Identifying and Analysing Team Roles in a Czech Company

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Ústav anglistiky a amerikanistiky

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Zásady pro vypracování:

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Group, Emerald. 2004. Communication Strategies. Bradford: Emerald Group Publishing.
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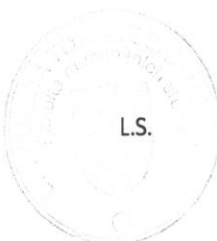Vedoucí bakalářské práce: **Mgr, Hana Atcheson**
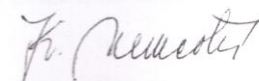Ústav anglistiky a amerikanistiky

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ABSTRAKT

Hlavní cíl této bakalářské práce byla analýza a rozpoznání týmových rolí podle teorie M. Belbina ve společnosti BM Point s.r.o. V první části jsem se zaměřil na teorii týmu, týmové práce a týmových rolí podle teorie M. Belbina. V praktické části jsem vyhodnocoval dotazníky. Zjistil jsem, jaké role zastávají členové tohoto týmu a dal doporučení ohledně zlepšování kvality spolupráce ve společnosti BM Point s.r.o.

Klíčová slova: tým, týmová práce, týmové role, Belbin

ABSTRACT

The main objective of this bachelor thesis was to analyze and identify team roles using theory of M. Belbin at BM Point Ltd. In the first part I focused on the theory of team, team work and team roles theory by M. Belbin. In the practical part I evaluated the questionnaires. I found out which roles members of the team represent and gave recommendations for improving the quality of cooperation at BM Point Ltd.

Keywords: team, team work, team roles, Belbin

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DECLARATION OF ORIGINALITY

I hereby declare that the work presented in this thesis is my own and certify that any secondary material used has been acknowledged in the text and listed in the bibliography.

May 3, 2013

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CONTENTS

INTRODUCTION

Since the beginning of mankind, people have been creating groups because of protection, knowledge and other things. And even in these times they know it is better to work together. In the history we can see how hierarchy, groups and then teams were created and became more and more effective and useful.

Nowadays, we can see how teamwork takes more and more important part in modern company hierarchy and structure. Every human being is unique and has his own values and opinions, which means it is possible to form a team that is more effective than the same amount of people working on their own. Team is created by a group of individuals and therefore it is not always simple to teach some people how to get along with others because, as I mentioned, everybody is unique. Based on these facts, I would like to argue that it is useful to teach individual team members respect and appreciate others and by that make team more effective and capable of work.

Team work can make communication within the company more efficient, saves both time and money. Modern society realizes it and supports teams and team work due to its effectiveness. As I mentioned before it is not easy to put a balanced and well performing team together but once it is done, it is the best way to achieve company goals.

In the first part of my bachelor thesis I am going to deal with teamwork, teams, influence of teams on the whole company, how to choose right people in a team and how to lead a team. In the second part my paper focuses on the BMP company and on research of teamwork and team roles according to M.Belbin's theory of team roles. I am going to evaluate and describe how the company runs and how they could improve teamwork to make it more effective.

I. THEORY

1 BASIC CONCEPTS AND DEFINITIONS

1.1 Team

At the beginning I would like to describe what a team is.

There are many definitions of the word team. *The American Heritage Dictionary* defines team as, "A group of organized to work together or a group on the same side-as in a game". If somebody mentions a team, most people start thinking about some sport team, because in sports people have to work together to achieve some goals, like wining a match in basketball, football or ice hockey. But this word started to be related to business in the few last decades and teams became really important in the business culture. Teams play an important role in our lives. We can see teams and groups everywhere, but not every group can form a team. There is a difference between groups and teams. A team is a group of people with a high degree of interdependence geared toward the achievement of a goal or completion of a task. In other words, they agree on a goal and agree that the only way to achieve the goal is to work together. Team has to have a common objective to achieve. Team members have to communicate and cooperate together.

(Parker, 2008)

In groups people do not feel they are part of a working team so much and they mostly work for themselves more than for the whole team. In team, members feel compactness and togetherness and they dedicate they work to team goals. Team members coordinate their effort to make team stronger by helping each other. They have to help each other to maximize potential of every team member to make a successful and useful team.

1.2 Teamwork

According to businessdictionary.com, teamwork is a "process of working collaboratively with a group of people in order to achieve a goal. Teamwork is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance." To work effectively together, team members must possess specific knowledge, skills, and attitudes, such as the skill in monitoring each other's performance, knowledge of their own and teammate's task responsibilities, and a positive

disposition toward working in a team.

(Baker, Day, Salas, 2006)

Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals.

We can classify teams as effective and ineffective ones. Effective teams have a certain unity of feelings. (Keen, 2003) Team members enjoy being part of such a team. They work and learn together, they look forward to meetings, sometimes have fun and they put team's assignments ahead of their own. They also feel satisfied when working in the team.

Essentials of effective teamwork:

- An acceptance of the common goals of the team
- A hierarchy of leadership within the team that is either appointed or elected
- All members are able to get along, interact well, and involve each other in team business
- Open communication between all members and zero tolerance for hidden agendas
- The team senses and acts with a feeling of empowerment
- Everyone pays attention to both the process and the content of a team's activities
- Mutual trust among all members
- Respect for individual differences
- Constructive conflict resolution

If team appears to be ineffective, there are some ways to improve it. They have to start acting as a whole not some separate parts. Team members can not lie to their colleagues or try to "play their own game" instead of working for whole team. Everybody is an independent person, but they have to realize they are part of something bigger and stay focused on a team's goals. They should enjoy company of other stuffers and if there are serious issues, sometimes it is better to choose a different person to the team.

Teamwork brings benefits for both company and team members.
Into benefits for company we can put:

- Better quality and efficiency of work
- Increase of competitiveness
- Better use of employees skills
- Improvement of culture in company

- Faster solution to problems

Benefits for employees and team could be:

- Motivation and independence of employees

- Collaboration inside the team and between teams

- Reduction of monotonous work

- Optimization of evaluation and bonuses

- Higher working satisfaction

(Keen, 2003)

1.3 Good Environment for Teamwork

To build a team organization, create teams and involve everybody into new team strategy needs a flexible organization. It is a complicated, long-term project to transfer a company. Like every change, it is connected with doubts, fear of something new and people are afraid of changes, because they can see a threat in this change.

Mood in the team or in the organization itself is a major factor influencing success or a fail of such change. Leaders have to make a better environment by their own positive behavior in any case, because people tend to look up at them. In situations like this, good leaders show why they should be in position they occupy.

However the focal point of creating team work is in a participation of all employees on this change. It could be productive to make everybody take a part in it and make some decisions. It makes democratic environment and it can satisfy their needs for appreciation.

One Chinese saying says, "Tell the people they will forget, show them they will remember and let them do and they will understand".

To make teamwork really work, it is necessary to fulfill some basic conditions:

-Establish elemental personnel

-Optimal selection of staff

-Minimization of job changing of personal to consolidate teamwork

-Stress on communication

-Acceptance of process which leads to teamwork

1.4   Is It Teamwork?

A sense of belonging is the key for building successful teams. Team members have to communicate and motivate each other to cope with the changing business environment. Teamwork which includes communication, motivation, trust, goal identification, and other human interaction skills, determines the success of leaders and their organizations in this new working unit. (Keen, 2003)

First is communication. The fast and efficient exchange of information is undeniably a competitive advantage in business. For effective communication, everybody has to be up to date. A balanced flow of information reduces the frequency of misunderstandings and limits expensive mistakes. (Emerald, 2004) It plays a really important part in every team. To establish a well communicating team is tough task. It requires a real trust and shared interest among people. Members should understand that their colleagues are just people who make mistakes. They should not discourage them from another try of communication. They should not also judge them and their opinions must be heard every time. Communication among team is one of the most problematic elements of good teamwork, but with work, patience and time it can be done.

Motivation is another factor influencing a good teamwork. One can say money is the real motivation. Everybody wants some extra cash, good salary and for example a caboose. Once person has a good salary it is not the real motivation. The real motivation for people is emotional satisfaction, the sense of belonging, appreciation and others. People must want to work because they like their job and feel they are doing the right thing for the company or for the team. If team members are taking seriously and they can make decisions, it is much more motivating than pay check. A good team leader should ensure everybody they belong there, they are part of something and they are needed in the team and company.

Another skill is required for a successful teamwork. It is ability to see things from another's point of view. One should not just judge somebody without seeing problem from the other point of view. It could be really helpful ability.

Another characteristic is showing interest in other team members. People like to be appreciated and they like when somebody shows them they are important for team and for team members. Everybody is flattered when people pay attention to what he says or does. It also builds a trust in the whole team or among teams in the company.

Other important abilities of team are cooperation and consensus. Without these teamwork cannot work and team is not able to accomplish a goal. Team members must stick together and work like it is one person.

If we want to find out teamwork is healthy inside the company these abilities, characteristics and elements must be seen. Without these it is not a successful teamwork and managers or leaders should think about it and make some changes in order to improve it.

(Keen, 2003)

2 FORMATION OF A TEAM

2.1 Formation of a Team

To build a team is a complex a tricky task. Not everybody can be part of a team even if he does a great job and is one of the best experts in the company. Some people rather work individually, because it is their character. So to build a team is not picking some best or good employees and bringing them together. Other people are team players. They rather cooperate with other people and do projects together. Every team member should have some features to work with other people like be able to speak and express opinions, listen to other people's opinions and deal with problems in a team or with some team members smoothly.

Not every time we can build a strong team from the beginning. It could take time to get coordinated.

According to Belbin, before starting building a new team, we have to consider why some teams succeed and some fail. If we find out why those teams do not work or why they break up, we can learn from mistakes they did and there is bigger possibility of building a successful team.

According to Belbin, there are two main and most frequent mistakes. They are related to the bad composition of a team and to wrong leadership of a team. The first frequent mistake is picking people due to their functions and positions in the company. In this case their personal characteristics are not explored. This composition is wrong, because people in team have inclination to their personal needs and successes. They are often very ambitious so that is why they put teamwork aside.

The second most frequented mistake is the opposite of the first one. In this case people put emphasis on communication and participation of team members on assignment. People tend to not to oppose to corporate culture and they rather keep quiet than say there is a problem. In such organization people do not want to make a tricky and difficult decisions and company may lose financial resources.

They are some ways how to compose team and select team members.

(Keen, 2003)

2.2 The Easiest Way

According to Thomas R. Keen the easiest ways is not the best one. To allocate employees to team by availability or seniority is one of the worst ways. We can drag people who are not in other teams to compose a new one. There are some pros and cons in this method. All employees have an opportunity to be part of team, but the problem is that they do not necessarily have to be a good team member and be a contribution to the team. Therefore this way is not effective one.

Next way could be picking people who like working in a teams and are comfortable with it. They have already worked in teams and have shown usefulness in team. There are pros and cons too. Plus can be that they have proved that they are good team players and they could bring a good thoughts and material to the team.

Building an effective team requires a reasonable supply of candidates and an adequate number of diverse talents to play defined team roles. It becomes an issue of casting the right players in the right roles to make the team successful. (Keen, 2003) Choosing a right team member is tricky. To choose a member due to his previous outcomes of his activity in previous team/s, do not have to be the best solution. In the previous team he could be effective and well-rounded team member, but in the new team which consists from completely different people he could be not so good choice. Each member has to be contributive to team with different unique skills. They have to work in harmony and work effectively.

In teams there have to be a balance of team roles. If not, the team can be counterproductive and team can get into serious troubles. When leadership chooses one of previously mentioned methods, there is a big change of failure. Of course there is a small change of success, but it is random and it is not recommended. Some people came up with theories of team roles. According to them, the best way of composing a team is to identify people's team roles and personalities and match them to the team by these characteristics.

2.3 Team Stages

Team have to get through several stages while it is been built.

According to Tuckman these stages are:

2.3.1 Forming

This is the first stage where nobody knows what to expect and feel unsafe. In this stage team members look to their team leader for guidance, because they are not so confident in the team of unknown people. They look for some similarities between them and anybody else, gather data about people and do not discuss controversial topics with other members. They also look for safety.

2.3.2 Storming

This is the second stage of forming of a team. In this stage team members start to argue among them about their positions or responsibilities in the team. Conflicts can help to the team, because new ideas or opinions arise from these arguments. Some people would like to go back to the first stage, because it is more comfortable for them, but team leader has to support this stage.

2.3.3 Norming

In this stage team members know each other's issues and the team starts cooperate and work together. Skills and contributions of each member are being recognized and people start to trust each other and care about other colleagues.

2.3.4 Performing

Not every group reaches this stage. In this stage team members are able to work individually and the whole team is capable of cooperation. In this stage the team is most productive and the group develops in the right way.

2.3.5 Adjouring

This stage was created a several years after the four stage concept. In this stage group is finishing or finished their task and their group scenario ends too. Most of the groups reform in this stage because of new goal.

(Parker, 2008)

2.4 Theory of Team roles

The interest in teams gained momentum in the 1980s with the publication of Belbin's (1981) work on successful teams. The research into teams and teamwork followed two lines of inquiry. Writers such as Belbin (1981, 1993), Woodcock (1989), Margerison and McCann (1990), Davis et al. (1992), Parker (1990) and Spencerand Pruss (1992) focused

on team roles and how these affected team performance. These theories differ in the number of roles from four (Parker, 1990) to fifteen (Davis et al. 1992).

(Chong, 2007)

So to match right people into right positions is really tough task and managers have to make some kind of study of each possible future team member and try to compose team on this research. My paper is about Belbin's team roles so I am going to write something about it and leave the other theories behind.

We can say that Belbin is "father" of team roles as know today. His work and studies are well known all over the world. He wrote several books and made a concept of team roles, but about this man I am going to write later. His concept of team roles is a framework for other theories and most of them have basic in Belbin's theory.

His theory is based on his observations which took him many years. He constructed a survey to identify people's possible team roles and application in teams. He described nine team roles which I am going to describe later. According to him, we are able to predict the performance of a team through knowledge of each team member's team role. He also invented a new technique called "interplace". It identifies the primary team role and also discovers the back-up role of the tested person. It consists of few questions and nowadays companies can even buy an "e-interplace" which is software which can be used in every company. This technique provides a profile for every tested employee and managers can explore potential team members. With information like that, can be created a successful team composed of right people. It makes new teams more productive, because of balanced personalities and skills within the team. (belbin.com)

3 STRUCTURE OF A TEAM

Team consists of people, who have been chosen due to their skills sets and characteristics. As I mentioned before, the founder or the "father" of team roles is Dr. M. Belbin.

3.1 Dr. M. Belbin

Dr. Meredith Belbin is a British management theorist and researcher. He is considered as a "father" of team roles we know today. He studied psychology on Cambridge. Following his doctorate, Meredith was invited to take a research fellowship at Cranfield College (now Cranfield School of Management) to continue his study of older workers in industry. As part of his work, he went into over a hundred companies, studying how work patterns change with age. He wrote books and he is still lecturing and he plays an active role at Belbin Associates.

(belbin.com)

3.2 Belbin Team Roles

Belbin have been dealing with team roles for all his life. He tried to solve problem of ideal team members and team effectiveness. He wrote several books on this topic like *Management Team: Why They Succeed or Fail*, *Team Roles at Work* and others and his theory became of the most respected and common for building of teams.

This theory is based on assumption that every person can be tested and their skill sets and characteristics can be revealed and used in composition of a team. He says due to this knowledge we are able to put together an effective team.

Belbin and his team have made a nine year research on Hanley Management College. They have been testing a group of managers. On the basis of observations they split them into groups or teams and they should have been completing assignments. From this observation nine team roles have arisen.

We can split these roles into three groups. The first one is action oriented. We can put here these team roles: shaper, implementer and completer-finisher. Second group is oriented to people. We can put here resource investigator, team worker and coordinator. The last group is cerebral and it is constituted from specialist, plant and monitor-evaluator.

According to Belbin, everybody has not only a one primary role but also a secondary one and also there is possibility of more of them. This could change due to change of external conditions. It could happen when person changes job or is transferred to other department

and people around him are completely different then old ones. In this situation, Belbin advices to make another test of team roles.

Ideal team consists of people with different team roles and in ideal team there should be representation of all nine team roles. It does not mean there should be nine people, because as I mentioned before everybody has more than one role. Everybody in a team should be aware of his role but also of other co-workers roles. It makes clear way for effectiveness, because people know when they should be active and use their skills and when to leave it on their colleagues.

3.2.1   Plant

The title Plant was criticized because of its ambiguity. Some people proposed other more unequivocal name like Inventor, but it could be confusing because not only Plant comes up with new ideas, but also Resource investigator has this in characteristic.

Plant is creative person who like to think about things deeply. Often it is him who comes up with new ideas. Plants are not much communicative which could be a barrier for effective use of their high intelligence. With no doubts his strengths are intelligence, inventiveness and unconventionality. They can be useful with dealing with difficult tasks, because they are inventive and can find a new solution to a problem.

Weaknesses of Plants can be their lack of communication. They are often introverts and consider other people strangers. They are also unorthodox so they do not pay much attention to others suggestions. They are also forgetful, when they deal with some problem and can leave out some details because of too much focus on problem from every side.

As Plant's subordinate Implementer and Monitor - Evaluator are perfect matches. Because of different attitudes of Plant and Implementer, they can complement each other perfectly. Plant can recognize bad ideas in time and Implementer can get Plant's ideas or solution to successful end. Monitor – Evaluator can be good subordinate because Plant will be more self-confident as his superior and it is much easier for him to ask for an advice.

On the other side, Shapers and Resource Investigators could have problems with superior Plant. These roles have different opinions on problem solving and sometimes they can meddle into situations where Plant is more useful.

The best superiors of Plant are Coordinators and Team Workers. Coordinator can identify Plant's talent and he can develop it and knows where and how to use it. Team Worker on

the other hand can encourage and make Plant do his best. The worst superiors of Plant are Shapers and Implementers. These roles are intolerant to Plants and it can lead to leaving. The best co-workers for Plants are people oriented roles. It means Coordinator, Team Worker and Resource Investigator. Plants do not get on with cerebral roles which include Specialists, Monitor – Evaluators and other Plants. (Belbin, 2010, b)

3.2.2 Monitor Evaluator

People who occupy this role are sober, unemotional and prudent. These people are serious-minded individuals with built-in immunity from being over-enthusiastic. Their role is to judge projects and give advices whether it is good or bad idea. They do not invent new approaches or new ideas, but they are able to find mistakes or bad ideas and stop them to save time. They can occupy strategic posts where they have to make difficult decisions which carry big risks. They are able to weight all pros and cons and choose an optimal solution or strategy. They can think about things deeply and weight up every possible way. Their weaknesses are their criticalness and also lack of inspiration or the ability to motivate others. Thanks to their criticalness there are often unpopular among the team members.

According to Belbin, Monitor Evaluators should not work with other Monitor Evaluators on any level. The best superior for them is Coordinator. He can accept advices from them. The worst type of superior is Shaper, because he is strongly decisive person.

The best co-workers appear to be Implementer and Coordinator.

As superiors they should not have troubles with anybody except of others Monitor - Evaluators as I mentioned before. Only problem may be with Plants, because those two could contemplate too long and too deeply about lot of things and it is unproductive. (Belbin, 2010, b)

3.2.3 Coordinator

In the 1981 when Belbin designed the first eight roles this role was named President. This role was named this way because it was considered as a leading position. However it was criticized because it was inappropriate and it could be mixed with the president of the whole company.

Coordinator is a calm, self-confident and self-controlled person. He knows how to use people's potential and skills to make them work efficiently. He does not usually bring new ideas or solutions, but it is a kind of person who knows how to encourage and appreciate

other people and use human resources. Under his leadership people are able to develop their skills.

Among his strengths belong self-confidence and ability to lead a team. He is able to help people in the team, to encourage them and give them energy.

His weaknesses may be lack of creativity and sometimes he transfers his own work to other team members.

Coordinator is suited for leadership of team composed of professionals, because in this position he can use his skills fully due to his ability of leadership to achieve a team's goal.

They are one of the most flexible persons in the team. They can occupy leading position as well as any other. In subordinate position the best options for his superiors are Shaper and Plants. They are able to direct the Shapers ideas and to realize the achievement. They can be contribution to Plants because of their ability to give them confidence and encourage them, because they handle inter personal relationship. The only problem can arise if their subordinate is Team Worker, because Team Worker can feel threatened by Coordinator. (Belbin, 2010, b)

3.2.4 Resource Investigator

Resource Investigators belongs to the most popular people in the team thanks to their character of extrovert. They make contact with other people easily and their ability to negotiate is remarkable. They win other people's heart with their communicativeness and their openness. They do not come up with new ideas or solutions, but they can react quickly to the new opportunity, seize it and expand it. There are capable of setting up of external contacts, searching for resources outside the team and leading possible negotiations. Their contribution for team is also their positivity and enthusiasm.

Strengths of Resource Investigators are communicativeness, ability of finding new resources and ability of creating new contacts.

Their weakness is the lack of interest once the initial interest has passed.

Thanks to their extrovert character, their usually do not have problems to get on with other team members or any people in general. They are very tolerant and if some problems arise, mostly it is not their fault.

Their ideal superior is Shaper. The worst possible superiors are Completer – Finisher and Specialist. That goes even for their co-workers. The worst possible co-workers are again

Specialist and Completer – Finisher due to their completely different approach to work. The best colleagues are Implementer and Team Worker.

Completer – Finisher is the best choice of subordinate. They are able to eliminate their weakness by getting the assignment to the successful end. In general Resource Investigator cooperates gladly with every team role. The only problem can come with Shapers, because they like competing with their superiors and it can make team less effective. (Belbin, 2010, b)

3.2.5 Implementer

Implementers are really disciplined and create practical and organizational component of a team. They transfer theory into practice and can appraise proposals and choose the best and functional ones. He is strong – willed and never gives up, but problem can occur in fast changing environment so he likes to establish steady structures.

Their strengths are organizing ability, practical common sense, hardworking and self-discipline.

Their weaknesses are lack of flexibility, resistance to unproven ideas and lack of will to accept a change. Due to lack of flexibility they fit for positions which need creativity.

Ideal superiors of Implementers are people with roles of Completer – Finisher, Plant and Shaper. Completer – Finisher is good choice because of his ability to get work to the end. Those two remaining roles appreciate good organizational ability of Implementer. The only conflict could set in Implementer as a superior. This would make team too much bureaucratic.

Ideal co - workers are Coordinator, Monitor – Evaluator, Resource Investigator, Completer – Finisher and Specialist. On the other hand the worst possible colleagues are Implementer and Plant. They can get in trouble with Plants because of different priorities and different point of view on problems and with Implementer problems can arise because of the working territory.

Ideal subordinates are Team Workers and the worst are Resource Investigators because they sometimes do not respect established systems. (Belbin, 2010, b)

3.2.6 Completer – Finisher

These people focus on details and every work discuss to the smallest technicality. Personally supervises on the work and make sure there is nothing forgotten. Order is really

important to them and meeting the deadline is crucial for them. In general Completer – Finishers are good for dealing with complicated tasks which need focus and attention.

Their strengths are fulfilling their promises, working to the highest standards, carefulness, conscientiousness and diligence.

Weaknesses could be their excessive focus on details when they can get lost in broad term and goal. They are also often introverts so the communication can make a problem and they can be anxious.

Superiors of Completer – Finishers should be Resource Investigators or Plants. The worst possible superior is another Completer – Finisher.

The best choice for co – worker is role of Implementer because they appreciate same or similar values. The worst possible colleague is role of Resource Investigator.

The right subordinate could be Implementer due to his reliability. (Belbin, 2010, a)

3.2.7 Team Worker

Team Worker is the most sensible part of a team. He is interested in feelings of other team members and knows a lot of private things about his colleagues. They are usually the most popular members in the team because of their ability to avoid conflicts. In case of conflict they are really good in solving these situations. They often maintain team together and support other team members. They do not come up with new ideas but they can work well with ideas of others.

Their strengths are perceptiveness, ability to listen to people, interest in other people and their feelings and they create a better atmosphere inside the team.

The biggest weakness of Team Workers is indecisiveness. They really hate to make serious decisions and they rather avoid these situations.

Team Workers are able to work with every role because they are conflict – free. The best superior is Shaper. The worst superior is another Team Worker.

Ideal co – worker is another Team Worker. They can support each other and can create a good atmosphere inside the team. Team Workers also get well with Plants, who can help them to create better ideas. Unsuitable colleagues are Shapers.

Team Workers are often favorite superiors due to their characteristics. They prefer self – sufficient people and with respect to this the most suitable are Specialists. The only exception could be Shaper who can put pressure on Team Worker and endanger his authority. (Belbin, 2010, a, b)

3.2.8 Shaper

Shapers are usually extrovert people who spread energy. They are highly motivated to achieve a set goal. For Shaper is typical quick decision making and when is needed to produce a pressure on other team members to accomplish a task Shaper is able to do that. They are usually good managers because they have no problem to make unpopular decisions to make team work more effectively. They are mostly the most competitive people in team.

They strengths are they energy, ability of decision making, courage and determination. They also encourage other team members to better performance and work well under pressure.

In weaknesses we can put that they like to provoke, lack of understanding to others and they are not able to apologize and also often hurt others feelings with no regrets.

The most suitable superior of Shaper appears to be Coordinators or Monitor – Evaluators. They would help them in case of problem. Other team roles are not suitable as superiors.

Co – workers should be in role of Resource Investigator. They are able to rapidly exchange views with Shaper. This is not suitable for Plants who feels threatened in these situations and due to this they are not suitable colleagues to Shapers. (Belbin, 2010, a, b)

3.2.9 Specialist

Specialist is the ninth role which was determined later. According to Belbin this ninth role is necessary, because of two main reasons. The first one is team needs somebody who can make expert's opinion which can play important role in accomplishing of aim. Second one is importance for carrier building.

Specialists are professionals with excellent knowledge of certain field. They are often eager in the climbing of corporate ladder and careerists. They are usually experts in some field and due to their knowledge they are asked for advice in difficult situations.

Their strengths are Specialists purposefulness, their spirit of initiative and dedication to their profession.

Into weaknesses is they contribute only in some limited area and bad communication caused by their technical expressing.

Ideal superiors are Coordinator, Implementer and Team Worker. Problems can appear with subordinates Resource Investigator and Shaper. They do not give them enough freedom in their work and control them too much.

Best colleagues are Implementers and Team workers, because they can respect each other and work well together. Opposite situation can come with co − worker Plant. (Belbin, 2010, a, b)

II. ANALYSIS

4 INTRODUCTION

In this part I focused on the Belbin team roles theory in work and on the teambuilding methods which could help the team. I tried to find out if Belbin's theory is applicable to this team, and whether people represent useful team roles. Used method was comparative analysis. I have used a questionnaire to find out what team roles were present and individually allocated to each worker and then I asked complementary questions. I compared every member with Belbin's theory of team roles to get a clear image of the roles they represented. My sample team consisted of seven people including the team leaders because they were in touch with their team all the time.

4.1 Team Roles

I distributed a questionnaire among team members to find out which team roles they represented. Another part of this research was dealing with relationships among people in the team.

4.2 Team Building

In this phase I asked team members what they would improve or where they think a problem in the team could be. I based my suggestions on their answers.

5 BM POINT LTD

BM Point Ltd is Czech company which works at commercial and marketing. The company was found in 2007 by connection of Milan.Pa.Brno a RKM. This successful collaboration led to BM Point Ltd − Business and Marketing. This company provides services consulting in marketing, web design, commercials and printing. It is all available on www.bmpoint.cz.

5.1 Employees of BM Point

There are seven full time employees in this company they work fixed hours and in case of a bigger order, they hire outside workers to make their work more effective. It is a perfect example of a flat company with two people at a higher level of a corporate leader. In this company everybody is replaceable and in case of absence of any member, team still can go on to accomplish a goal or meet a deadline. Company also hires outside workers. They are useful in realization of bigger contracts, because there are only seven permanent employees, so occasionally it is necessary to use some more people.

5.1.1 The director – Milan

He runs the company and occupies a position of a team leader for business and supplies. In case of absence he can be replaced by Kamil.

5.1.2 Production manager – Kamil

He leads the realization of contracts, and with Milan he is the team leader.

5.1.3 Trade – Milan

He takes care of trade side of a company.

5.1.4 Graphics – Jitka, Dagmar, Radek.

They take care of designs, graphics.

5.1.5 Accountant – Lenka

Jitka, Dagmar, Radek, Milan and Lenka are at the same level and they can replace each other in case of absence of any other team member. The whole team is 100 % replaceable and it makes it competitive and could help in success of the company.

On this picture we can see the structure.

Milan - director	Kamil - production manager

Milan - commercial manager	Radek - graphics, campaigns	Jitka - graphics	Lenka - accountant	Dagmar - graphics
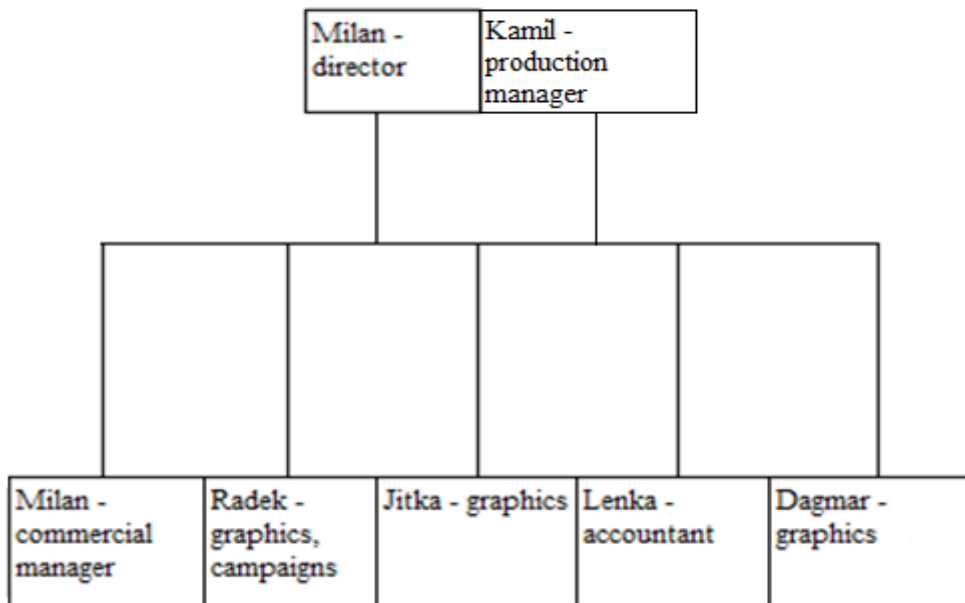
Picture 1

6   QUESTIONNAIRE 1

In this phase of my research I distributed a questionnaire among team members and their task was to answer the questions. Whole team took part in this research. It means seven people including team leaders. These people are from 22 up to 48 years old and in the team are three women and four men. I did not distribute questionnaire among outside workers, because they do not constitute the team and are not permanent in the team.

In tables below I decided to compress titles of team roles to few letters.

- Implementer – IM
- Coordinator – CO
- Shaper – SH
- Plant – PL
- Resource Investigator – RI
- Monitor Evaluator – ME
- Team Worker – TW
- Completer – Finisher – CF

6.1   Milan – The Director

	IM	CO	SH	PL	RI	ME	TW	CF
I.	1	1	1	1	3	1	2	
II.			5		5			
III.		2	2	2	2		2	
IV.		4			3			3
V.			2	2	2	2		2
VI.			2		2	2	2	2
VII.		5	5					
	1	12	17	5	17	5	6	7

Table 1

We can see Milan's primary and secondary team role could be Shaper or Resource Investigator. His third role could also be Coordinator. These three roles are acceptable for a leader, but most suitable are roles of Coordinator and also Shaper. It is obvious that Milan does not represent only one role. As a shaper he could encourage team's spirit and make people work harder. He is dynamical and works well under pressure which is common for a team lead´s work load. As a Resource Investigator he could find other opportunities outside the team and could make useful contacts to help the company. His third role is Coordinator

which is a suitable role for a team leader. He can organize people well and explore and use their whole potential. So this man is combination of three roles, but his two primary roles are Shaper and Resource Investigator. His weakness is role of Implementer. He achieved only one point in this team role. It means no harm, because his second or third role is Coordinator and this is suitable for team leader.

6.2   Kamil – Production Manager

	IM	CO	SH	PL	RI	ME	TW	CF
I.	1	2	1	1	2		2	1
II.		2	2	2	2	2		
III.	4		3				3	
IV.	2		2	1	1	1	2	1
V.		2	2	2	2			2
VI.	2	2	2		2	2		
VII.		2	3				2	3
	9	10	15	6	9	5	9	7

Table 2

Kamil's primary role is Shaper and his secondary role is Coordinator. He has similar role as the director Milan, except of a role of Resource Investigator. His primary role Shaper could encourage people to work better and more effective. Coordinator is a good role for a team leader. As I mentioned this team is 100% replaceable and due to his secondary team role he can replace the director in need. His weakness could be a role of Monitor Evaluator and Plant and possibly even Completer – Finisher. His weakness in those roles is not something bad, because he should be able to motivate people and in case of need, he is able to lead the team, because his secondary role is Coordinator.

6.3   Milan – Commercial Manager

	IM	CO	SH	PL	RI	ME	TW	CF
I.							5	5
II.				5	5			
III.		5					5	
IV.						5		5
V.				5		5		
VI.						10		
VII.		5	5					
	0	10	5	10	5	20	10	10

Table 3

As we can see in table 3, Milan's primary team role is Monitor – Evaluator. There is also visible that there is no secondary role. As Monitor – Evaluator he thinks about things deeply, like to analyze problems and has a talent to see which option or project is good and which one is bad. As commercial manger he should be able to analyze data and say which way team should choose. From this point of view his role is useful and he is able to contribute to the team. His weaknesses are roles of Implementer, Shaper and also Resource Investigator.

6.4   Radek – Graphic, Campaigns

	IM	CO	SH	PL	RI	ME	TW	CF
I.		2	1	2	2		2	1
II.			3	4		3		
III.	2				3	2	3	
IV.	2	2		2	2	2		
V.	2	1	2	1	1	2		1
VI.	2		1		1	2	2	2
VII.			5					5
	8	5	12	9	9	11	7	9

Table 4

In this example we can see that in some cases there is not distinctive only one role. Radek's primary role is Shaper, but only one point behind is a role of Monitor Evaluator. Roles of Plant, Resource Investigator and Completer – Finisher are represented by nine points, so it is really close to his primary and secondary roles. As I mentioned before, role of Shaper brings the will to persist in work and get over problems. Also encourages team members to better results. His second role Monitor Evaluator means there is somebody who has precise judgment which can mean a lot in decision making. He is also strategist and is able to see all options, so these characteristics are good for leading of campaigns. He achieved fewer points as a role of Coordinator, but it is not something, which could harm the team, because he does not have to lead the team or use people's potential as a leader.

6.5   Jitka - Graphic

	IM	CO	SH	PL	RI	ME	TW	CF
I.			5	5				
II.	3			4			3	
III.		3			3	4		

	IM	CO	SH	PL	RI	ME	TW	CF
IV.	4			3	3			
V.								10
VI.					5			5
VII.	5							5
	12	3	5	12	11	4	3	20

Table 5

Jitka's primary role is obviously Completer − Finisher. Her secondary role could be role of Implementer and Plant, but her primary role is obvious. As a Completer − Finisher she careful, conscientious and caring. She likes to meet deadlines and do everything in time. She also looks for mistakes.

6.6 Lenka - Accountant

	IM	CO	SH	PL	RI	ME	TW	CF
I.		3	2	2	3			
II.			5			5		
III.					4	3	3	
IV.	5							5
V.		5					5	
VI.			5					5
VII.	3		4					3
	8	5	16	2	7	8	8	13

Table 6

Lenka deals with accounting of the company and also provides smooth working of this company. We can see her primary role is Shaper. The secondary role is Completer − Finisher. Shapers can encourage team spirit and support performance of team members and also work well under pressure. The second role Completer − Finisher is also contribution to the team, because they meet deadlines and can find mistakes in work of others, so they are able to fix them. Her weakness is role of plant.

6.7 Dagmar - Graphic

	IM	CO	SH	PL	RI	ME	TW	CF
I.		4		3				3
II.			3	3		4		
III.	4			3			3	
IV.		3				4		3

V.		4	3	3				
VI.	10							
VII.	3		4					3
	17	11	10	12	0	8	3	6

Table 7

Dagmar's primary team role is Implementer and secondary could be Plant. Her weakness is role of Resource Investigator. Implementer is practical and can turn plans into concrete plans and it is a suitable team role for this team, which is often under pressure and has to meet deadlines in time.

Here is graph of team roles for better arrangement.
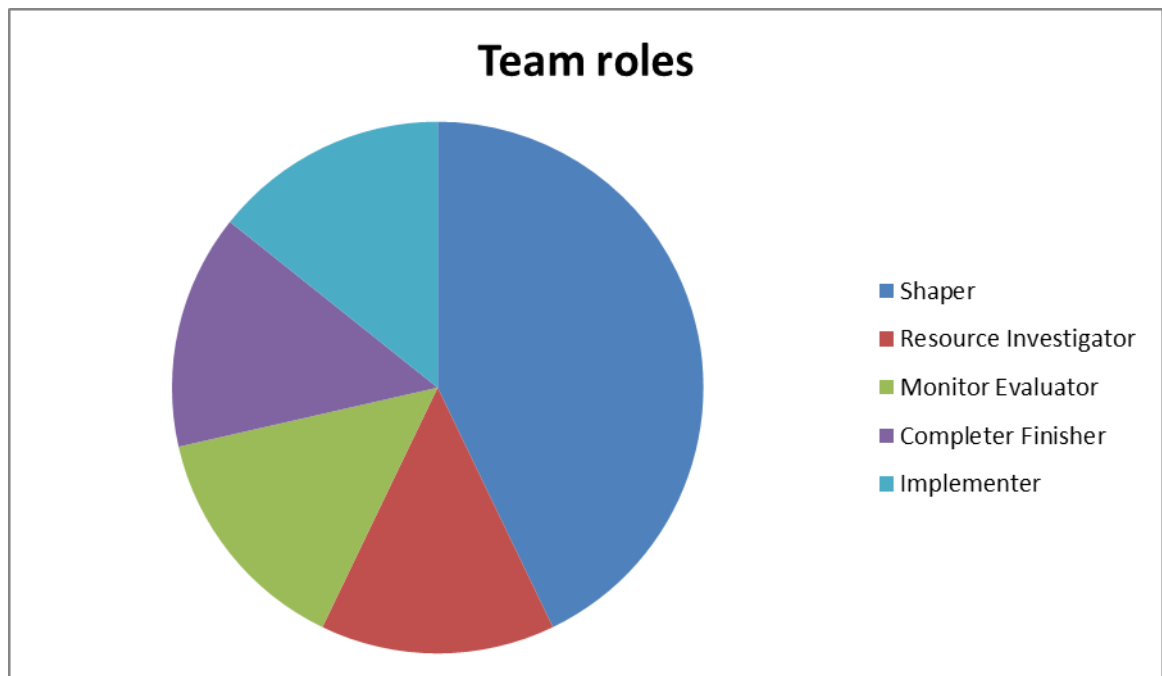
Graph 1

As we can see, the Shaper is represented by three people in the team and is the most frequent team role in here. The four remaining roles are represented by one person each. We can also see there are no Specialist, Plant, Team Worker and Coordinator. On the other hand, everybody in the team is Specialist, because they must have knowledge in their field. For example graphics have to know everything about programming and such things. So I did not include this role into my questionnaire. Some people do not have unequivocally distinguished only one role. They also have secondary team roles which means they can act like other team roles, which can help the team. In the team we can find team roles which are suited for such a team. Shapers are able to encourage other team members to do better

work and can work under pressure which is suitable for such company, which have to work in limited time and meet deadlines. Shapers act emotionally and can encourage people. They are competitive, which could lead to arguments inside the team, and it is up to team leader to give Shaper a direction. Resource Investigator is capable of searching new opportunities and contacts outside the company or team. It is a useful role, because he can find new opportunities and contacts outside the company or team. He can also work under pressure, which is suitable for this team. His optimism can cheer up the whole team and make better atmosphere. As I mentioned company sometimes hires outside workers for bigger contracts, so Resource Investigator could be really helpful in these situations. Monitor Evaluator can see all options and consider which one could be best and thinks strategically. He sees things in a bigger picture, and can say which idea would be the best one. Completer – Finisher searches for mistakes and meets deadlines, which is really useful for the team. He is able to see even the smallest details and supervises personally on the details. He also encourages other members to fulfill their tasks or job. And the last but not the least is Implementer. He is able to suggest solutions and turn proposal into project or plan. His work is methodical, accurate and effective. As I mentioned before, people in team represent also secondary team roles so they can complete team in this way.

7 QUESTIONNAIRE 2

In this part of my research I asked each member the same question. They should answer me "Who would you ask for advice or help?"

	I.	II.	III.	IV.	V.	VI.	VII.
I.		X					
II.			X				
III.		X					
IV.					X		
V.							X
VI.							X
VII.					X		

Table 8

From this chart we can see, most team members would ask for help Kamil (Shaper), Jitka (Completer – Finisher) and Dagmar (Implementer).

Shapers usually spread energy and opened and encourage to better performance. They prefer quick decision making and can be impulsive which does not have to be good. Shapers as colleagues of Research Investigators have good relationships and we can see that his colleague on the same level, Milan, (director, SH) would ask him for advice or help.

Completer – Finishers focus on details and are conscientious, careful and are able to discover mistakes and suggest fixing. Their strong feature is self – control which makes Completer – Finisher perfect person for advising. As we can see, Dagmar, (IM) would ask her for help and due to Belbin, Completer – Finisher and Implementer have good relationships as co – workers.

Implementers are practical people with sense for structure and organization. They are disciplined and reliable. They are able to transfer theory into practice and due to this ability it is a good to ask them for advice or help. In the chart we can see, Jitka, (CF) would ask her for help and due to Belbin, Completer – Finishers and Implementers are in good relationship as colleagues as I mentioned before.

Nobody would like to ask for help Milan, (director, RI), Radek, (Graphics, SH) and Lenka (Accountant, SH). Those roles get on well with other team roles in team. It may be result of relationships inside the team. They do not want to ask director, because he is above them

and they could feel uncomfortable to ask their superior for help. On the other hand they do not have a problem to ask Kamil who is also on higher level in company's hierarchy.

From this research is visible we can apply Belbin's team roles on this company. In some points it can differ from theory of Team Roles, but even Belbin says, it may differ in some cases a people do not have only primary roles, but also secondary roles and in some situations it can be flexible and people can occupy more roles and act like that.

8 TEAM BUILDING ACTIVITIES

In this chapter I would like to suggest some team building activities for strengthening the team and team work. There are plenty of such activities which could help with communication, relationships, trust among team members and many others. As I mentioned before, communication and sense of belonging are crucial for strong and effective team. I asked each team member personally and in privacy, what he/she would improve in the team. What could be better.

8.1 Groups of team building activities:

There is not only one selection of team building activities. We can specify and select them according to the stage the team is going through right now or in respect to a problem a team have to solve, like lack of trust of bad communication among team members.

First group could be based on the stage of team developing:

- Ice Braking –These activities are good for recognizing new colleagues and whole team. In such activities people get know names.
- Middle – In these activities team build cohesion and trust.
- Ending – These activities help to understand strengths and weaknesses of every team member. It also improves communication.

Another group could be based on problems. In here we can activities which would improve lack of trust, tolerance or bad communication among team members.

In the beginning team leader should consider why he would like to start with some activity. What problem or situation it could solve. Only when he realizes which activity would be the most suitable, it could be helpful or useful. He has to ask question whether there is lack of communication, if some team members resist to changes or whether team has to be more motivated. After that he can choose the right activity. (www.deca.org)

8.2 Recommended activities

BM Point Ltd has a strong team composed from professionals and those people work together long time, so they do not need to play ice breaking activities or get to know each other. They could use some activities which would encourage them to better results or solve some hidden problems. Also, there is a possible use of activities which would weld this team together even more.

I suggest the following activities as the most suitable for this team.

8.2.1 Communication activities

Some members, told me, sometimes there is bad communication among them. They are often under pressure and have to meet deadlines, and sometimes they do not say everything they should say or share with others. I would recommend some activities which could be performed in short time, because of lack of time when working on projects. Also, when the team is not under a pressure of a deadline, there could be performed long time activities.

- **Back-to-Back Drawing** – Divide your group into pairs, and have each pair sit on the floor back to back. Give one person in each pair a picture of a shape, and give the other person a pencil and a pad of paper.

Ask the people holding the pictures to give verbal instructions to their partners on how to draw the shape – without actually telling the partners what the shape is. After they've finished, ask each pair to compare their original shape with the actual drawing, and consider the following questions:

- How well did the first person describe the shape?

- How well did the second person interpret the instructions?

- Were there problems with both the sending and receiving parts of the communication process?

- **Survival Scenario** – This exercise forces your group to communicate and agree to ensure their 'survival.' Tell your group that their airplane has just crashed in the ocean. There's a desert island nearby, and there's room on the lifeboat for every person – plus 12 items they'll need to survive on the island. Instruct the team to choose which items they want to take. How do they decide? How do they rank or rate each item? Team leader can think up any items he wants. It even does not have to be an island, but more realistic and practical scenario. (www.midtools.com)

8.2.2 Activities for elimination of stereotypes

Some team members told me that they sometimes felt they fell into stereotypes. They felt labeled and it was not comfortable for them.

Possible activity could be:

- **Stereotype Party** – This is a fun exercise for a medium-sized or a large group. Write on nametags many different 'personality types (see the list below), and pin or

tape one tag to each person's back. Do not show other people which tag is on their back – they will be able to see everyone else's tag, but not their own.

Now, ask each person to figure out which personality type is on his or her back by asking stereotype-based questions about character and work position of other people – "Am I a man?" "Am I an athlete?" "Am I an entertainer?" and so on.

Allow group members to answer only yes or no, and encourage participants to ask questions to as many different people as possible.

Here are some personality types you could consider:

- Auto mechanic.

- Olympic medalist.

- Professor.

- Fast-food restaurant worker.

- Postal worker.

- Movie star.

(www.midtools.com)

8.2.3 Other possible activities

Even though people from this team named only two problems occurring inside their team, I would like to suggest some more activities, because we never know which problem will show up next.

8.2.3.1 *Building Interdependence and Trust*

- **Human Spring** – Ask group members to stand facing each other in pairs. Their elbows should be bent, with their palms facing toward each other. Instruct them to touch their palms together, and gradually start leaning toward each other, so that they eventually hold each other up. Then, instruct everyone to move their feet further and further back, so that they have to depend solely upon their partners to remain standing.

- **Mine Field** – This is a great exercise if you have a large room or outdoor field. Set up a 'mine field' using chairs, balls, cones, boxes, or any other object that could potentially be an obstacle and trip someone up. Leave enough space between the objects for someone to walk through. Next, divide your group into pairs. Pay attention to who you match with whom. This is a perfect opportunity to work on

relationships, so you might want to put together people who have trust issues with each other. Blindfold one person, the 'mine walker' – this person is not allowed to talk. Ask his or her partner to stay outside the mine field, and give verbal directions, helping the mine walker avoid the obstacles, and reach the other side of the area. Before you begin, allow partners a few minutes to plan how they'll communicate. Then, make sure there are consequences when people hit an obstacle. For example, perhaps they have to start again from the beginning. (www.midtools.com)

There were only two problems, those people told me about, but it necessarily does not have to reflect the reality, so I suggested some more activities to make team more cohesive and functional. Of course there are some bigger and longer activities like trips, camping or other outdoor activities, but it takes a lot of time and as I said before, they are lot of time under pressure and do not have time for these activities. In any case, company can use services of other companies which focus on team building activities, but it costs money and also often takes much time. It is up to a team leader which way to choose. Team leader should also consider if it is better to choose a funny or a serious approach. Both can be good and bring something new into the team, so team leader should be able to decide, which one would suit the most. Team building is a long distance run and team should do these and other activities often, because it is not enough to do these once or twice. Team leader should set timetable and do activities weekly or monthly. He should be able to find some time and use it in this way.

CONCLUSION

In my bachelor thesis I have been dealing with teams, teamwork and the way how to compose team to make it effective and efficient.

In theoretical part I have been dealing with definitions of team and teamwork. There is plenty of definitions, but everybody agree that teams and teamwork is key to success in business today and in the future, because if it works right, there is no need for plenty of people, only for organized groups which are able to work effectively. In this part I have been writing also about Dr. Meredith Belbin and his theory of team roles. He defined nine team roles which should be represented by people in the team. I also described every team role and its characteristics. Due to this theory every team should be composed from these roles to be successful.

From findings in my theoretical part on this topic, I decided to do a research in my practical part. I tried to find out if team roles theory of Dr. M. Belbin is applicable in practice and real company. For this purpose I have used a questionnaire which should recognize every single team role. I spread this questionnaire among people in this company, even the superiors, because they create team together with other employees due to small size of a company.

In the first part of my practical part I found out, that this team or company is composed of five team roles. Some people did not represent only one role, but had two possible roles. Even if they had a distinguished primary role, there was acceptable also a secondary role which made team more flexible.

In the second part I was interested in relationship inside the team. I asked them: who would they ask for help or advice in case of need. I was wondering if relations among team members represented by team roles are same as Dr. M. Belbin said in his book.

From my research I found out that my collected data corresponded to theory of M. Belbin. There are some minor differences, but I can say it is the same as Belbin claimed in his books.

In the third part of my practical part, I asked team members on problems inside the team. They answered, there are two problems. First one is bad communication in some cases and the second one is stereotyping. I suggest do some team building activities to improve these problems.

Aim of my bachelor thesis was to apply Belbin theory of team roles in a Czech company. I found out that the team or the company consists of five team roles and whole team is

composed of seven people. As I mentioned before, in some cases there were not clearly distinguished primary roles, so even the team consisted only of five team roles. However, it did not mean the team was not able to work effectively. In spite of the fact that this compound did not completely respond to the theory of team roles, the team is capable and can be successful. Even Belbin said that this theory is flexible and team roles could change in some cases and as I mentioned some team members could represent more than one team role.

On the basis of my research and study of relevant books, I came to a conclusion that this theory of team roles could be an effective tool for composing a successful team. However, my research was performed only on a small group of people; therefore I cannot claim it to be applicable to everybody and every company.

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APPENDICES

P I   The Belbin Self - Perception Inventory

APPENDIX P I: THE BELBIN SELF – PERCEPTIVE INVENTORY

The Belbin Functions

Belbin identified eight Process functions that need to be *honoured* in a successful team. It is virtually inconceivable that any team will contain exactly eight people whose make-up fits respectively the eight functions: teams of live are recommended, and of necessity the functions will overlap. Not every team needs to contain each of the functions in the same measure: a team created for an innovatory role will have a different balance from one created for a holding role. What remains firm in Belbin's study of many teams is that, whatever the task a team is created to perform, each of the functions needs to be recognised, to be honoured in some way by a member of the team. Conversely, an over-capacity in particular functions leads to clashes and unproductive behaviour.

Exercise: The Belbin Self-Perception Inventory

1. *What I believe I can contribute to a team:*

(a) I think I can quickly see and take advantage of new opportunities.
(b) I can work well with a wide range of people.
(c) Producing ideas is one of my natural assets.
(d) My ability rests in being able to draw people out when I detect something that can be contributed valuably to group activities.
(e) My capacity to follow through with projects has much to do with my personal effectiveness
(f) I am ready to face temporary unpopularity if it leads to worthwhile results in the end.
(g) I can usually sense what is realistic and likely to work.

2. *If I have a shortcoming in team work, it could be:*

(a) I am not at ease unless meetings are well structured and generally well conducted.
(b) I am inclined to be generous towards others who have a valid viewpoint that has not been given a proper airing.
(c) I have a tendency to talk too much once the group gets on to new ideas.
(d) My objective outlook makes it difficult for me to join in with colleagues readily and enthusiastically.
(e) I am sometimes seen as forceful and authoritarian if there is a need to get something done.
(f) (f)I find it difficult to lead from the front: perhaps I am over-responsive to group atmosphere.
(g) (g)I am apt to get caught up in ideas that occur to me, and so lose track of what is happening.
(h) (h) My colleagues tend to see me as worrying unnecessarily over detail and the possibility that things may go wrong.

3. *When involved in a project with other people:*

(a) I have an aptitude for influencing people without pressurising them.
(b) My general vigilance prevents careless mistakes and omissions being made.
(c) I am ready to press for action to make sure that the meeting does not waste time or lose sight of the main objectives.
(d) I can be counted on to contribute something original.
(e) I am always ready to back a good suggestion in the

(h)   I can offer a reasoned case for alternative courses of action without introducing bias or prejudice.

common interest.
(f) I am keen to look for the latest in new ideas and developments.
(g) I believe my capacity for judgement can help to bring about the right decisions.
(h) I can be relied upon to see that all essential work is organised.

4. *My characteristic approach to group work is that:*

(a) I have a quiet interest in getting to know colleagues better.
(b) I am not reluctant to challenge the views of others, or to hold a minority view myself.
(c) I can usually find a line of argument to refute unsound propositions.
(d) I think I have a talent for making things work once a plan has been put into operation.
(e) I have a tendency to avoid the obvious and come out with the unexpected.
(f) I bring a touch of perfection to any job I undertake.
(g) I am ready to make use of contacts outside the job itself.
(h) While I am interested in all views, I have no hesitation in making up my mind once a decision has to be made.

5. *I gain satisfaction in a job because:*

(a) I enjoy analysing situations and weighing up all the possible choices.
(b) I am interested in finding practical solutions to problems.
(c) I like to feel I am fostering good working relationships.
(d) I can have a strong influence on decisions.
(e) I can meet people who may have something new to offer.
(f) I can get people to agree on a necessary course of action.
(g) I feel in my element where I can give a task my full attention.
(h) I like to find a field that stretches my imagination.

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6.   *If I were suddenly given a difficult task with limited time and unfamiliar people:*

(a) I would feel like retiring to a corner to devise a way out of
the impasse before developing a line.
(b) I would be ready to work with the person who showed
the most positive approach.
(c) I would find some way of reducing the size of the task by establishing what different individuals might best contribute
(d) My natural sense of urgency would help to ensure that we did not fall behind schedule.
(e) I believe I would keep cool and maintain my capacity to think straight.
(f) I would retain a steadiness of purpose in spite of the pressures.
(g) I would be prepared to take a positive lead if I felt the group was making no progress.
(h) I would open up discussions with a view to stimulating new thoughts and getting something moving.

7. *Thinking about the problems I have when working in groups, I can see that:*

(a) I am apt to show my impatience with those who are obstructing progress.
(b) Others may criticise me for being too analytical and insufficiently intuitive.
(c) My desire to ensure that work is properly done may hold up proceedings.
(d) I tend to get bored rather easily and rely on one or two stimulating members to spark me off,
(e) I find difficulty starting unless the goals are clear.
(f) I am sometimes poor at explaining and clarifying complex points that occur to me.

(g) I am conscious of wanting from others what I cannot do myself.

(h) I hesitate to get my points across against real opposition.

Make sure that the points in each set add up to ten and the total for all seven sets is 70.

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TEAM ROLES: THE BELBIN SELF-PERCEPTION INVENTORY

You should now have allocated 10 points in each of the seven sections of the Belbin questionnaire. Hake sure that you[r] section add up to 10, and the total for all seven sections is 70.

Complete the following form and add up the totals in order to produce your Belbin profile. Note that the analysis table 'c[...] scores, and is not a simple addition of the scores. For example, if your scores in section 1 was a=1, b=4, c=2, d=0, e=1[...] then using the decoding table your first row would be:

SECTION	CW		CH		SH		PL		RI		ME		TW		CF	
1	g	0	d	0	f	2	c	2	a	1	h	0	b	4	c	1

Now let's add up your scores:

SECTION	CW		CH		SH		PL		RI		ME		TW		CF	
1	g		d		f		c		a		h		b		c	
2	a		b		c		g		c		d		f		h	
3	h		a		c		d		f		g		c		b	
4	d		h		b		c		g		c		a		f	
5	b		f		d		h		c		a		c		g	
6	f		c		g		a		h		c		b		d	
7	c		g		a		f		d		b		h		c	
TOTAL																

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