

Team Roles at Work

R Meredith Belbin

**Download PDF | ePub | DOC | audiobook | ebooks*



 Download

 Read Online

#1092869 in eBooks 2012-05-23 2012-05-23 File Name: B003G5YJS0 | File size: 72.Mb

R Meredith Belbin : Team Roles at Work before purchasing it in order to gauge whether or not it would be worth my time, and all praised Team Roles at Work:

2 of 2 people found the following review helpful. How we can work better together By Steven Forth Meredith Belbin manages to pack a great deal into this 147 page book. There is more content and value in this book than in many 500-600 page tomes. There is a growing amount of evidence that we are moving into a teams of teams world. The most innovative companies are not hierarchies, or even matrices (though that is what the org chart may suggest) nor are they networks of individuals. They are self-organizing teams. These teams are resilient to the extent that they have overlaps, are bounded by semi-permeable membranes and include diversity. But what kind of diversity, this is the question that Belbin answers. It is not gender, orientation, race or culture that are the most important to diversity (though each of these can be important) but our orientation to how we work with others. Belbin has used a variety of psychological and industrial organization research tools to team out the nine most common roles that people play in teams. None of us are good at all of these roles, and many of us have not even learned which roles we are most likely to succeed in. But success in today's work environment requires this kind of self-understanding, and leaders and HR experts need to become much better at designing teams with the necessary diversity and in helping people to understand and cultivate a few (2 or 3) key roles where they can succeed and identifying those roles where they are programmed to fail. The roles are well described in the book and on the Belbin website, but to tweak your interest here is a brief summary. Specialist: Single-minded, self starting, dedicated. Provides knowledge and skills in short supply. Completer Finisher: Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on

time. Implementer: Disciplined, reliable, conservative. Turns ideas into practical actions. Teamworker: Co-operative, perceptive, diplomatic. Listens, builds, calms the waters. Monitor Evaluator: Sober, strategic discerning. Sees all options. Judges accurately. Shaper: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles. Co-ordinator: Mature, confident, a good chairperson. Clarifies goals. Promotes decision making, delegates well. Resource Investigator: Extrovert, enthusiastic, communicative. Explores opportunities Develops contacts. Plant: Creative, imaginative, unorthodox. Solves difficult problems. Most of the book is about these roles, how they interact and how they condition team success. But in the last chapters Belbin also draws out the larger implications for organizational structure and how these interact with social and political trends. The book compares the role strengths and weaknesses of Ronald Reagan and Margaret Thatcher. Reagan was a classic Resource Investigator (these tend to be good at communications) and Co-ordinator. Thatcher was an extremely strong Shaper (probably needed to drive change in a parliamentary system). This made me wonder about Bill Clinton and Barrak Obama. Clinton also seems to be a strong Resource Investigator. I wonder in Obama is not much more of a Monitor Evaluator? And how about Bill Gates (primarily a Shaper?) or Steve Jobs (a classic Plant?). One chapter of the book on which I plan to spend more time considers how well people with different roles can manage, work for, and work with people other role profiles. Chapter 6 Interpersonal Chemistry in the Workplace is a dense chapter, too dense for me, so I am planning to map it out visually and put the results up on the Nugg blog.

1 of 1 people found the following review helpful. Necessary foundation for applying Belbin theory

By Glen Mohr

The Belbin model works well for characterizing individual styles and diagnosing team strengths and weaknesses:- It is team focused. It focuses people outward on how they work with other people and how they are perceived, not inward on their own personality traits- It is results-focused. Rather than starting with personality traits and extrapolating how those might interact on a team, it starts with the behaviors that a successful team needs and asks people how their team can fill those roles- The underlying research is based on empirical observation and the results hold up well.- The model is intuitive and makes sense without significant background study- The observer data gives the results credibility and highlights incongruities between the role people perceive they are playing in a team and the role others see them performing.- The inventory is quick and doesn't force choices where none of the options apply

I frequently use it with short-duration teams of high-potentials focused on innovation and the team roles easily map onto the innovation behaviors the teams need to practice. This book provides the foundation necessary for applying the Belbin Team Role theory. In particular, the chapters on the team role language, eligibility versus suitability, coherence and self-management will serve as a solid grounding. The new edition largely just fine tunes the presentation, with summary points at end of each chapter. There has been some updating, for example an added brief analysis of the distinction between the leadership styles of Tony Blair and Gordon Brown (to update the Reagan-Thatcher comparison) . I would like to see some updating of Belbin's predictions - for example in the 1993 edition Belbin wrote "I believe the future looks brighter for team leaders than for solo leaders." Nothing has been added to the 2010 version to confirm or refute that.

6 of 6 people found the following review helpful. A great practical book to back up work with teams

By Chris Woodman

Belbin has become one of the world experts on teams, and written a number of books on team work, and has a web site devoted to his consulting business on teams. You can get profiles done on line etc. Whilst I don't think his work is leading edge on group dynamics and the complexity of human teams, he offers a great practical methodology for working with people on teams. I have used this material with real success with real managers and real people in the work place, and it has been a useful catalyst for improving peoples understanding of different styles and roles, and how to work to peoples natural strengths.

Belbin's renowned Team Role theory is a familiar concept for managers and management trainers across the world. Following on from the best-selling *Management Teams: Why they succeed or fail*, this second edition of *Team Roles at Work* provides useful insights into how to apply the theory in everyday work situations. This book explores the impact of Team Roles from interpersonal chemistry and managing difficult relationships, to cultivating effective leaders and shaping organizations. Now fully updated, this second edition has new practical examples and summaries bringing this book up to date 17 years after its original publication. Drawing from Belbin's own practical experience it answers the queries that have arisen during those years. *Team Roles at Work* is the best-selling, second book written by Meredith Belbin, designed for any manager who wants to understand the practical application of Team Role theory. R. Meredith Belbin was formerly Chairman of the Industrial Training Research Unit. A founder Member of Belbin Associates, he is also Visiting Professor and Honorary Fellow of Henley Management College.

RELATED TITLES *Belbin, Management Teams: Why they succeed or fail*, 3e, ISBN: 978-1-85617-8075 * Complete descriptions of the Belbin Team Roles provide an understanding of how to analyse teams and then maximise output by using each team member's strengths* Numerous real world case studies show how to apply the theory to real situations* A highly practical book and online toolkit at www.Belbin.com demonstrates how to apply the Belbin team role method

From Book News A follow up to Belbin's *Management Teams: Why They Succeed or Fail*, explores how people must

fulfill not only their functional roles, but also their roles as team members. Explains how to find the right structure for the personalities and function, and ways in which people can be fit in. No bibliography. Annotation copyright Book News, Inc. Portland, Or. 'If you are really interested in learning and developing skills in teambuilding, there are certainly no books on the market that can beat Belbin's books in this subject area. Exceptional!'Senior Lecturer, University of Westminster "I am delighted to see this badly needed handbookI commend your efforts." - Norman Dowling, Virginia Tech