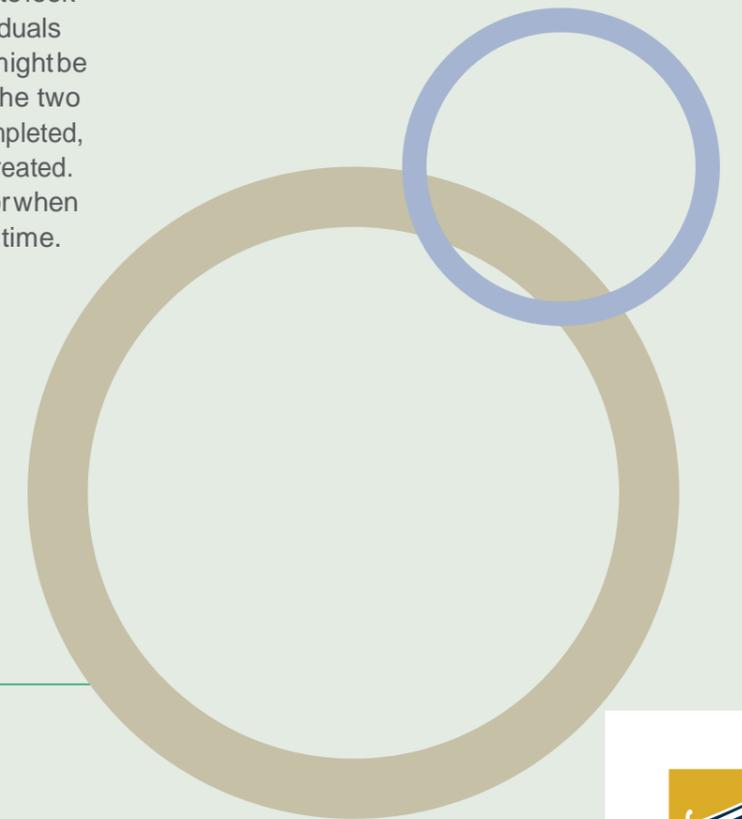
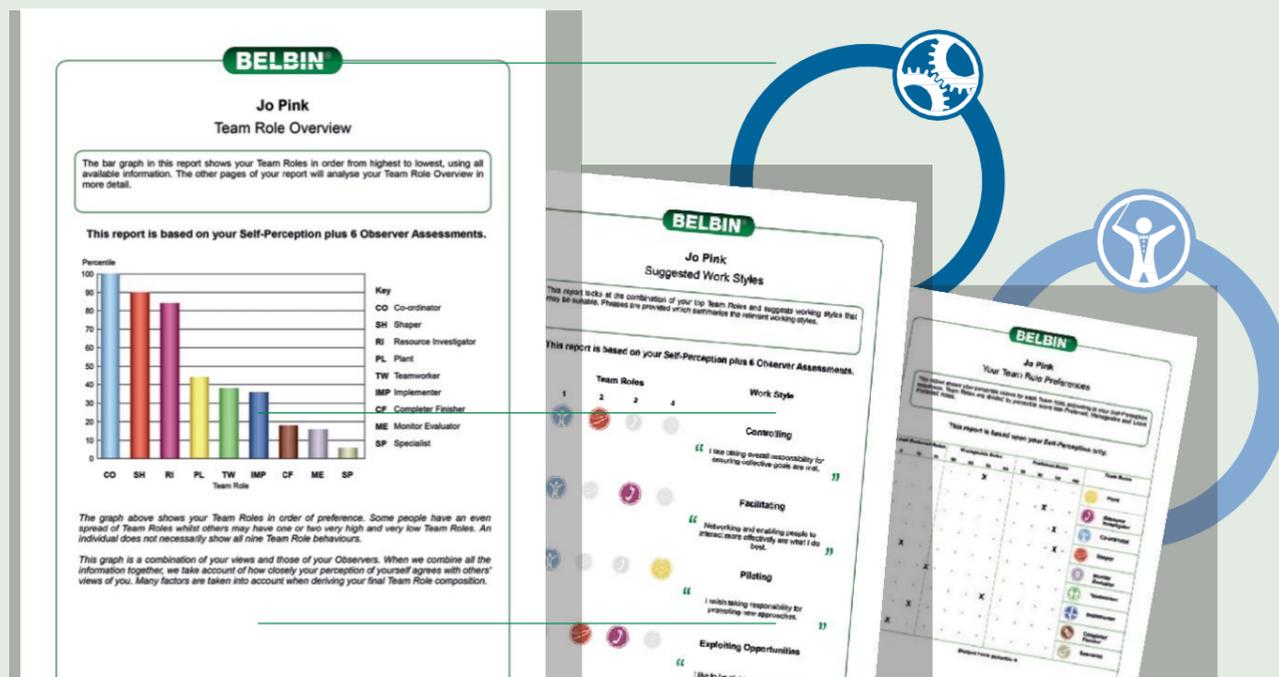
A Belbin Team Report will show how a group of individuals will work together as a team, highlighting strengths and weaknesses of that team, and where there might be gaps, or a doubling-up of competencies.

## Job Reports

By completing a Job Requirements questionnaire, a report is produced that defines that job in terms of Belbin Team Roles. This definition is then matched to the individual being considered for that job, to determine their suitability for the role. This report is perfect when recruiting or for assessment centres.

## Working Relationship Reports

A Working Relationship Report is used to look at the relationship between two individuals who are currently working together, or might be working together in the future. Once the two Belbin Individual Reports have been completed, a Working Relationship Report can be created. These are invaluable when recruiting, or when people are working together for the first time.





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